



Cathy Hoog, Executive Director

Main Office and Public Housing Department  
27 Charter Street, Salem, MA 01970

Section 8 Department & Procurement/Modernization  
136 Canal Street, Suite 2, Salem, MA 01970

Telephone: 978-744-4431 Fax: 978-744-9614  
Website: [www.salemha.org](http://www.salemha.org)

2025 OCT -2 AM 10:12

CITY CLERK  
SALEM, MASS

October 2, 2025

Ilene Simons, City Clerk  
Office of the Clerk  
City Hall, 93 Washington Street  
Salem, MA 01970

Dear Ms. Simons:

In accordance with Chapter 30A, Section 20 of the General Laws, as amended, Notice of **REGULAR MEETING** of the SALEM HOUSING AUTHORITY to be held on **WEDNESDAY, OCTOBER 8, 2025 at 6:00 p.m.** at the Salem Housing Authority, 27 Charter Street, Salem, MA **VIA ZOOM WEBINAR ONLY.**

You are invited to a Zoom webinar!

When: Oct 8, 2025 06:00 PM Eastern Time (US and Canada)

Topic: **REGULAR BOARD OF DIRECTORS MEETING OF THE SALEM HOUSING AUTHORITY**

Join from PC, Mac, iPad, or Android:

[https://us02web.zoom.us/j/88042512609?pwd=4BQH8jMwDTdqEFemye3IArGzy3r8iZ.](https://us02web.zoom.us/j/88042512609?pwd=4BQH8jMwDTdqEFemye3IArGzy3r8iZ.1)

1

Passcode:235689

Phone one-tap:

+13126266799,,88042512609#,,, \*235689# US (Chicago)

+16465588656,,88042512609#,,, \*235689# US (New York)

Join via audio:

+1 312 626 6799 US (Chicago)

+1 646 558 8656 US (New York)

+1 646 931 3860 US

+1 301 715 8592 US (Washington DC)

+1 305 224 1968 US

+1 309 205 3325 US



Equal Opportunity Employer



+1 386 347 5053 US  
+1 507 473 4847 US  
+1 564 217 2000 US  
+1 669 444 9171 US  
+1 669 900 9128 US (San Jose)  
+1 689 278 1000 US  
+1 719 359 4580 US  
+1 253 205 0468 US  
+1 253 215 8782 US (Tacoma)  
+1 346 248 7799 US (Houston)  
+1 360 209 5623 US  
Webinar ID: 880 4251 2609  
Passcode: 235689  
International numbers available: <https://us02web.zoom.us/j/88042512609>

The Chair anticipates that the matters outlined in the agenda below will be addressed, as well as any other unforeseen business that may lawfully come before it.

**AGENDA FOR THE  
REGULAR BOARD OF DIRECTORS MEETING  
WEDNESDAY, OCTOBER 8, 2025  
6:00 p.m.**

---

- I. Call Meeting to Order**
- II. Roll Call**
- III. Acceptance of the Minutes of Previous Meeting(s)**  
Acceptance of Minutes of the Regular Meeting of September 10, 2025
- IV. Tenant/Public Engagement**
- V. Report of the Executive Director**
  - Executive Director Report – October 2025
- VI. Communications**
  - Updated Waitlist
  - SHA Department Reports (Move In, Move Out, State and Federal,
  - CHAMP Report, Modernization Report, Voucher Report, Family Self-Sufficiency Report (Quarterly), Resident Service Coordinators' Reports and Completed Work Orders for Month of September 2025)
  - Salem State University Flyer – Collaboration with SSU Senior Nursing Students
- VII. Reports of the Committees**
- VIII. Recommendations of the Chair**
- IX. Report of the Treasurer**

- Bills for the period September 1, 2025 through September 30, 2025
- Balance Sheets and Statements of Revenue and Expenses for eleven (11) months ending August 31, 2025
- Section 8 - Repayments Collected 10/01/2024 -9/30/2025
- Public Housing Retro Rents Collected 10/01/2024 – 9/30/2025

**X. Unfinished Business**

- Salem Housing Authority "Draft" Internal Controls Policy

**XI. New Business**

- Revision – Sexual Harassment Policy -Officer Assignment
- Annual Submissions
- Certificate of Final Completion as of October 8, 2025 and final payment in the amount of \$20,622.89 from Cassidy Landscaping LLC for EOHLC project #258164 Creative Placemaking Grant, Site Improvements, and Art Project at Pioneer Terrace
- Collection of Losses – Write Offs Through 09/30/25 per Public Housing Notice 2017-17

**XII. Other Business /Late Communications**

**XIII. Adjournment**

Very truly yours,

  
Cathy Hoog  
Executive Director

Copy: SHA Board Members  
Charter Street Tenants Association  
Pioneer/Bertram Terrace Tenants Organization  
Dalton House Tenants Organization  
Rainbow Terrace Tenants Organization

This notice posted on "Official Bulletin Board"  
City Hall, Salem, Mass. on **OCT 02 2025**  
at 10:12 AM in accordance with M.G.A. Chap. 30A,  
Sections 18-25.

2025 OCT -2 AM 10:12

CITY CLERK  
SALEM, MASS

de octubre de 2025

Ilene Simons, Secretaria Municipal  
Oficina de la Secretaria  
Ayuntamiento, 93 Washington Street  
Salem, MA 01970

Estimada Sra. Simons:

De conformidad con el Capítulo 30A, Sección 20 de las Leyes Generales, y sus enmiendas, le presento la convocatoria para la REUNIÓN ORDINARIA de la AUTORIDAD DE VIVIENDA DE SALEM, que se celebrará el miércoles 8 de octubre de 2025 a las 18:00 h en la Autoridad de Vivienda de Salem, 27 Charter Street, Salem, MA. SOLO POR SEMINARIO WEB POR ZOOM.

¡Le invitamos a un seminario web por Zoom! Cuándo: 8 de octubre de 2025, 18:00 h, hora del este (EE. UU. y Canadá)

Tema: REUNIÓN ORDINARIA DE LA JUNTA DIRECTIVA DE LA AUTORIDAD DE VIVIENDA DE SALEM

Únase desde PC, Mac, iPad o Android:

<https://us02web.zoom.us/j/88042512609?pwd=4BQH8jMwDThqEFemye3IArGzy3r8iZ.1>

Código de acceso: 235689

Teléfono con un solo toque:

+13126266799,,88042512609#,,,,\*235689# EE. UU. (Chicago)

+16465588656,,88042512609#,,,,\*235689# EE. UU. (Nueva York)

Únase por audio:

+1 312 626 6799 EE. UU. (Chicago)

+1 646 558 8656 EE. UU. (Nueva York)

+1 646 931 3860 EE. UU.

+1 301 715 8592 EE. UU. (Washington D. C.)

+1 305 224 1968 EE. UU.

+1 309 205 3325 EE. UU.

+1 386 347 5053 EE. UU.

+1 507 473 4847 EE. UU.

+1 564 217 2000 EE. UU.

+1 669 444 9171 EE. UU.

+1 669 900 9128 EE. UU. (San José)

+1 689 278 1000 EE. UU.

+1 719 359 4580 EE. UU.

+1 253 205 0468 EE. UU.

+1 253 215 8782 EE. UU. (Tacoma)

+1 346 248 7799 EE. UU. (Houston)



+1 360 209 5623 EE. UU.

ID del seminario web: 880 4251 2609

Contraseña: 235689

Números internacionales disponibles: <https://us02web.zoom.us/j/k2bSXav29>

El Presidente anticipa que se abordarán los asuntos descritos en el orden del día a continuación, así como cualquier otro asunto imprevisto que legalmente pueda presentarse.

## ORDEN DEL DÍA DE LA REUNIÓN ORDINARIA DE LA JUNTA DIRECTIVA MIÉRCOLES, 8 DE OCTUBRE DE 2025

18:00

I. Apertura de la sesión

II. Lista de asistencia

III. Aceptación de las actas de las reuniones anteriores

Aceptación de las actas de la reunión ordinaria del 10 de septiembre de 2025

IV. Participación de los inquilinos y el público

V. Informe del Director Ejecutivo

- Informe del Director Ejecutivo – Octubre de 2025

VI. Comunicaciones

- Lista de espera actualizada

- Informes de los departamentos de la SHA (Ingreso, Salida, Estatal y Federal,

- Informe CHAMP, Informe de Modernización, Informe de Cupones, Informe de Autosuficiencia Familiar (Trimestral), Informes de los Coordinadores de Servicios para Residentes y Órdenes de Trabajo Completadas para el mes de septiembre de 2025)

- Folleto de la Universidad Estatal de Salem – Colaboración con los estudiantes de último año de enfermería de la SSU

VII. Informes de los comités

VIII. Recomendaciones del presidente

IX. Informe del Tesorero

- Facturas del período del 1 al 30 de septiembre de 2025

- Balances generales y estados de ingresos y gastos de once (11) meses que finalizan el 31 de agosto de 2025

- Sección 8 - Reembolsos cobrados del 01/10/2024 al 30/09/2025

- Alquileres retroactivos de vivienda pública cobrados del 01/10/2024 al 30/09/2025

X. Asuntos pendientes

- Borrador de la Política de Control Interno de la Autoridad de Vivienda de Salem

XI. Asuntos nuevos

- Revisión – Política sobre acoso sexual - Asignación de funcionarios

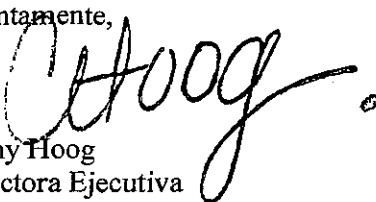
- Presentaciones anuales

- Certificado de finalización al 8 de octubre de 2025 y pago final por \$20,622.89 de Cassidy Landscaping LLC para el proyecto EOHLC n.º 258164: Subvención para la creación de espacios creativos, mejoras del sitio y proyecto artístico en Pioneer Terrace

- Cobro de pérdidas – Cancelaciones hasta el 30/09/25 según el Aviso de Vivienda Pública 2017-

XII. Otros asuntos/Comunicaciones tardías  
XIII. Levantamiento de la sesión

Atentamente,

  
Cathy Hoog  
Directora Ejecutiva

Copia: Miembros de la Junta de SHA  
Asociación de Inquilinos de Charter Street  
Organización de Inquilinos de Pioneer/Bertram Terrace  
Organización de Inquilinos de Dalton House  
Organización de Inquilinos de Rainbow Terrace

This notice posted on "Official Bulletin Board"  
City Hall, Salem, Mass. on **OCT 02 2025**  
at 10:12 AM in accordance with MGL Chap. 30A,  
Sections 18-25.



Cathy Hoog, Executive Director

Main Office and Public Housing Department  
27 Charter Street, Salem, MA 01970

Section 8 Department & Procurement/Modernization  
136 Canal Street, Suite 2, Salem, MA 01970

Telephone: 978-744-4431 Fax: 978-744-9614  
Website: [www.salemha.org](http://www.salemha.org)

**DISCUSSIONS FOR THE  
REGULAR BOARD OF DIRECTORS MEETING  
WEDNESDAY, OCTOBER 8, 2025  
6:00 p.m.**

---

This meeting will be held via Zoom Webinar only.

**I. Call Meeting to Order**

**II. Roll Call**

Present

Absent

Also Present:

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

**IV. Tenant/Public Engagement**

**V. Report of the Executive Director**

**VI. Communications**

- Updated Waitlist
- SHA Department Reports (Move In, Move Out, State and Federal, Modernization Report, Voucher Report, Family Self-Sufficient Report, Resident Service Coordinator Reports, CHAMP Report and Completed Work Orders for Month of September 2025)
- Salem State University Flyer – Collaboration with SSU Senior Nursing Students



**VII. Reports of the Committees**

**VIII. Recommendations of the Chairman**

**IX. Report of the Treasurer**

Bills

( ) moves to acknowledge receipt of the bills for the period September 1, 2025 through September 30, 2025 as presented. ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

Balance Sheet and Statements of Revenues and Expenses

Cathy Hoog will present the Balance Sheet and Statements of Revenues and Expenses to the Board of Directors for eleven (11) months ending August 31, 2025 and request approval.

( ) moves to accept the Balance Sheet and Statements of Revenues and Expenses prepared by Paul Pavia of Fenton, Ewald & Associates, P.C. for eleven (11) months ending August 31, 2025. ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

Section 8 - Repayments Collected 10/01/2024 -9/30/2025

Cathy Hoog will present the Section 8 Repayments Collected 10/01/2024 – 9/30/2025.

The total amount collected is \$154,303.00 SHA retains fifty (50%) percent of \$154,303.00 which equals \$77,151.50.

Public Housing Retro Rents Collected 10/01/2024 – 9/30/2025

Cathy Hoog will present the Public Housing Retro Rents Collected 10/01/2024 – 9/30/2025.

The total amount collected for State is \$111,099.75/. SHA retains Sixty-Seven (67%) percent of \$111,099.75 which equals \$74,436.83. The total amount collected for Federal is \$5,618.25 and the SHA retains 100%.

**X. Unfinished Business**

- Salem Housing Authority “Draft” Internal Controls Policy

**XI. New Business**

Revision – Sexual Harassment Policy – Officer Assignment

Cathy Hoog will present the Sexual Harassment Policy for revision whereby it is necessary for a new Sexual Harassment Officer to be appointed by the Board of Directors as Carly McClain has resigned as a Board Member.

(     ) moves to appoint \_\_\_\_\_ as the new Sexual Harassment Officer. Said Sexual Harassment Policy shall be revised to reflect this Board Vote. (     ) seconds the motion and the roll call vote is as follows:

Ayes

Nays

Annual Submissions

Cathy Hoog will inform the Board that once a year the Salem Housing Authority is required to have each staff member, each Board Member and other individuals considered to be state employees sign the Conflict of Interest/State Ethics Commission Summary. Each employee and Board Member will be informed via email by the State Ethics Commission to complete the same on-line.

In addition, every two (2) years the above-mentioned individuals are required to complete a Conflict-of-Interest online training program. This online training last occurred in October of 2023 and will need to be completed this October. Each employee and Board Member will be notified by email by the State Ethics Commission to complete the same on-line.

The Director will also request that the Board of Directors and each staff member sign the Sexual Harassment Policy document as part of the Annual October Submissions: This document will be emailed to everyone prior to the end of October 2025.

Certificate of Final Completion as of October 8, 2025 and final payment in the amount of \$20,622.89 from Cassidy Landscaping LLC for EOHLC project #258164 Creative Placemaking Grant, Site Improvements, and Art Project at Pioneer Terrace

Cathy Hoog will present to the Board of Directors Certificate of Final Completion as of October 8, 2025 and final payment in the amount of \$20,622.89 from Cassidy Landscaping LLC for EOHLC project #258164.

(     ) moves to approve the Certificate of Final Completion as of October 8, 2025 and final payment in the amount of \$20,622.89 from Cassidy Landscaping LLC for EOHLC project #258164 Creative Placemaking Grant, Site Improvements, and Art Project at Pioneer Terrace. (     ) seconds the motion and the roll call vote is as follows:

Ayes

Nays

Collection of Losses – Write Offs Through 09/30/25 per Public Housing Notice 2017-17

Cathy Hoog will present the Collection of Losses – Write Offs Through 9/30/25 per Public Housing Notice 2017-17.

(     ) moves to approve write offs through September 30, 2025 for State Development 667 in the amount of \$4,129.91 pursuant to Public Housing Notice 2017-17. (     ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

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

## **XIII. Adjournment**

(     ) moves to adjourn the regular Board of Directors Meeting on Wednesday, October 8, 2025 at (     ) p.m. (     ) seconds the motion and the roll call vote is as follows:

Ayes

Nays



Cathy Hoog, Executive Director

Main Office and Public Housing Department  
27 Charter Street, Salem, MA 01970

Section 8 Department & Procurement/Modernization  
136 Canal Street, Suite 2, Salem, MA 01970

Telephone: 978-744-4431 Fax: 978-744-9614  
Website: [www.salemha.org](http://www.salemha.org)

**MINUTES OF THE  
REGULAR BOARD OF DIRECTORS MEETING  
WEDNESDAY, SEPTEMBER 10, 2025  
6:00 p.m.**

---

This meeting was a hybrid meeting. The meeting took place in person at the Salem Housing Authority, 136 Canal Street, Unit 1 and Unit 2, Salem, MA and via Zoom Webinar.

**I. Call Meeting to Order at 6:06 p.m.**

**II. Roll Call**

Present

Aaron Paternoster  
Romell Kidd (Virtual)  
Doneeca Thurston-Chavez (Virtual)  
Emily Ullman  
Veronica Miranda

Absent

Also Present: Cathy Hoog, Executive Director, Gary Dean, Director of Maintenance, Debra Tucker, Assistant Executive Director, Anne Cameron, Executive Assistant, Jacqui Guzman, Director of Leased Housing, Maureen Thomas, Director of Public Housing, Joshua Bocko, Assistant Director of Public Housing

**III. Tenant/Public Engagement**

Eugene Collins – Pioneer Terrace, Salem, MA

Mr. Collins commented that the upcoming convention of the Mass Union of Public Housing Tenants is on October 3-5 in Marlborough, Massachusetts. Mr. Collins encouraged the Board of Directors to attend said convention. Mr. Collins also encouraged the Salem Housing Authority to support the Mass Union of Public Housing Tenants by making a donation.

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

1 | Page Special Board Meeting of September 10, 2025



Cathy Hoog presented the minutes of the previous meeting for acceptance.

Emily Ullman moved to accept the Minutes of the Regular Board of Directors Meeting/held on Wednesday, August 13, 2025, with the revisions requested by the Board. Veronica Miranda seconded the motion, and the vote was as follows:

Ayes

Nays

Aaron Paternoster  
Romell Kidd  
Doneeca Thurston-Chavez  
Emily Ullman  
Veronica Miranda

**V. Report of the Executive Director**

- See attached report of the Executive Director – September 2025

**VI. Communications**

- Updated Waitlist
- SHA Department Reports (Move In, Move Out, State and Federal, CHAMP Report, Family Self-Sufficiency Report (Quarterly), Modernization Report, Voucher Report, Resident Service Coordinator Reports and Completed Work Orders for Month of August 2025)
- EOHLC Budget Guidelines - 2026

**VII. Reports of the Committees**

See Summary attached hereto.

**VIII. Recommendations of the Chair**

There were no recommendations of the Chair.

**IX. Report on the Treasurer**

Bills

Cathy Hoog presented the bills to the Board of Directors for acknowledgement of receipt.



Veronica Miranda moved to acknowledge receipt of the bills for August 1, 2025, through August 31, 2025, as presented. Doneeca Thurston-Chavez seconded the motion, and the roll call vote was as follows:

Ayes

Nays

Aaron Paternoster  
Romell Kidd  
Doneeca Thurston-Chavez  
Emily Ullman  
Veronica Miranda

#### Balance Sheet and Statements of Revenues and Expenses

Cathy Hoog presented the Balance Sheet and Statements of Revenues and Expenses to the Board of Directors for acceptance.

Romell Kidd moved to accept the Balance Sheet and Statements of Revenues and Expenses prepared by Paul Pavia of Fenton, Ewald & Associates, P.C. for Ten (10) months ending July 31, 2025. Doneeca Thurston-Chavez seconded the motion, and the **roll call** vote was as follows:

Ayes

Nays

Aaron Paternoster  
Romell Kidd  
Doneeca Thurston-Chavez  
Emily Ullman  
Veronica Miranda

#### **X. Unfinished Business**

- Salem Housing Authority "Draft" Internal Controls Policy (See attached summary)
- Election of Board Officer (Treasurer) of the Salem Housing Authority

#### Office of the Treasurer

Emily Ullman moved to nominate Romell Kidd for the Office of Treasurer. Doneeca Thurston-Chavez seconded the motion, and the vote was as follows:

Ayes

Nays

Aaron Paternoster  
Romell Kidd  
Doneeca Thurston-Chavez  
Emily Ullman  
Veronica Miranda

Veronica Miranda moved that the nominations for the Office of Treasurer be closed. Emily Ullman seconded the motion, and the vote was as follows:

Ayes

Nays

Aaron Paternoster

Romell Kidd

Doneeca Thurston-Chavez

Emily Ullman

Veronica Miranda

Veronica Miranda moved that Romell Kidd be elected to the Office of Treasurer. Aaron Paternoster seconded the motion, and the vote was as follows:

Ayes

Nays

Aaron Paternoster

Romell Kidd

Doneeca Thurston-Chavez

Emily Ullman

Veronica Miranda

#### Revisions to Chapters 4 and 12 of the Salem Housing Authority Section 8 Housing Choice Voucher Program Administrative Plan

Cathy Hoog presented to the Board of Directors and discuss the revisions to Chapter 12 of the Salem Housing Authority Section 8 Housing Choice Voucher Program Administrative Plan.

Emily Ullman moved to approve the revisions to Chapters 4 and 12 of the Salem Housing Authority 8 Housing Choice Voucher Program Administrative Plan. Doneeca Thurston-Chavez seconded the motion, and the roll call vote was as follows:

Ayes

Nays

Aaron Paternoster

Romell Kidd

Doneeca Thurston-Chavez

Emily Ullman

Veronica Miranda

## **XI. New Business**

### New Hire – Finance Coordinator

Cathy Hoog will present Peyton Dixey to the Board of Directors to make a conditional offer of employment to her. Cathy will provide the Board with the details.

Veronica Miranda moved to make a conditional offer of employment to Peyton Dixey with a six (6) month probationary period for a full -time position (35 hours per week) as Finance Coordinator for the Salem Housing Authority at an annual salary of \$65,000.00 with a start date TBD. Employment is also conditioned upon receipt of a passed SHA. paid physical examination including drug test (not marijuana) and a favorable Criminal Offense Record Information (CORI) check. Emily Ullman seconded the motion, and the roll call vote was as follows:

Ayes

Nays

Aaron Paternoster  
Romell Kidd  
Doneeca Thurston-Chavez  
Emily Ullman  
Veronica Miranda

PHA Board Resolution – U.S. Department of Housing and Urban Development

Cathy Hoog presented the PHA Board Resolution to the Board of Directors. She will explain that it is a yearly requirement of HUD. The PHA Board Resolution states that the SHA will continue to use the budget for FYE 9/30/24 until the SHA receives the new budget guidelines.

Emily Ullman moved to approve the PHA Board Resolution from the U.S. Department of Housing and Urban Development, PHA Name-Salem Housing Authority, PHA Code MA-055, PHA Fiscal Year Beginning: 10/01/2025 and authorize Chair Aaron Paternoster to execute said PHA Board Resolution. Veronica Miranda seconded the motion, and the **roll call** vote is as follows:

Ayes

Nays

Aaron Paternoster  
Romell Kidd  
Doneeca Thurston-Chavez  
Emily Ullman  
Veronica Miranda

2025 Federal Public Housing Flat Rents

Cathy Hoog, Executive Director, presented the 2025 Federal Public Housing Flat Rents and explain to the Board as to how the Federal Public Housing Flat Rents are determined.

Veronica Miranda moved to approve the following 2025 Federal Public Housing Flat Rents, as submitted, effective fiscal year beginning October 1, 2025:

1 Bedroom:	\$1,981.00
2 Bedroom:	\$2,353.00
3 Bedroom:	\$2,821.00

4 Bedroom: \$3,115.00

Romell Kidd seconded the motion, and the roll call vote is as follows:

Ayes

Nays

Aaron Paternoster

Romell Kidd

Doneeca Thurston-Chavez

Emily Ullman

Veronica Miranda

### 2025 Payment Standards

Cathy Hoog, Executive Director, presented the 2025 Payment Standards and explain to the Board as to how the Payment Standards are determined.

Romell Kidd moved to approve the following 2025 Payment Standards, as submitted, effective fiscal year beginning October 1, 2025:

0 Bedroom:	\$2,359.00
1 Bedroom:	\$2,476.00
2 Bedroom:	\$2,941.00
3 Bedroom:	\$3,526.00
4 Bedroom:	\$3,894.00

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

Ayes

Nays

Aaron Paternoster

Romell Kidd

Doneeca Thurston-Chavez

Emily Ullman

Veronica Miranda

### Section 8 Utility Allowance Study

Cathy Hoog presented to the Board the results of the Section 8 Utility Allowance Study to become effective October 1, 2025, prepared by Jacqueline Guzman.

Doneeca Thurston-Chavez moved that all Allowances for Tenant-Furnished Utility and other services provided by Happy Software be adopted , as presented, effective October 1, 2025. Romell Kidd seconded the motion, and the **roll call** vote was as follows:

Ayes

Nays

Aaron Paternoster  
Romell Kidd

Doneeca Thurston-Chavez  
Emily Ullman  
Veronica Miranda

#### Pre-2004 Section 8 Monies

On August 8, 2012, the Board of Directors authorized the former Executive Director to 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.

Emily Ullman 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. Doneeca Thurston-Chavez seconded the motion, and the **roll call** vote was as follows:

#### Ayes

Aaron Paternoster  
Romell Kidd  
Doneeca Thurston-Chavez  
Emily Ullman  
Veronica Miranda

#### Nays

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

See attached summary.

## **XIII. Adjournment**

Aaron Paternoster moved that the Board adjourn the Regular Meeting of Wednesday, September 10, 2025, at 7:40 p.m. Veronica Miranda seconded the motion, and the roll call vote was as follows:

#### Ayes

Aaron Paternoster  
Romell Kidd  
Doneeca Thurston-Chavez  
Emily Ullman  
Veronica Miranda

#### Nays

**Summary Page for Articles V through XII of the Minutes of the  
Board of Directors Meeting on September 10, 2025**

**Salem Housing Authority Board Updates/e/Executive Director's Report**

The board approved minutes from the August 13, 2025 meeting with corrections regarding recording permission and seconding motions.

Executive Director, Cathy Hoag discussed her Executive Director's Report in detail. She reported on various developments, new admissions to public housing, and progress on modernization projects. She also discussed the RFP for 17-27 First Street, which received 29 designer and developer attendees at a pre-proposal site meeting, with the deadline extended to November 3rd. The board expressed interest in having a tenant representative on the upcoming RFP review committee.

**Internal Controls Policy Discussion**

The board discussed the internal controls policy. Cathy explained that while the policy intended to consolidate existing controls, it had evolved into a more detailed procedural document. After discussion about the board's role in approving policies versus procedures, they agreed to have the policy subcommittee meet before October to make a final recommendation to either approve the policy, reject it, or treat it as a procedural document.

The board also acknowledged August bills and moved on to treasurer's reports.

**July Turnover and Treasurer Election**

The meeting focused on reviewing the balance sheet, where Romell noted high turnover expenses in July which Gary Dean, Director of Maintenance stated was due to long-term residents leaving. Cathy stated that the high turnover rate was also due to high vacancies and deaths.

Romell was nominated and elected as Treasurer for the Salem Housing Authority, with all board members voting in favor.

**Salem Housing Authority's Administrative Plan Revisions Chapters 4 and 12**

Cathy Hoag presented revisions to Chapters 4 and 12 of the Salem Housing Authority's Administrative Plan for the Secondary Housing Choice Voucher Program, focusing on potential funding cuts and the need to establish categories for voucher holder terminations and reinstatements. She explained that Category 1 involves families who committed program abuse or fraud and are not in compliance with repayment agreements, while Categories 2 and 3 involve families with the lowest HAP payments and longest program assistance, respectively. Cathy clarified that terminations would require voucher holders to vacate their units, unless landlords negotiate otherwise, and Romell inquired about the impact on SRA's housing stock, which Cathy

confirmed would only affect private landlords. The board approved revisions to Chapters 4 and

12 of the SHA's Admin. Plan.

### **New Business**

A new hire was presented to the Board, Peyton Dixon, for the finance coordinator position at Salem Housing Authority. The Board approved a PHA Board Resolution from **HUD**, which allows the authority to continue operating under its existing budget until a new budget is voted. The board was informed that budget preparation has not yet started, but they typically examine year-end submissions to prepare for next year's budget.

The board approved 2025 federal public housing flat rents, payment standards, and utility allowances as presented. They also authorized restoring \$5,000 to the Section 8 reserve monies. Cathy clarified that all spending would follow state, local, and federal regulations. The board approved these measures with unanimous votes from all members present.

### **Late Business/Communications**

#### **Mass Union of Public Housing Tenants Convention/ RFP 17-27 First Street Development Review/LTO Budgets**

The board discussed the upcoming tenant convention, where Cathy explained that the Salem Housing Authority has been a sponsor and provides support through registration fees and program ads. They also discussed the RFP review committee for 17-27 First Street project, with Cathy Hoog suggesting that community engagement should occur after the selection process rather than during it. The board agreed that having a tenant representative on the committee would be beneficial.

Veronica Miranda proposed creating a Memorandum of Understanding between the LTOs and the Housing Authority to standardize resource allocation.

## **ED Summary October 2025**

The following summary is provided as a guide for the SHA Board of Commissioners to review monthly SHA Department outcomes. Additional Department reports provide more detailed statistical data related to SHA finance, modernization, public housing vacancy, section 8 vouchers, maintenance work orders, resident services, Family Self Sufficiency (FSS) programs, Housing Now, champ wait list data and property management. The detailed reports are attached in the monthly Board packet with this summary.

### **Administration/Personnel**

- Closing for the Public Housing Program to take place by end or before January 2026. HUD Housing Assistance payment award issued to begin in February of 2026.
- Draft Internal Control Policy Presented to the Board this month (7th month).

### **Financial**

- See Financial reports included for specific details on monthly financials.
- Budget Guidelines for 2025-2026 have been issued.

### **Property/Modernization**

- 258 Work orders completed this month. See work order reports and move in/move out reports for detailed information related to work order data and public housing vacancies/move ins.
- 12 State modernization projects are currently in design or under construction. See modernization report for more detailed updates on each project. 1 Federal modernization project is being planned for construction.
- 150 CHAMP applications pulled and being reviewed for placement. See CHAMP report for more detailed information on champ waitlist pulls and offers for public housing units.
- 9 New Admissions in Public Housing

### **Section 8 Program**

- 1165 units under lease, See Voucher report for additional specifics related to Section 8 vouchers issued.
- The Section 8 program cannot issue any new vouchers per HUD orders.
- FSS Program- 30 **voucher holders** (19 is the target goal for HUD) have been enrolled into the program and signed contracts, **\$115,022 in earned escrow amongst the participants.** 2026



FSS renewal grant application in progress. **Quarterly FSS report provided this month on the FSS program and participant statistics.**

## **Residents and Community**

- **21 new Referrals** were made to the Service Coordinators this month for resident assistance. **75 residents served** for ongoing case management
- **Housing Now Program-** 8 Families have been leased up and receiving comprehensive case management services with Family Success Plans in place. Six families have remained successfully leased up for 7 months and graduating from the program November 2025. Two families have remained successfully leased up for 6 months.
- Ongoing programs for residents-
- Holiday events in planning
- Wellness Wednesdays
- Two Community Garden plots have been secured for senior residents to participate in summer gardening programs with the SHA Service Coordinators
- Ice cream event for families of Garden Terrace, Phillips and Farrell Court on September 23, 2025 was huge success!
- Advertising the State Family Self Sufficiency resulted in 43 applications! Orientations for the program to begin this week for Marblehead and Salem.
- RSC's continue attendance at local REACT meetings with Salem PD and area providers.
- Planning for fire safety talks in motion with Salem FD
- **See monthly Service Coordinator reports for specific data related to engagement/service coordination categories for residents.**

## **Funding Awards/Grant Applications Summary for 2019-2024**

### **Fiscal Year 2019-2020**

**Awards total: \$1,161,681.29** (RSC grant (annual), health/safety initiative, PEHO, Gateway Cities, CPA, Creative Placemaking)

### **Fiscal Year 2020-2021**

**Awards total: \$4,407,082.00** (Section 8 HAP, HILAP, Action Inc. Sustainability, CDBG)

### **Fiscal Year 2021-2022**

**Awards total: \$2,400,946.00** (CPA, DHCD Target Award, Solar Farm Savings(annual)/Sign on Bonus, New Section 8 Vouchers and Admin Fee (annual)

### **Fiscal Year 2022-2023**

**Awards total: \$24,041,404.30 plus Leefort Profit Sharing** (CDBG wifi, RSC funding, FSS funding, ARPA development for Leefort, HOME funding for Leefort, HILAP for Leefort, CPA roof,

\$14,500,000 in soft bond and five years of tax credits for Leefort, Bertram Terrace Compliance funds) **Leefort Profit Sharing: Approx \$2.8 million**

#### **Fiscal Year 2023-2024**

SHA has received **\$88,420 in additional shortfall funding** to assist with the needs to cover the section 8 program.

An application was submitted to Mass Housing Partnership for feasibility costs related to an RFP for the vacant land at Farrell Court. **\$35,000 was awarded to SHA** this past month to explore the feasibility of developing the land next to Farrell Court. Testing will soon begin on the ledge to further determine the scope of possibilities for the land.

An application was made to Salem CPA committee for **\$160,000** for upgrades and repairs to the Barton Square elevator. **SHA was awarded \$160,000 for the elevator upgrades at Barton Square.**

An application was made to Salem CDBG program for **\$41,400** to offer residents a series of yoga, meditation, art therapies and pet therapy. Stay tuned.

**RSC award made to SHA for \$70,000.00 to continue RSC service coordination for residents of SHA and BHA.**

EOHLC Housing Now Grant application submitted last month for Case Management services along with family housing unit designations to assist families dealing with homelessness. **SHA awarded \$96,000 per EOHLC fiscal year, initial award is \$80,000 due to months into fiscal year.**

Fiscal Year 2025 Family Self Sufficiency grant application submitted to HUD November 2024

SHA partnering with City and local St. Peter's San Pedro Church next to Morency building on geothermal networking grant opportunities for further studying the feasibility for municipal downtown buildings to network on Geothermal.

HUD Shortfall funding application was submitted for 2024 to cover landlord rent increases. **SHA was awarded \$658,000.00**

#### **Fiscal Year 2024-2025**

SHA submitted the 2025 Comprehensive Modernization grant program to EOHLC May 2025. The project scope will include replacement windows, building envelope repairs and roof repairs for the Charter Street building. The grant was submitted in May 2025 totaling over \$2million for work at Charter Street. Stay tuned.

A Community Preservation Funding application was submitted to the City Community Preservation Committee for funding the roof replacement at the Zisson development. **The application was approved and funded \$378,00.00**

A CDBG grant application was submitted to the City for programming for technical assistance to seniors for computer use and basic applications along with training materials/equipment. Stay tuned.

The HUD FSS program grant application was awarded for an additional two years of funding, initial year award is \$110,000.

The State Self-Sufficiency Grant program was submitted for funding in March in partnership with the Marblehead Housing Authority. The grant was awarded to SHA/MHA for \$100,000 annually.

SHA applied for the State Residential Retrofit Program for Public Housing Units in an effort to increase access to reliable internet services for residents. The grant addresses inadequate wiring and infrastructure. The grants are intended to increase connectivity, reduce cost burdens and improve digital access for low-income residents. SHA was awarded services for 665 units spread over 21 properties as part of Aervivo Inc. Connectivity Platform.

### **Development/Redevelopment Updates**

The Leefort Terrace construction has begun and anticipated completion/re-housing of residents is Fall of 2026.

Planning for wait list opening is in progress and anticipated by February of 2026.

The voluntary pre-proposal site meeting for 17-27 First Street took place on Wednesday, September 3, 2025. Twenty-nine (29) designers and developers were in attendance for review of the RFP and any additional questions. A site tour followed the pre-proposal meeting and attendees walked the site. Interested parties have requested the full RFP package.

The RFP due date for the First Street land has been extended to November 3, 2025.

An RFP for a design consultant has been issued responses due October 16, 2025.

**State Estimated Waiting Period for Applications:****As of October 1, 2025****P-1,2,3,4,6**

Family	6 mos.-1 yr.
Elderly	6 mos.-1 yr.
NE (Eld./Disabled)	6 mos.-1 yr.
Modified	1+ yrs.

**P- 7**

Family (Local)	2 + yrs.
Family (Non-Local)	3 + yrs.
Elderly (Local)	2 + yrs.
Elderly (Non-Local)	3 + yrs.
NE (Elderly/Disabled)	3 + yrs.
Congregate	1 + yrs.
Modified	3 + yrs.

**VETERANS**

Family	6 mos.-1 yr.
Elderly	6 mos.-1 yr.

**Federal Waiting Period for Applications:****FEDERAL**

Family	3 + yrs.
Elderly	2 + yrs.

**SECTION 8**

Local/Preference	5 + yrs.
Non Local	10 + yrs.
PBV/Pequot	4 + yrs.
PBV/ARC	0 mos.—3 mos.

**STATE PUBLIC HOUSING**  
**WAITING LIST**  
**CHAMP**

As of October 1, 2025

Number of Family Applicants	44,989
Number of Elderly/Handicapped Applicants	12,014

**FEDERAL PUBLIC HOUSING**  
**WAITING LIST**

Federal Family	Pending	0
	Eligible	23
	<b>Total</b>	<b>23</b>
Federal Elderly	Pending	0
	Eligible	245
	<b>Total</b>	<b>245</b>

**SECTION 8**

Section 8 HCV Centralized Waitlist Salem Preference	Pending	0
	Eligible	2297
	<b>Total</b>	<b>2297</b>
Pequot Highlands Project-Based Voucher Program	Pending	28
	Eligible	1467
	<b>Total</b>	<b>1495</b>
New Point Acquisition PBV	Pending	25
	Eligible	675
	<b>Total</b>	<b>700</b>
ARC PBV Program	Pending	0
	Eligible	0
	<b>Total</b>	<b>0</b>

(MRVP Converted to Housing Choice Voucher 07/04-08/04)

(Federal Family closed 12/02)

(Federal Family opened 06/21/05 – 07/31/05)

(Federal Family closed 07/31/05)

(Federal Family opened 06/11/12)

(Federal Family closed 10/31/2012)

(Federal Preferences Changed To Local Only 12/17/2012)

(Section 8 closed 12/02)

(Joined Centralized 04/03/2006)

(State Family Closed 11/01/06)

(State Family Reopened 05/06/08 – 07/31/08 2 & 3 BR Only)

(State Family Extended thru 09/30/08 2 & 3 BR Only)

(State Family Closed 09/30/08)

(State Family Reopened 07/01/11 – 10/31/11 2 & 3 BR Only)

(State Family Closed 10/31/2011)

(State Family Reopened 12/15/15 - 03/31/2016 2 & 3 BR Only)(State Family Closed 3/31/16)

**July 19, 2018 State Waitlist Migrated to CHAMP (new applications after this date logged into CHAMP) (Oct. 15 – 30, 2018 Applications received entered into Lottery Nov. 9, 2018)**

Unit Address	City	State	Bedroom Size	Admission Date	Action Type	Move Out Reason	Effective Date
10B Colonial Terrace	Salem	MA	1	04/24/2023	Change Unit (In)		09/18/2025
2H Norton Terrace	Salem	MA	1	10/31/2012	End Participation		09/22/2025
6E Pioneer Terrace	Salem	MA	1	09/19/2025	New Admission		09/19/2025
9F Pioneer Terrace	Salem	MA	1	09/23/2025	New Admission		09/23/2025
6G Pioneer Terrace	Salem	MA	1	09/23/2025	New Admission		09/23/2025
1C Pioneer Terrace	Salem	MA	1	11/23/2010	End Participation		09/24/2025
7B Pioneer Terrace	Salem	MA	1	12/12/2017	End Participation		09/25/2025
27 Charter St Unit: 502	Salem	MA	1	09/15/2025	New Admission		09/15/2025
27 Charter St Unit: 410	Salem	MA	1	09/17/2025	New Admission		09/17/2025
45 St Peter St Unit: 204	Salem	MA	1	04/24/2023	Change Unit (Out)		09/18/2025
45 St Peter St Unit: 407	Salem	MA	1	09/19/2025	New Admission		09/19/2025
45 St Peter St Unit: 203	Salem	MA	1	09/26/2025	New Admission		09/26/2025

Unit Address	City	State	Bedroom Size	Admission Date	Action Type	Move Out Reason	Effective Date
108 Rainbow Terrace	Salem	MA	2	09/09/2025	New Admission		09/09/2025
75 Rainbow Terrace	Salem	MA	2	09/15/2025	New Admission		09/15/2025



			Bedroom	Admission	Action	Move Out	Effective
Unit Address	City	State	Size	Date	Type	Reason	Date
5 Barton Sq #2407	Salem	MA	1	08/22/2025	End Participation		09/15/2025

## Update on Capital Modernization Projects

The following are items either underway in design or under construction. These projects are funded by our 5-year state Capital Improvement Plan (EOHLC) and annual federal capital plan (HUD).

---

### **STATE-FUNDED PROJECTS**

Our latest annual state formula funding award is \$796,966 to be used at 14 state developments (626 units in 82 buildings).

#### **Underway (In Design or Under Construction)**

---

258150      **Electrical Upgrade** at Pioneer Terrace

Project is to upgrade the electrical service. The project was bid and Laracy is the apparent low bidder at \$1,104,000.00. Awaiting contracts.

---

258173      **Exterior Upgrades Water Infiltration (HILAPP)** at Charter St.

Project to solve the leaking in 2 units and the office. EOHLC awarded architect contract. In design. EOHLC authorized going forward with work to be performed in a sample unit on the 2<sup>nd</sup> floor as a test case. This work occurred. There are larger flashing and other issues being investigated with the Architect and EOHLC. SHA met with EOHLC and architect 5/30/24. Many design issues were discussed. A larger scope of work will be designed. The east elevation will be the scope. Plans and cost estimate are under review with EOHLC.

---

258182      **Exterior Door Replacement** at Bates, Norton, Dalton, Park/Prince

Derby Square Architects was assigned by EOHLC. Architect visited the site and will submit initial schematic design for review.

---

258187      **Siding and Window Replacement** at Farrell

Drizos Contracting LLC was awarded the contract in the amount of \$278,000. The project has been completed.

---

258188      **ARPA Federal Pacific Electric Panel Replacement and Gas Stove Replacement** at Rainbow, Leefort, Bertram, Colonial, Norton, Pioneer, Morency, Ruane, Dalton, and Phillips.

Rogue Engineering's bid document package was approved by EOHLC. The project will be advertised for bids. GC bids are due 11/14/25.

---

258189      **Walk-in tub/shower study** at Charter St. and Morency Manor and Phillips House

Environmental Restoration Inc. has begun work in the available Charter St. vacant unit. Serious plumbing issues behind the walls due to the age of the building at Charter. To keep the project on track the contractor has moved on to Phillips, then Morency, and then back to Charter. There will be a designated unit in each building identified as a unit to be used as temporary bathroom facilities for units where work is being performed.

---

258194      **Elevator upgrades** at Charter

Work to update the elevators to new code to be completed by our current elevator company under contract. Delta Beckwith Elevator Co. is working on the 1<sup>st</sup> car and is approximately 40% done..

---

258197      **Site Work and Concrete Repair** at Colonial Terrace

Design work has been completed and reviewed. Due to the time required for bidding and contract execution and the approaching winter season public bidding will be delayed until January 2026 for better and more accurate pricing. Work is anticipated to begin in Spring 2026.

---

258198      **Sustainability Study- flood zone, rising sea level** at Pioneer and Congress

Project with EOHLC. No information yet.

---

258199      **Roof Replacement** at Ruane

Derby Square Architects was assigned by EOHLC. A fee of \$21,600 has been agreed upon. Design work has begun. This building is in a historic district. Awaiting initial schematic design.

---

258200      **Boilers and HW Tanks Replacement** at Phillips

The equipment is at the end of its useful life. BLW Engineers has been assigned. Design work, budget, and funding are under review at EOHLC.

---

258203      **Aging in Place at Routine Turnovers** at 667

Small accessibility/adaptability upgrades will be incorporated during the routine vacancy turnover process

---

**Projects to be Assigned to a Designer, Designed and Bid**

TBA              Kitchen & bath modernization at Bertram as funding will allow.

258202           Charter St. Window Replacement

---

## **FEDERALLY-FUNDED PROJECTS**

Zisson Roof Replacement: The SHA was awarded CPA funds to help fund this work. Andrew Brockway is the architect on the project. Project received approval by the Historic Commission, Redevelopment Authority, and the Design Review Board. Low bidder is Leading Way Construction Co. Inc. with a bid of \$388,600.00. Contracts have been signed. City of Salem has delayed construction start date to 11/01 due to October crowds/tourists in the area.

## Report to the Board 10/01/2025

**10/1/2025**

**0 New Voucher Out-Looking**

**Voucher's Out-looking Time Frame:**

Under 30 Days	0
30-60 Days	0
60-90 Days	0
90-120 Days	0
120+	0

**Voucher**

<b>Issued since 9/1/2025:</b>	<b>0</b>
-------------------------------	----------

<b>PBV Admissions since 9/1/2025:</b>	<b>2</b>
---------------------------------------	----------

**Units Under Lease as of**

<b>October 1, 2025</b>	<b>1165</b>
------------------------	-------------



Quarter

Jul 01 - Sep 30, 2025 (Q3)

Site

Housing Authority of Salem, Massachusetts

Client Status  
Currently enrolled and all graduated clients

Gender

All Genders

Race and Ethnicity

All Races and Ethnicities

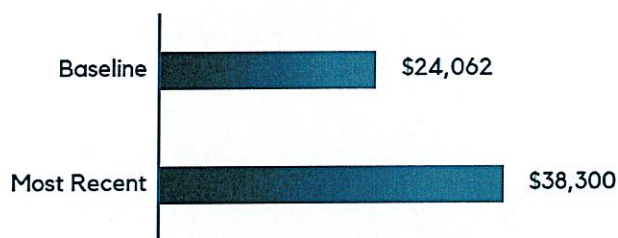
Baseline Earnings

All Earnings

Client Ages  
All Ages

## Core Outcomes

### Average Annual Earnings



57% increased earnings

\$32,809 average increase

### Average Monthly HAP



50% reduced HAP

\$525 average decrease

### Average Credit Score

0% increased credit score

0 average increase

0% improved credit score



Quarter

Jul 01 - Sep 30, 2025 (Q3)

Site

Housing Authority of Salem, Massachusetts

Client Status  
Currently enrolled and all graduated clients

Gender

All Genders

Race and Ethnicity

All Races and Ethnicities

Baseline Earnings

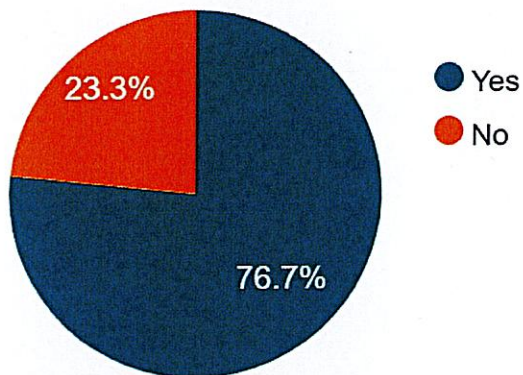
All Earnings

Client Ages  
All Ages

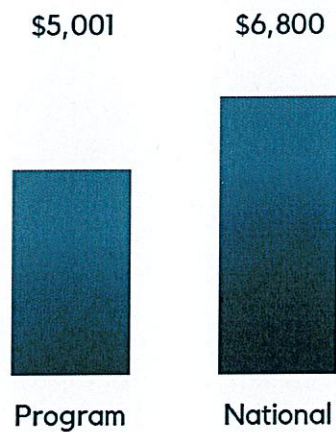
## Core Outcomes

Total accumulated escrow for 30 clients is \$115,022

Have Escrow



Average Escrow



Estimated Graduation Rate





Quarter

Jul 01 - Sep 30, 2025 (Q3)

Site

Housing Authority of Salem, Massachusetts

Client Status  
Currently enrolled and all graduated clients

Gender

All Genders

Race and Ethnicity

All Races and Ethnicities

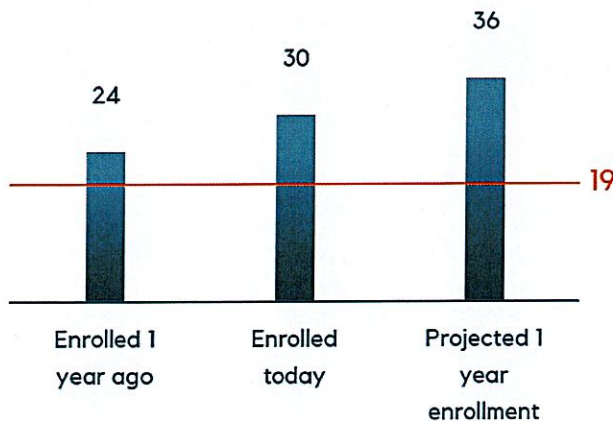
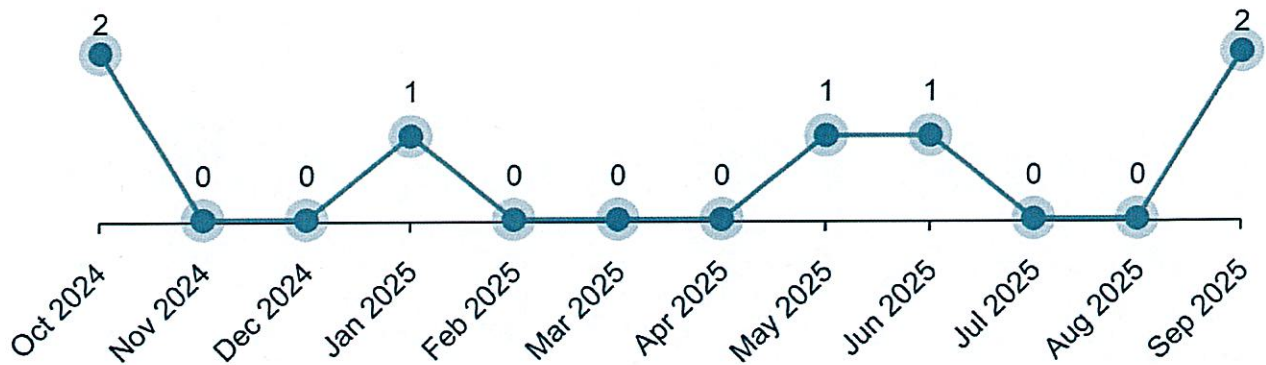
Baseline Earnings

All Earnings

Client Ages  
All Ages

## Enrollment Trends

New Enrollment by Month



In the last 12 months, there were 7 newly enrolled clients, 1 graduates, and 0 contract terminations. This resulted in an overall increase in enrollment of 6

If these trends continue, you will maintain your target enrollment.





Quarter

Jul 01 - Sep 30, 2025 (Q3)

Site

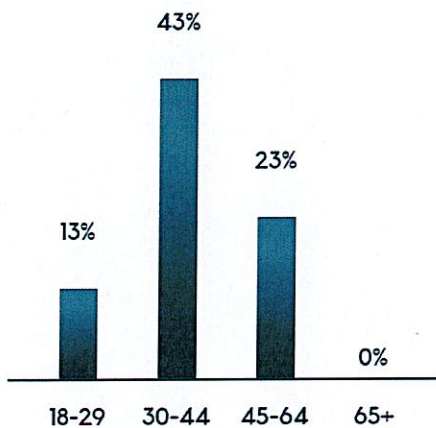
Housing Authority of Salem, Massachusetts

Client Status

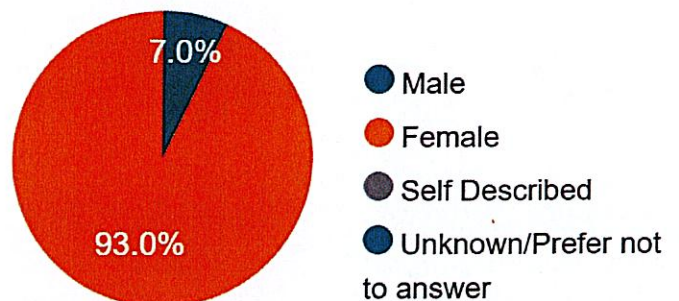
Currently  
enrolled and  
all graduated  
clients

## Client Demographics

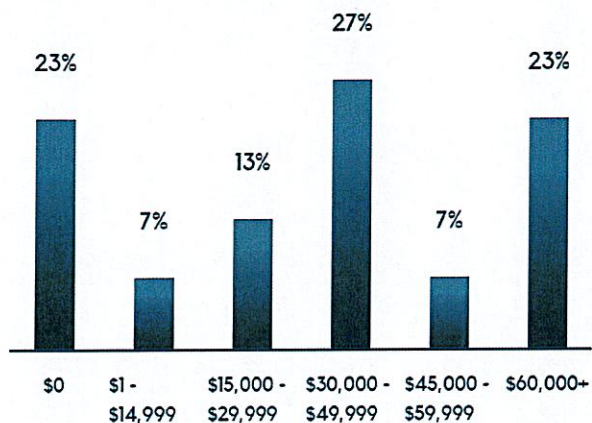
Client Ages



Gender



Baseline Earnings





Quarter

Jul 01 - Sep 30, 2025 (Q3)

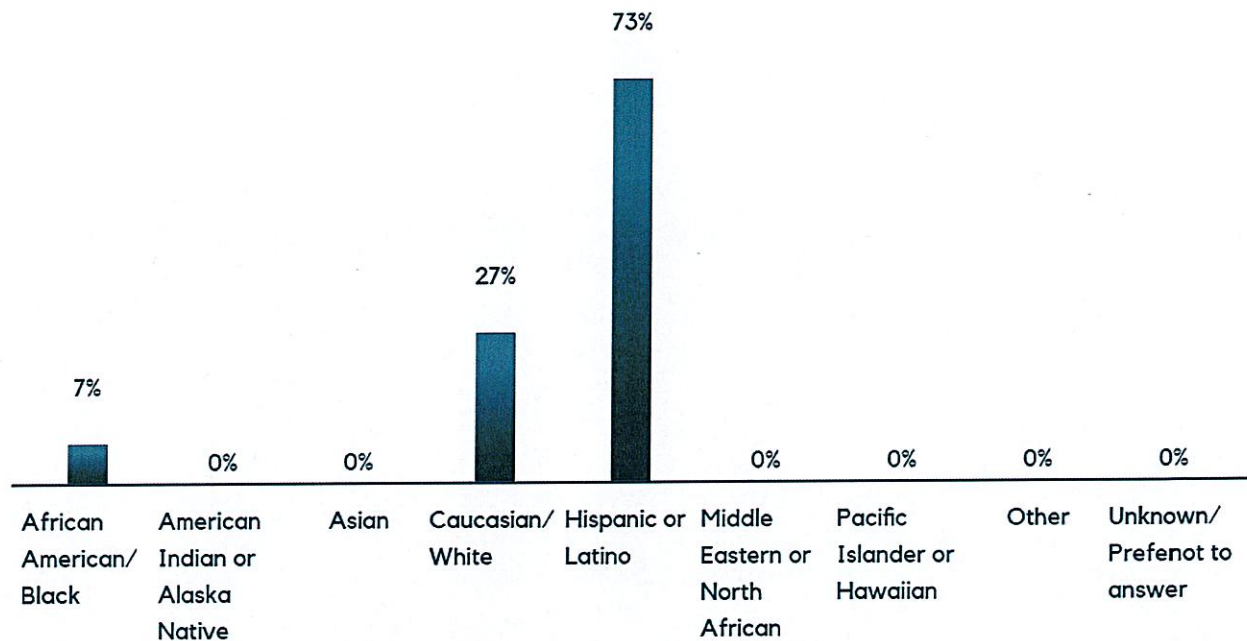
Site

Housing Authority of Salem, Massachusetts

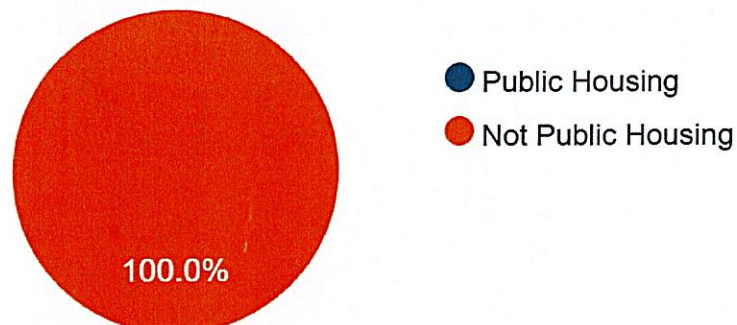
Client Status  
Currently  
enrolled and  
all graduated  
clients

## Client Demographics

Race and Ethnicity



Public Housing Tenants



# Salem Housing Authority

27 Charter Street  
Salem, MA 01970

(978)744-4431



Cathy Hoog  
Executive Director

**September 1- 30 2025**

**Kathlyn Valianti**

## September RSC MONTHLY REPORT

NEW Referrals to RSC: \_\_\_\_\_ 6

Ongoing case management/referrals: 50

### Category:

<u>Mental / behavioral health</u>	<u>8</u>
Housing stabilization support / One time deep cleaning	<u>9</u>
Re-certification assistance	<u>2</u>
Housekeeping/ Agency referrals	<u>8</u>
Wellness & fitness	<u>23</u>
<u>Nutrition/Snap applications, food pantry resources</u>	<u>4</u>
<u>Healthy food options, food pantry and emergency shopping</u>	<u>4</u>
<u>Community Engagement / Socialization</u>	<u>46</u>
<u>Health insurance / Health supportive services</u>	<u>6</u>
<u>Other- Distribution of flyers and community events</u>	<u>206</u>
Other	

### Referrals made out to other places:

- Salem COA, Salem Pantry, Life Bridge, Gather Health HOU, MassHealth, Healthy Living, Element Care, AgeSpan, Disability Resource Center, Element Care, North Shore Community Action Program, Salem Commission on Disability, Mission of Deeds, REACT, Salem Fire Department, Salem PD, The Brookhouse for Woman, The Bertram House, Big Brother/Big Sister, Salvation Army, Gardener Mattress Company, Care Dimensions

### Other important info to include:

9/16/25 Gather Bingo, Pioneer Terrace and Morency

# Salem Housing Authority

27 Charter Street  
Salem, MA 01970

(978)744-4431



Cathy Hoog  
Executive Director

---

9/17/25 RSC monthly meeting

9/23/25 Zoom Quarterly meeting with Agespan

8/6/25 Council on Aging Cook Out, Winter Island RSC's volunteered

8/18/25 Council on Aging, Outreach staff, Ingrid and Salem Board of Health Nurse, Kelly; outreach for Salem Housing Tenants, coffee, food and information sharing held at Pioneer Community Room. Well attended event.

10/1/25 React High Risk team meeting at the Salem COA

September /25 Robo calls weekly for Salem Community Garden volunteer meeting, scheduled for Mondays

- Wellness Wednesday with Kelley Annese will be starting September 3rd, 2025 – wellness classes will be the Morency Community Room and Pioneer Terrace Community Room
  - Lunch with Congregate tenants at Ruane, scheduled for 8/5/25, with RSC's
  - Planning social monthly community engagement / workshops at Morency, Dalton, and Pioneer community rooms (Coffee hour, snacks, movies, games, etc.)
  - Weekly office hours at Pioneer Terrace Community Room.
  - Meet with other community organizations- EPNG, NorthShore REACT
  - Posted informative pamphlets to upcoming workshops and Events.
- Post up local events-Social Programs, Transportation schedule, and outing events hosted by COA.



REVISED

## Salem Housing Authority

27 Charter Street  
Salem, MA 01970

(978)744-4431



Cathy Hoog  
Executive Director

September 1- 30, 2025

Mary Ann Kairouz

### RSC MONTHLY REPORT

Total Referrals to RSC:

*New Referrals: 14*

*On-Going Referrals: 15*

Categories of services and the number of tenants provided services:

<u>Mental-behavioral health</u>	<u>7</u>
<u>Housing stabilization support, one-time deep cleaning</u>	<u>5</u>
<u>Re-certification assistance</u>	<u>0</u>
<u>Housekeeping, laundry services through agency referrals</u>	<u>7</u>
<u>Wellness and fitness workshops</u>	<u>14</u>
<u>Nutrition-SNAP application and list food pantry resources</u>	<u>4</u>
<u>healthy food access-assisting at food panty &amp; emergency food shopping</u>	<u>72</u>
<u>Community Engagement, Socialization-----</u>	<u>14</u>
<u>Family socialization-----</u>	<u>76</u>
<u>Health insurance, Health supportive services</u>	<u>5</u>
<u>Other- resources posted in buildings</u>	<u>24</u>
<u>Other-passed out to tenants</u>	<u>35</u>
<u>Other- robo calls of events or services</u>	
A. <u>Families Robo call</u>	<u>90</u>
B. <u>Elderly Robo Calls</u>	<u>412</u>

Referrals made out to other places:

# Salem Housing Authority

27 Charter Street  
Salem, MA 01970



(978)744-4431

Cathy Hoog  
Executive Director

- Salem COA, Salem Pantry, Life Bridge, Gather Health HOU, MassHealth, Element Care, AgeSpan, Disability Resource Center, Element Care, REACT, Salem Fire Department, Salem PD, Bootstrap, SAVERS, Aldi.

## Other important info to include:

- RSCs planning Holiday Event for Families on December 10<sup>th</sup> at Salem State University
- Brainstorming Meeting for Fall Wellness Fair, Vet Van, Flu/COVID Vaccine Clinic, and Families Events
- Planning Ice Cream Social and Games for Ruane/tenants for Fall.
- Planning 250<sup>th</sup> event for fall or spring with RSCs Kathlyn and Alex
- Wellness Wednesday with Kelley Annese will be starting September 3rd, 2025 –Sept 24<sup>th</sup>, 2025, wellness classes will be the Morency Community Room and Pioneer Terrace Community Room
- Working with Ingrid at COA for more participation, especially Latin community members living in housing.
- Working on coordinating Workshops that are funded through AgeSpan.
- Ice Cream Social for Garden, Farrell, Phillips families on 9/23- 3:30pm-5:30pm.
- Gather Health is planning on doing some Bingo and Learn for September 16th and October 22nd
- Posted informative pamphlets to upcoming workshops and Events
- Socialize and interact as well as Supervision of Salem Pantry distribution to residents on Monday at Morency Manor and Dalton Place.
- Weekly office hours at Morency Manor and some office hrs. at Pioneer
- Charter St Monday Pantry hours assist with helping tenants with mobility limitations with putting them in bags or assisting with carrying.
- Meet with other community organizations- COA, EPNG, NorthShore REACT, City of Salem Members, Local Providers and/or Medical Professionals.
- Mandatory Fire Safety Q & A at Ruane rescheduled for TBA with Salem FD.

# Salem Housing Authority

27 Charter Street  
Salem, MA 01970

(978)744-4431



Cathy Hoog  
Executive Director

**September 1- 30, 2025**  
**Alexandra Dominguez**

## RSC MONTHLY REPORT

Total Referrals to RSC:

*New Referrals: 1*

*On-Going Referrals: 10*

Categories of services and the number of tenants provided services:

<u>Mental-behavioral health</u>	<u>3</u>
Housing stabilization support, one-time deep cleaning	<u>3</u>
Re-certification assistance	<u>4</u>
Housekeeping, laundry services through agency referrals	<u>1</u>
Wellness and fitness workshops	<u>0</u>
<u>Nutrition-SNAP application and list food pantry resources</u>	<u>1</u>
<u>healthy food access-assisting at food panty &amp; emergency food shopping</u>	<u>73</u>
<u>Community Engagement, Socialization</u>	<u>76</u>
<u>Health insurance, Health supportive services</u>	<u>2</u>
<u>Other- resources posted in buildings</u>	<u>3</u>
<u>Other-passed out to tenants</u>	<u>0</u>
<u>Other- robo calls of events or services</u>	
A. <u>Families Robo call</u>	<u>90</u>
B. <u>Elderly Robo Calls</u>	<u>0</u>

Referrals made out to other places:

- Salem Mobile Pantry, Elliot, AgeSpan, Adult Protective Services, MassHealth, Pathways for Children/Pathways Family Resource Center, Mass Hire, Mass. REquipment Program, Council On Aging, Beverly Bootstraps, SPS-Dept of Special Education, DDS, Aspire, Northeast Arc



# Salem Housing Authority

27 Charter Street  
Salem, MA 01970



(978)744-4431

Cathy Hoog  
Executive Director

---

•

## Other important info to include:

- RSCs had a successful turnout with the Ice Cream Truck Social Event on Tuesday, Sept. 23<sup>rd</sup>. The truck stopped at Farrell Ct., Phillips, and Garden Ter., a total of 76 residents attended the event. A lot of the residents (especially at Phillips and Garden) all requested to make it an annual event.
- RSCs are working on a Holiday Event for residents at Rainbow and all the Housing NOW participants tentatively scheduled for Wednesday, December 10<sup>th</sup> from 3:30 – 5:30pm at the Salem State University Business building. RSCs are looking into donations from local businesses to raffle prizes/giveaways for the event and possibly getting a representative from SSU to be available to our residents for information on the school.
- Socialize and interact at Salem Pantry distribution to residents on Wednesday at Rainbow.
- Attended EOHLIC's Specialized Family & Supportive Services (SFSS) Open Office Hours (OOH) virtually on: The Children's Trust (presented by Jennifer Valenzuela) 9/17/25
- Six Families on the Housing Now Program have been housed for 7 months and will be successfully graduating from the program in November 2025.
- Two Families on the Housing Now Program have been housed for 6 months.
- Six of the Housing Now families are at Rainbow, One at Garden, and One at Phillips.



## Salem CHAMP List report

Date Pulled	List ID	Criteria	# Applicants Pulled	DNR & Deselected	Eligible candidates	Offers	Offers Accepted	Rejected Units	List Status
6/11/2024	26354163	2 BR Family	100		2	2	2	n/a	List is closed
8/5/2024	26698507	1BR Eld Stairs	50		2	2	2	1	List is closed
8/5/2024	26699508	1BR Eld No Stairs	50		6	3	2	1	List is closed
8/30/2024	26879688	3BR Family WC	100		0	2	0	0	List is closed
10/15/2024	27170979	1BR Eld Minority Stairs	50		10	1	8	1	List is closed
10/17/2024	27195007	1BR Eld Stairs	50		7	5	4	1	List is closed
12/18/2024	27571383	1BR Eld No Stairs	50		0	0	0	0	List is closed
1/9/2025	27678490	2BR Family	100		3	2	2	0	List is closed
1/9/2025	27683495	3BR Family	100		1	0	0	0	List is closed
2/20/2025	27965777	1BR Elderly No Stairs	50		7	6	5	1	List is closed
3/18/2025	28143955	1 BR Elderly Stairs	50		0	0	0	0	List is closed
5/6/2025	28494309	2BR Family	100		3	3	3	0	List is closed
5/8/2025	28522337	3BR Family	100		0	0	0	0	List is closed
6/2/2025	28652467	1BR Elderly No Stairs	50		3	3	1	2	List is closed
6/2/2025	28654469	1 BR Elderly Stairs	50		2	2	2	0	List is closed
8/7/2025	29097912	2BR Family	100		3	2	2	0	No 2BR units available
8/12/2025	29124939	1BR Elderly No stairs	50		5	5	3	1	Pending applicant response
8/27/2025	29227045	1BR Elderly Stairs	50		1	1	1	0	Pending applicant response
9/8/2025	29274092	1BR Elderly No Stairs	50		3	1	0	0	Pending applicant response

**Salem Housing Authority**  
**Work Order Complete/Incomplete Report**

Program(s): State 667

Project(s): State Elderly 667-1A: **Bertram Terrace**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:  
All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Routine	7	0	7	13.46	1.92
Inspection Other	1	0	1	6.33	6.33
<b>Totals:</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>19.79</b>	<b>2.47</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	3	0	3	1.00	0.33
Bill Norris	2	0	2	2.34	1.17
Ken Sousa	1	0	1	0.08	0.08
Michael Fitzgerald	2	0	2	14.33	7.17
Patric Bishop	1	0	1	2.04	2.04
<b>Totals:</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>19.79</b>	<b>2.47</b>

**Salem Housing Authority**  
**Work Order Complete/Incomplete Report**

Program(s): State 667

Project(s): State Elderly 667-1: **Leefort Terrace**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:  
All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

No Information For Selected Criteria

No Information For Selected Criteria

No Information For Selected Criteria



## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 667

Project(s): State Elderly 667-2: **Colonial Terrace**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	7	0	7	3.77	0.54
<b>Totals:</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>3.77</b>	<b>0.54</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	3	0	3	0.34	0.11
Bill Norris	1	0	1	0.04	0.04
Patric Bishop	4	0	4	3.39	0.85
<b>Totals:</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>3.77</b>	<b>0.54</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 667

Project(s): State Elderly 667-3: **Norton (3A) and Bates (3B)**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	7	0	7	2.84	0.41
Routine	7	1	6	19.28	3.21
Vacant	1	1	0	0.00	N/A
<b>Totals:</b>	<b>15</b>	<b>2</b>	<b>13</b>	<b>22.12</b>	<b>1.70</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	4	0	4	0.58	0.15
Bill Norris	4	2	2	13.21	6.61
Charlie Felton	2	0	2	1.54	0.77
Michael Fitzgerald	2	0	2	3.83	1.92
Patric Bishop	3	0	3	2.96	0.99
<b>Totals:</b>	<b>15</b>	<b>2</b>	<b>13</b>	<b>22.12</b>	<b>1.70</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 667

Project(s): State Elderly 667-4: **Pioneer Terrace**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	21	1	20	5.39	0.27
Routine	21	2	19	83.61	4.40
Inspection UPCS	3	1	2	4.76	2.38
<b>Totals:</b>	<b>45</b>	<b>4</b>	<b>41</b>	<b>93.76</b>	<b>2.29</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	20	1	19	7.69	0.40
Bill Norris	6	1	5	3.74	0.75
Charlie Felton	5	0	5	1.35	0.27
Christian Rudloff	2	0	2	0.55	0.28
Craig Powers	5	2	3	39.75	13.25
Etienne Fabrone	2	0	2	1.04	0.52
John DeBenedictis	1	1	0	0.00	N/A
Michael Fitzgerald	7	0	7	31.88	4.55
Patric Bishop	2	0	2	7.76	3.88
<b>Totals:</b>	<b>45</b>	<b>4</b>	<b>41</b>	<b>93.76</b>	<b>2.29</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 667

Project(s): State Elderly 667-5: **27 Charter St.**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	23	1	22	19.97	0.91
Routine	16	2	14	56.86	4.06
Inspection UPCS	4	0	4	7.41	1.85
<b>Totals:</b>	<b>43</b>	<b>3</b>	<b>40</b>	<b>84.24</b>	<b>2.11</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	21	3	18	14.81	0.82
Bill Norris	3	0	3	0.08	0.03
Charlie Felton	2	0	2	4.92	2.46
Craig Powers	4	0	4	24.51	6.13
Etienne Fabrone	1	0	1	0.04	0.04
Michael Fitzgerald	3	0	3	15.29	5.10
Patric Bishop	11	0	11	24.59	2.24
<b>Totals:</b>	<b>43</b>	<b>3</b>	<b>40</b>	<b>84.24</b>	<b>2.11</b>



## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 667

Project(s): State Elderly 667-6: **Morency Manor**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	8	0	8	5.30	0.66
Routine	7	0	7	17.46	2.49
Preventive	2	0	2	19.12	9.56
Vacant	1	1	0	0.00	N/A
Inspection UPCS	1	0	1	0.00	N/A
<b>Totals:</b>	<b>19</b>	<b>1</b>	<b>18</b>	<b>41.88</b>	<b>2.33</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	7	0	7	4.69	0.67
Bill Norris	3	0	3	17.16	5.72
Charlie Felton	1	0	1	0.33	0.33
Christian Rudloff	1	0	1	0.33	0.33
Craig Powers	1	0	1	7.08	7.08
John DeBenedictis	1	1	0	0.00	N/A
Michael Fitzgerald	3	0	3	7.54	2.51
Patric Bishop	3	0	3	4.75	1.58
<b>Totals:</b>	<b>19</b>	<b>1</b>	<b>18</b>	<b>41.88</b>	<b>2.33</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 667

Project(s): State Elderly 667-7A: **Ruane Building**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	1	0	1	8.04	8.04
Routine	1	0	1	6.96	6.96
<b>Totals:</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>15.00</b>	<b>7.50</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	2	0	2	15.00	7.50
<b>Totals:</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>15.00</b>	<b>7.50</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 667

Project(s): State Elderly 667-7B: **Dalton Building**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	3	0	3	1.96	0.65
Routine	4	1	3	2.12	0.71
<b>Totals:</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>4.08</b>	<b>0.68</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	2	0	2	1.12	0.56
Michael Fitzgerald	1	1	0	0.00	N/A
Patric Bishop	4	0	4	2.96	0.74
<b>Totals:</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>4.08</b>	<b>0.68</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 200

Project(s): State Family 200-1: **Garden Terrace**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	3	0	3	0.75	0.25
Routine	2	0	2	16.45	8.23
<b>Totals:</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>17.20</b>	<b>3.44</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	1	0	1	0.08	0.08
Charlie Felton	1	0	1	-0.04	-0.04
Etienne Fabrunne	1	0	1	0.08	0.08
Michael Fitzgerald	1	0	1	16.29	16.29
Patric Bishop	2	0	2	0.79	0.40
<b>Totals:</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>17.20</b>	<b>3.44</b>



## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 200

Project(s): State Family 200-2: **Rainbow Terrace**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	31	0	31	30.15	0.97
Routine	52	13	39	64.90	1.66
Preventive	9	1	8	110.87	13.86
Vacant	1	0	1	3.08	3.08
Inspection UPCS	9	2	7	53.01	7.57
<b>Totals:</b>	<b>102</b>	<b>16</b>	<b>86</b>	<b>262.01</b>	<b>3.05</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	33	1	32	41.87	1.31
Bill Norris	7	2	5	12.00	2.40
Charlie Felton	5	2	3	20.38	6.79
Craig Powers	5	0	5	26.96	5.39
Gary Dean	35	8	27	9.91	0.37
Luis Lopez	38	8	30	39.90	1.33
Michael Fitzgerald	11	3	8	70.62	8.83
Patric Bishop	9	0	9	40.37	4.49
<b>Totals:</b>	<b>102</b>	<b>16</b>	<b>86</b>	<b>262.01</b>	<b>3.05</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): Federal Public Housing

Project(s): Federal Elderly: **Barton and Zisson**

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	4	0	4	5.46	1.37
Routine	3	2	1	6.00	6.00
<b>Totals:</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>11.46</b>	<b>2.29</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	2	0	2	0.25	0.13
John DeBenedictis	1	1	0	0.00	N/A
Michael Fitzgerald	1	1	0	0.00	N/A
Patric Bishop	3	0	3	11.21	3.74
<b>Totals:</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>11.46</b>	<b>2.29</b>

# Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): Federal Public Housing

Project(s): Federal Family: 122.5 Boston, 73 Boston, 121.5 Br

Status: All, Status Included:Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Routine	1	0	1	0.26	0.26
<b>Totals:</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0.26</b>	<b>0.26</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Christian Rudloff	1	0	1	0.13	0.13
Etienne Fabrone	1	0	1	0.13	0.13
<b>Totals:</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0.26</b>	<b>0.26</b>

# Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 705

Project(s): State Family 705-2A: 33 Park St./26 Prince St.

Status: All, Status Included:Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	1	0	1	0.79	0.79
Routine	1	1	0	0.00	N/A
<b>Totals:</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0.79</b>	<b>0.79</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Michael Fitzgerald	1	1	0	0.00	N/A
Patric Bishop	1	0	1	0.79	0.79
<b>Totals:</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0.79</b>	<b>0.79</b>



# Salem Housing Authority

## Work Order Complete/Incomplete Report

Program(s): State 705

Project(s): State Family 705-2B: 117 Congress St.

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee: All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	1	0	1	0.00	N/A
Routine	2	0	2	4.29	2.15
<b>Totals:</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>4.29</b>	<b>1.43</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	1	0	1	0.00	N/A
Craig Powers	1	0	1	1.08	1.08
Patric Bishop	1	0	1	3.21	3.21
<b>Totals:</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>4.29</b>	<b>1.43</b>

# Salem Housing Authority

## Work Order Complete/Incomplete Report

Program(s): State 705

Project(s): State Family 705-3: Farrell Court

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee: All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	2	0	2	2.25	1.13
Routine	1	1	0	0.00	N/A
<b>Totals:</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>2.25</b>	<b>1.13</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	1	0	1	0.08	0.08
Charlie Felton	1	0	1	2.17	2.17
Etienne Fabrone	1	1	0	0.00	N/A
<b>Totals:</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>2.25</b>	<b>1.13</b>

# Salem Housing Authority

## Work Order Complete/Incomplete Report

Program(s): State 705

Project(s): State Family 705-4: Phillips (84, 86, 88 Essex)

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee:

All, Created From: 9/1/2025, Created Through: 9/30/2025, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	2	0	2	3.87	1.94
Routine	2	0	2	0.79	0.40
Inspection UPCS	5	3	2	3.21	1.61
Inspection Other	2	0	2	15.30	7.65
<b>Totals:</b>	<b>11</b>	<b>3</b>	<b>8</b>	<b>23.17</b>	<b>2.90</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	2	0	2	1.04	0.52
Bill Norris	2	0	2	7.17	3.59
Charlie Felton	1	0	1	3.83	3.83
Craig Powers	3	1	2	10.38	5.19
Michael Fitzgerald	3	2	1	0.75	0.75
<b>Totals:</b>	<b>11</b>	<b>3</b>	<b>8</b>	<b>23.17</b>	<b>2.90</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

**Program(s):** Federal Public Housing, State 689, State 705, State 667 +19

**Project(s):** Federal Elderly: Barton and Zisson, Federal Family: 122.5 Boston, 73 Boston, 121.5 Br +43

**Status:** All, Status Included: **Vacant**, **Employee:** All, **Created From:** 9/1/2025, **Created Through:** 9/30/2025, **Completed From:** 1/1/1900, **Completed Through:** 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Vacant	3	2	1	3.08	3.08
<b>Totals:</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3.08</b>	<b>3.08</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Bill Norris	1	1	0	0.00	N/A
John DeBenedictis	1	1	0	0.00	N/A
Patric Bishop	1	0	1	3.08	3.08
<b>Totals:</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3.08</b>	<b>3.08</b>

W/O #	Priority	Unit Address	Tenant Name	Created Date	Completed Date	Mat.	Labor	Actual	Billed
Program: State 200									
Project: State Family 200-2: Rainbow Terrace									
76281	Vacant	108 Rainbow Terrace		09/05/2025 08:00 AM	09/08/2025 10:04 AM	\$0.00	\$88.35	\$88.35	\$0.00
		Description: Painting hand really							
		Task Description: 601 - Painting							
State Family 200-2: Rainbow Terrace		Incomplete: 0	Complete: 1			\$0.00	\$88.35	\$88.35	\$0.00
State 200		Incomplete: 0	Complete: 1			\$0.00	\$88.35	\$88.35	\$0.00
Program: State 667									
Project: State Elderly 667-3: Norton (3A) and Bates (3B)									
76413	Vacant	2H Norton Terrace		09/22/2025 08:00 AM		\$0.00	\$0.00	\$0.00	\$0.00
		Description: repair vacancy							
		Task Description: 507 - Rec vacancy for repair							
State Elderly 667-3: Norton (3A) and Bates (3B)		Incomplete: 1	Complete: 0			\$0.00	\$0.00	\$0.00	\$0.00
Project: State Elderly 667-6: Morency Manor									
76414	Vacant	45 St Peter St Unit: 204		09/19/2025 08:00 AM		\$0.00	\$0.00	\$0.00	\$0.00
		Description: repair vacancy							
		Task Description: 507 - Rec vacancy for repair							

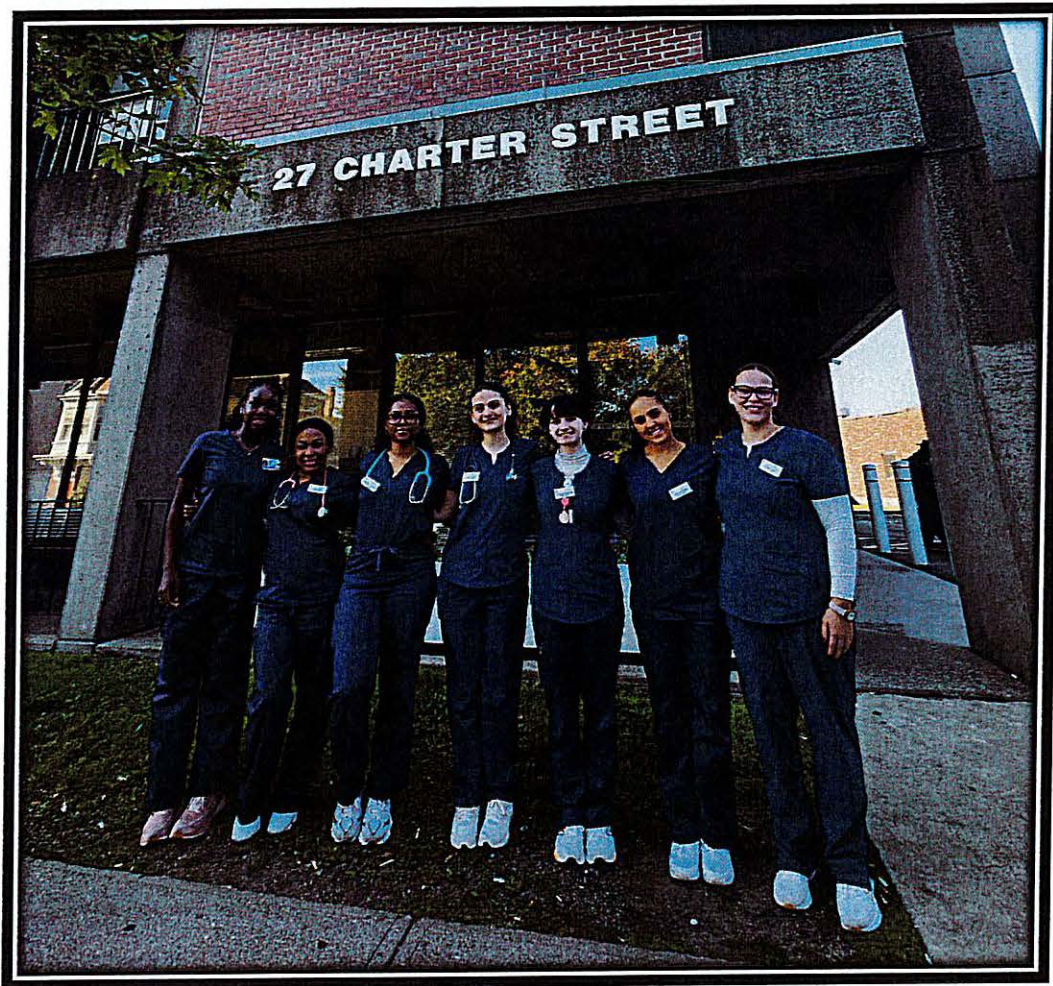


W/O #	Priority	Unit Address	Tenant Name	Created Date	Completed Date	Mat.	Labor	Actual	Billed
Program: State 667									
Project: State Elderly 667-6: Morency Manor									
State Elderly 667-6: Morency Manor			Incomplete: 1	Complete: 0		\$0.00	\$0.00	\$0.00	\$0.00
State 667			Incomplete: 2	Complete: 0		\$0.00	\$0.00	\$0.00	\$0.00
Grand Totals:			Incomplete: 2	Complete: 1		\$0.00	\$88.35	\$88.35	\$0.00

***The Salem State Senior Nursing Students are back!***

**Community Room, 27 Charter St. Salem**

**Thursdays** Sept 11, 18, 25 Oct 2, 9, 16 **9am-12pm**



L to R: Gloitchelle, Laura, Briannah, Sevda, Annabelle, Ava, Emilia

***Coffee, Snacks & Socializing***

**9-10:30    Blood Pressure, Pulse, Oxygen Levels, Medication  
Questions, Fall Prevention Checks, File of Life Cards**

**10:30-12    Chair Exercises & Beach Ball Trivia**



# Salem Housing Authority

## September Bills 2025

A-1 Exterminators, Inc.

FC: 4: Sentinal Traps:  
Rats  
FC: 4: Sentinal Traps:  
Rats  
FC: Exterior Bait  
Stations  
Zisson: K9 Inspection

**\$1,477.00**

Aflac

1

CHK

09-25: Aflac

**\$562.95**

AFSCME Council 93

08-31-25: Union Dues  
09-07-25: Union Dues  
09-14-25: Union Dues  
09-21-25: Union Dues

**\$416.52**

Andrew M. Brockway

Zisson Roof / #02:

**\$3,500.00**

Baystate Interpreters, Inc.

2

CHK

08-19: FSS Participant

**\$110.00**

Blue Triton Brands, Inc.

Acct. 8/5 Gal. Water  
Sec.8: 08-05/09-04  
Water  
Acct. 3/5 Gl. Water

**\$108.63**

Boston Mutual Life Ins. Co.

08-25: Add'l Life

**\$367.68**

Brake & Clutch, Inc.

#230: Repair Trailer  
Connector  
#230: Service Plows  
#242: Service Plows  
#234: Service Plows  
#230: Service Plows

**\$2,017.97**

Canal Realty Development,

07-08/08-04: Sec.8:  
Water & Sewer  
07-08-24/08-05-24:  
Sec.8 Water & Sewer

06-05/07-08: Sec. 8  
Water & Sewer

**\$48.99**

Caribe Communications &

AD: Sec. 8: Housing  
Coordinator

\$210.00

Casey Lundregan Burns, P.C.

Legal Services

\$8,930.00

Employee

09-07/09-09: NAHRO  
Conference Mileage  
Reimbursement

\$104.16

Resident

3

CHK

Power: Pro Rated Rent

\$630.00

Employee

09-01-25: Employee  
Boots

\$150.00

Charter Street Tenants

4

CHK

05-25/07-25: Laundry  
Share

\$587.10

City Of Salem

200: 146,493 Cu. FT.

667: 116,525 Cu. FT.

705: 15,404 Cu. Ft.

705-4: 8,324 Cu. Ft.

30: 13,637 Cu. Ft.

\$43,623.59

City Of Salem

FY25: 200 & 705  
P.I.L.O.T. Taxes

\$13,233.56

Comcast

5

CHK

Various Sites: Cable,  
Wifi Camera  
Connection

\$1,095.79

6

CHK

Various Sites: Cable,  
Wifi Camera  
Connection

\$334.55

7

CHK

Various Sites: Cable,  
Wifi Camera  
Connection

\$1,678.37

8

CHK

Various Sites: Cable,  
Wifi Camera  
Connection

\$557.45

Totals For Vendor: Comcast

\$3,666.16

Commonwealth Of

9

CHK

09-25: Health, Opins. &  
LTD

\$13,761.15

Computer Systems Institute  
INC.

09-15-25 Employee  
Tuition

\$4,200.00

Curtains Etc.

Zisson: Office Blinds

				\$1,268.00
Dalton House Tenants Association				
10	CHK	2025-2026 Annual Funds		\$875.00
11	CHK	05-25/07-25: Laundry Share	09/25	\$193.08
				\$1,068.08
Dearborn Life Insurance				
12	CHK	08-25-25 STD		\$399.48
Debra A. Tucker				
09/18: Miles and Travel				\$103.88
Donald R. Famico d/b/a M.F.G. Constables				
3/ Constable Services				\$90.00
Drizos Contracting LLC				
258187 #1				\$246,337.85
Elan Financial Services				
CC Payment 07/29/2025-8/26/2025				\$8,528.49
Empower Retirement				
13	CHK	08-31-25: Deferred Comp. "OBRA"		
14	CHK	09-07-25: Deferred Comp. "OBRA"		
15	CHK	09-14-25: Deferred Comp. "OBRA"		
16	CHK	09-21-25: Deferred Comp. "OBRA"		\$629.66
Empower Retirement				
17	CHK	08-31-25: Deferred Comp.		\$1,365.00
18	CHK	09-07-25: Deferred Comp.		\$1,365.00
19	CHK	09-14-25: Deferred Comp		\$1,365.00
20	CHK	09-21-25: Deferred Comp.		\$1,365.00
				\$5,460.00
Employee				
09-02: Employee: Reimburse Boots				\$74.98
F. W. Webb Company				
GT: Plumbing Supplies				
PT: Plumbing Supplies				
117 Congress: Boiler Parts				
117 Congress: Boiler Parts				
Kitchen Faucets				\$2,167.32



Frosty Ice Cream			09-23 NOW: Ice Cream Event Deposit 09-23 Now: Ice Cream Event	\$1,565.85
Employee			09-08: Reimburse. MANAHRO Hotel	\$331.92
Greater Salem Employees Federal Credit Union			08-31-25: Credit Union 09/25  09-07-25: Credit Union 09/25  09-14-25: Credit Union 09/25  09-21-25: Credit Union 09/25	\$3,200.00
Hayden's Safe & Lock Co.			667-6: Mailbox Key Power: Service Locks	\$329.15
Hayden's Systems, Inc.			Zisson: Replace Fire Alarm Panel Zisson: Fire Alarm Monitoring 117 Congress: Annual Fire Alarm Test  26 Prince: Annual Fire Test	\$6,443.30
HD Supply Facilities				
21	CHK	Maintenance Supplies		
		Maintenance Supplies		\$811.36
22	CHK	Maintenance Supplies		
		Maintenance Supplies		
		Maintenance Supplies		
		Maintenance Supplies		\$1,385.93
23	CHK	Maintenance Supplies		
		Maintenance Supplies		
		Maintenance Supplies		
		Maintenance Supplies		\$1,272.26
				\$3,469.55
HD Supply Inc. f/k/a The Home Depot Pro Instit			Maintenance Supplies	\$935.35
Home Decor Group, LLC			Paint	\$530.95
Home Depot Commercial Credit				
24	CHK	Zisson: Office Paint		

16A RT: Supplies  
Zisson: Maintenance  
Supplies  
Park: Range Hood  
Colonial: Baseboard  
Trim  
FC: AC Barckets

\$1,322.70

HR Direct

25

CHK

16A RT: Poster Service

Sec. 8: Poster Service

\$215.90

HUB International

26

CHK

09/25-09/26:  
Commercial Umbrella  
Auto Renew

\$19,984.00

Intellibeam LLC

07-25: Computer  
Maintenance  
07-31: Security &  
Firewall Appliance  
SSP229: Laptop  
07-25: 3 Lines:  
911,., Caller I ID  
08-25: Computer  
Maintenance  
00008-25: 3 Lines: 911,  
Caller ID  
10-25/10-26: Sec,8: 10  
Adobe Acrobat

\$11,327.87

Resident

27

CHK

2-1 HC: 09-25 Utility  
Reimbursement

\$247.00

Jilcraft Inc.

Sec.8 : Business Cards  
D. Tucker  
SSP: Business Cards

\$95.00

Employee

09-09: Reimburse.  
MANAHRO Hotel &  
Mileage

\$746.34

JT Gardner Inc., d/b/a Curry  
Printing

500 Envelopes  
Payment Receipt books

\$4,368.85

Lambros S. Koulouris, d/b/a

YMCA Office: Bal. Due

73-3 HC: 2 Bedroom  
8D PT: 1 Bedroom  
Zisson/#307: 1  
Bedroom

\$2,250.00

Lansing Housing Products,			RT: 12 Storm Doors	\$7,033.92
Leading Way Construction,			"Reimb Bldg Permit"	\$8,013.61
Maestranzi Bros., Inc.	28	CHK	4/ Service Snowblower	\$2,663.62
Employee			Flex Funds: Bingo Coffee & Snacks 09/16: Parking reimbursement	\$30.64
Mass. Union Of Public	29	CHK	Ad:: Convention Program Book	\$125.00
Employee			Tuition Reimbursement	\$1,744.50
MassNAHRO	30	CHK	09/07-09-10: Conf. Registration: 09-07/09-10: Conf. Registration 09/11: Annual Conference 2025 Annual Conference	\$4,253.00
McCarthy & Son			08-25: Landscape	\$6,951.75
Mini Warehousing, Inc.			08-12/09-12: RT Storage LT Resident 09-20/10-01: 16A RT: Storage 09-25/10-25 16A RT Storage	\$350.00
MTE Turf Equipment Solutions, Inc.			Service Ventrac	\$1,178.31
National Grid	31	CHK	667: 05-25/07-25: 3130 Therms	\$4,529.68
	32	CHK	667: 1,083.76 Therms.  200: 0 Therms. 705-4: 0 Therms. 30: 46 Therms.	\$1,890.46
	33	CHK	200: 0 Therms. 30: .3 Therms.	\$567.41
	34	CHK	200: .50 Therms	\$45.33

\$7,032.88

National Grid

35      CHK      667: 188,243.00 KW  
200: 1347 KW  
705: 2,160 KW  
30: 1,714.61 KW

\$2,996.11

National Grid

36      CHK      667: 250KW  
200: 162KW  
37      CHK      200: 4 KWH  
30: 356 KWH  
705-4: 17 KWH  
667: 2107 KWH  
38      CHK      200: 1 KWH  
39      CHK      705-4: 0 KWH  
30: 19 KWH  
200: 94 KWH  
667: 709 KWH

\$113.15

\$1,131.96

\$15.03

\$375.26

\$1,635.40

New England Mobile

09/25: GPS Monitoring

\$237.86

North of Boston Media

08-18-25: RFP First St.

08-20/8-21: Sec. 8  
Housing Coordinator  
08-22-25: Sec. 8  
Housing Coordinator  
08-23/08-26: Sec. 8  
Housing Coordinator

\$1,651.70

NRG Business Marketing

40      CHK      667: 74.1 Therms.  
41      CHK      667: 6.2 Therms.

\$388.59

O'D Answering Services, LLC

08/21-09/20: Answering  
System

\$1,099.00

Odyssey Advisors, Inc.

09-24/09-25: GASB  
2nd Installment

\$2,100.00

OnLine Information Services,

21 Criminal Reports  
11 Income Verification

Sec. 8: 9 Criminal  
Reports  
Sec. 8: Evictions  
Sec. 8: 31 Income  
Verifications

\$2,351.95

Pioneer Bertram Tenants

42      CHK      05-25/07-25: Laundry  
Share

\$478.89

PureSky Payment Services

05-01/05-31: Solar  
06-01-25/06-30-25:  
Solar

\$128,616.84

Rafael Batista

Zisson: Deep Clean  
08-25: Cleaning

\$3,850.00

Recap Advisors, LLC D/B/A 20-8834080

08-25: Public Housing  
Repositioning

\$516.25

Reworld Sustainable Solution,

09-03/09-05: Trash  
Disposal

\$123.56

Robert Half, Inc.

09-02/09-04: Temp:  
16.75 Hrs  
08-25/08-28: Temp  
22.5 Hours  
09-09/09-11: Temp  
17.5 Hours  
08-18/08-21:Temp 22  
Hours  
09/15-09/18: Temp 23  
Hours

\$4,373.22

Rosa Clavel Carpeting Sales

CT 1/unit: VCT Flooring 09/25

\$2,799.00

S&D Petroleum Inc.d/b/a

#237: AC Service  
#234: Oil Change,  
Check Brakes & Tires  
#243: Oil Change

\$3,439.12

Safety Insurance Co.

43 CHK

09-25/09-25: Auto  
Insurance

\$25,103.00

Salem Contributory

08-31-25: Retirement  
09-07-25: Retirement  
09-14-25: Retirement  
09-21-25: Retirement

\$20,595.37

Schneider & Lalikos, LLP

44 CHK

Sec. 8: Legal  
Settlement: Participant

\$4,500.00

Sperling Interactive

08-25: Website  
Maintenance

\$520.00

TASC

45 CHK

TASC: 8-31-25:

\$5.00

The Guardian Life Insurance

46 CHK

09/25: Admin

09-25: Dental

\$2,974.50

The Norfolk Companies, Inc.

RT: Sink Base Cabinets

\$5,101.95

Toshiba America Business

08-15/09-14: 667-5 &  
16A RT07-15/08-15: 667-5 &  
16A RT08-15/09-14: Sec. 8:  
Copier

07-15/08-14: Sec. 8

Copier

09-15/10-14: Sec. 8

Copier

0915/10-14: Sec. 8 &  
667 Scanners09-15/10-14: Sec. 8 &  
667 Copiers

\$3,283.00

Total Administrative Services

09-04-25: TASC:

09-11-25: TASC:

09-18-25: TASC:

09-25-25: TASC:

\$723.00

Total Administrative Services

09-04-25: TASC: 4922- 09/25 3771-3301	09-04-25: TASC: 4922- 3771-3301	\$96.15	\$96.15
09-11-25: TASC: 4922- 09/25 3771-3301	09-11-25: TASC: 4922- 3771-3301	\$96.15	\$96.15
09-18-25: TASC: 4922- 09/25 3771-3301	09-18-25: TASC: 4922- 3771-3301	\$96.15	\$96.15
09/25/25: TASC 4922- 09/25 3771-3301	09/25/25: TASC 4922- 3771-3301	\$96.15	\$96.15

\$384.60

Town of Marblehead

47 CHK

08-01/08-29: Trash  
Disposal

\$1,376.00

\$1,376.00

U.S. Electrical Services, Inc.

48 CHK

MHA: Intercom Parts

\$698.49

\$698.49

Uline, Inc.

Maintenance Supplies

\$1,826.49

Vermont Mutual Insurance

49 CHK

30: 09/25-09/26:  
Insurance

\$24,343.00

Veronica Joy Miranda

Zoom Reimbursement

\$277.19

W. B. Mason Co., Inc.

Sec.8: Supplies  
Office Supplies  
Office Supplies  
Office Supplies  
Office Supplies  
Sec. 8: Office Supplies  
  
Sec. 8: Office Supplies  
  
Sec. 8: Office Supplies  
  
200 SSP: Office  
Supplies

**\$4,302.00**

**Employee**

09-04: Employee:  
Reimburse Boots

**\$147.99**

**\$147.99**

**Winer Bros.**

Maintenance Supplies

**\$65.01**

**Harpers Payroll**

09-04-25 Payroll  
State & Federal Withholding  
Harpers Invoice  
09-11-2025 Payroll  
State & Federal Withholding  
Harpers Invoice  
09-18-25 Payroll  
State & Federal Withholding  
Harpers Invoice  
09-25-25 Payroll  
State & Federal Withholding  
Harpers Invoice

**\$38,100.35**

**\$9,669.13**

**\$101.73**

**\$37,598.79**

**\$9,389.46**

**\$101.53**

**\$43,469.74**

**\$11,082.23**

**\$103.63**

**\$37,580.33**

**\$9,147.29**

**\$101.53**

**\$207,087.81**

Check Total: 49

**Grand Total:**

**\$908,601.39**

FENTON, EWALD & ASSOCIATES, P.C.  
CERTIFIED PUBLIC ACCOUNTANTS  
280 HILLSIDE AVENUE  
NEEDHAM, MA 02494-1365

OFFICE: (781) 444-6630  
(800) 369-7660  
FAX: (781) 444-6836  
EMAIL: [office@feacpa.com](mailto:office@feacpa.com)

To the Board of Commissioners  
Salem Housing Authority  
27 Charter Street  
Salem, MA 01970

We have compiled the accompanying balance sheets of the Salem Housing Authority as of **August 31, 2025**, and the related statements of Revenues and Expenses for the **11** months then ended. We have not audited or reviewed the accompanying financial statements and, accordingly, do not express an opinion or provide any assurance about whether the financial statements are in accordance with accounting principles generally accepted in the United States of America. The information included in the accompanying Agency Wide Revenue and Expenses and Analysis of Non-routine Expenditures and Credits are presented only for supplementary analysis purposes. Such information has been compiled from information that is the representation of management, without audit or review, and accordingly, we do not express an opinion or provide any assurance on such data.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for the designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the financial statements.

Our responsibility is to conduct the compilation in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. The objective of a compilation is to assist management in presenting financial information in the form of financial statements without undertaking to obtain or provide any assurance that there are no material modifications that should be made to the financial statements.

Management has elected to omit substantially all the disclosures and the statement of cash flows required by accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusion about the authority's financial position, results of operations, and cash flows. Accordingly, these financial statements are not designed for those who are not informed about such matters.

***Fenton, Ewald & Associates, P.C.***

Needham, Massachusetts  
Dated: September 16, 2025



Salem Housing Authority  
11 months ending  
August 31, 2025

AGENCY WIDE OPERATING STATEMENT

Fenton, Ewald & Associates, P.C.

9/16/2025

August 31, 2025		Year To Date Actual								
Account Number	Classification	Federal Conventional	Section 8 HCVP	State Consolidated 400-1	Admin. Management Program	MRVP	Total	Pro-Rated Budget	\$ Favorable (Unfavorable)	% Favorable (Unfavorable)
OPERATING RECEIPTS										
3110 Shelter Rent - Tenant		174,018		3,477,027			3,651,044	3,687,717	(36,673)	-1%
3115 Shelter Rent - Federal Sect. 8				0			0	0	0	0%
3190 Non Dwelling Rentals		0		0			0	0	0	0%
3400 Administrative Fees (\$8, MOB, MRVP)			1,803,724	0	119,898	28,105	1,951,727	1,936,790	14,937	1%
3610 Interest on Investments - Unrestricted		23,818	20,766	31,972	0	535	77,091	101,383	(24,293)	-24%
3611 Interest on Investments - Restricted				0		0	0	0	0	0%
3690 Other Revenue		19,704	84,087	30,565	23,377	0	157,732	263,256	(105,523)	-40%
3950 Operating Grants				0			0	0	0	0%
3691 Other Revenue Retained				326,733		0	326,733	127,711	199,022	156%
3801 Operating Subsidy		115,978		1,341,070		819,774	2,276,822	4,048,214	(1,771,392)	-44%
TOTAL OPERATING RECEIPTS		333,517	1,908,576	5,207,366	143,275	848,414	8,441,149	10,165,071	(1,723,922)	-17%
OPERATING EXPENDITURES										
ADMINISTRATIVE										
4110 Administration Salaries		39,427	1,151,013	839,910	71,565	12,514	2,114,429	1,779,209	(335,220)	-19%
4120 Compensated Absences		0	0	0	0	0	0	21,087	21,087	100%
4130 Legal		1,290	76,407	250,440	1,277	295	329,708	355,208	25,500	7%
4140 Compensation-Board Members				26,804		0	26,804	24,131	(2,673)	-11%
4150 Travel And Related Expenses		777	1,850	3,014	0	0	5,642	18,333	12,692	69%
4170 Accounting Services		9,263	24,860	17,455	0	1,390	52,968	59,255	6,287	11%
4171 Audit Services		444	15,472	26,982	0	312	43,210	33,000	(10,210)	-31%
4180 Office Rent		0	62,473	0		0	62,473	62,817	345	1%
4190 Administrative Other		17,360	271,529	184,597	15,419	2,496	491,401	570,292	78,892	14%
4190.1 Mixed Population Salary			0	0		0	0	135,467	135,467	100%
TOTAL ADMINISTRATIVE EXPENSE		68,561	1,603,604	1,349,202	88,260	17,007	3,126,634	3,058,800	(67,834)	-2%
4230 Resident Services		0		13,295		0	13,295	10,404	(2,891)	-28%
UTILITIES										
4310 Water & Sewer		22,764		438,420			461,184	489,071	27,887	6%
4320 Electricity		23,008		456,066			479,074	810,076	331,002	41%
4330 Gas		17,784		72,566			90,350	118,951	28,602	24%
4340 Fuel		0		0			0	0	0	0%
4360 Energy Conservation		0		0			0	0	0	0%
4390 Other				115,015			115,015	0	(115,015)	#DIV/0!
TOTAL UTILITIES EXPENSE		63,556	0	1,082,067	0	0	1,145,623	1,418,098	272,475	19%
ORDINARY MAINTENANCE										
4410 Maintenance Labor		42,798		740,001			782,799	837,937	55,138	7%
4420 Materials And Supplies		20,170		262,812			282,982	291,500	8,518	3%
4430 Contract Costs		42,241		461,794			504,035	460,167	(43,869)	-10%
TOTAL ORDINARY MAINTENANCE		105,210	0	1,464,607	0	0	1,569,817	1,589,604	19,787	1%
GENERAL EXPENSE										
4510 Insurance		94,790	43,410	242,446	1,935	291	382,872	1,801,701	1,418,829	79%
4520 Pilot		11,046		12,210			23,256	23,268	12	0%
4540 Employee Benefits		39,588	393,191	646,655	34,998	3,697	1,118,129	1,054,973	(63,155)	-6%
4570 Collection Losses		629		56,631		0	57,259	37,583	(19,676)	-52%
4590 COVID related Costs			0	0		0	0	0	0	0%
4580/90 Other General Expenses - Port Out Fees		0	146,012				146,012	146,667	655	0%
TOTAL GENERAL EXPENSES		146,053	582,612	957,941	36,933	3,988	1,727,528	3,064,192	1,336,664	44%
TOTAL OPERATING EXPENSES		383,379	2,186,217	4,867,111	125,194	20,995	7,582,896	9,141,098	1,558,202	17%
NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE EXPENSES										
		(165,840)	(277,640)	(1,000,815)	18,082	7,645	(1,418,569)	(3,024,241)	1,605,672	-53%
NET INCOME (DEFICIT) BEFORE NON-ROUTINE, and INCLUDING SUBSIDY										
		(49,862)	(277,640)	340,255	18,082	827,419	858,253	1,023,973	(165,720)	-16%
NONROUTINE EXPENSES AND (CREDITS)										
4610 Extraordinary Maintenance / Direct Use of Reserves		96,749	0	193,494		0	290,243	307,083	16,840	5%
4611 Equip. Purchased - Non Capitalized				53,725		0	53,725	68,750	15,025	22%
4612 Restricted Reserve Expenditures				0		0	0	0	0	0%
4715 Housing Assistance Payments				0		819,774	819,774	819,774	0	0%
7520 Replacement of Equipment		0	0	0			0	99,000	99,000	100%
7540 Betterments & Additions		0		0			0	0	0	0%
4801 Depreciation Expense				0			0	0	0	0%
TOTAL NONROUTINE EXPENSES		96,749	0	247,219	0	819,774	1,163,742	1,294,607	130,865	10%
2700 NET INCOME (DEFICIT)		(146,612)	(277,640)	93,036	18,082	7,645	(305,490)	(270,635)	(34,855)	13%

See Accountants' Compilation Report

**Salem Housing Authority**  
PROJECT MA06-P055-003,7  
BALANCE SHEET - August 31, 2025

ASSETS

CASH - GENERAL FUND - DEV AND/OR OPS	\$ 662,161.46	
PETTY CASH	0.00	\$ 662,161.46
ACCOUNTS RECEIVABLE TENANTS - Net	13,123.31	
ALLOWANCE FOR DOUBTFUL ACCOUNTS - TENANTS	(3,130.25)	
ACCOUNTS RECEIVABLE - HUD	0.00	
ACCOUNTS RECEIVABLE - Other	0.00	9,993.06
ADVANCE - LIMITED REV FUND		25,000.00
PREPAID INSURANCE	45,230.00	
INVENTORY - MATERIALS	0.00	
DEFERRED CHARGES - OTHER	0.00	
DEFERRED CHARGES - RETIREMENT	15,880.00	
INTERPROGRAM DUE TO / DUE FROM	0.00	61,110.00
ACCUMULATED DEPRECIATION - STRUCTURES & EQUIP	(3,272,211.45)	
LAND	258,293.38	
BUILDINGS	3,419,497.90	
FURNITURE, EQUIP AND MACH - DWELLINGS	0.00	
FURNITURE, EQUIP AND MACH - ADMIN	23,218.00	
WORK IN PROGRESS	548,095.05	
BUILDINGS - EQ. TRANSFERRED IN	0.00	
DEFERRED OUTFLOW OF RESOURCES	67,300.00	1,044,192.88
<u>TOTAL ASSETS</u>		<u>\$ 1,802,457.40</u>

LIABILITIES AND SURPLUS

ACCOUNTS PAYABLE	\$ -	
BID DEPOSIT	0.00	
TENANT PET DEPOSITS	522.40	
ACCOUNTS PAYABLE - HUD	0.00	
PREPAID RENTS	2,315.00	
ACCOUNTS PAYABLE REV FUND	561,929.63	\$ 564,767.03
ACCRUED PAYROLL	2,281.78	
ACCRUED OTHER	124,296.40	
ACCRUED COMPENSATED ABSCENCES	10,762.96	
ACCRUED PILOT	11,046.18	148,387.32
DEFERRED INFLOWS	74,788.00	74,788.00
ACCRUED OPEB LIABILITY	133,014.00	
NET PENSION LIABILITY	133,654.00	266,668.00
INVESTMENT IN CAPITAL ASSETS, NET OF RELATED DEBT	829,392.88	
UNRESTRICTED NET ASSETS 83% of Max	191,345.05	
UNRESTRICTED NET ASSETS - OPEB	(168,429.00)	
UNRESTRICTED NET ASSETS - Pension Liab	(105,727.00)	
OPERATING TRANSFERS IN	0.00	746,581.93
CURRENT YEAR NET INCOME (DEFICIT)		1,265.12
OPEB and PENSION RELATED EXPENSES		0.00
PYA NOT AFFECTING RESIDUAL RECEIPTS		0.00
GAIN OR LOSS ON SALE OF EQUIP.		0.00
EXPENDITURES FOR PROPERTY - CONTRA		0.00
<u>TOTAL LIABILITIES AND SURPLUS</u>		<u>\$ 1,802,457.40</u>

See Accountants' Compilation Report

Salem Housing Authority 11 months ending		MA06-P055-003,7 8/31/2025		39 429	units unit months	FENTON, EWALD & ASSOCIATES, P.C. 16-Sep-25			PSP ACTUAL AS A FACTOR OF PRO RATA	AVAILABLE REMAINDER OF YEAR
ACCOUNT NUMBER CLASSIFICATION	APPROVED BUDGET AMOUNT	PRO RATA BUDGET 11 Months	BUDGET P.U.M.	ACTUAL TO DATE P.U.M.	ACTUAL TO DATE AMOUNT	Favorable (Unfavorable)				
OPERATING RECEIPTS										
3110 Dwelling Receipts	183,783	168,468	392.70	405.64	174,017.50	5,550	1.033			9,766
3120 Excess Utilities	0	0	0.00	0.00	0.00	0				0
3190 Non-dwelling Rent	0	0	0.00	0.00	0.00	0				0
3610 Interest Income	30,000	27,500	64.10	55.52	23,817.51	(3,682)	0.866			6,182
3690 Other Income	22,200	20,350	47.44	45.93	19,704.00	(646)	0.968			2,496
7530 Sale of Equipment	0	0	0.00	0.00	0.00	0				
TOTAL OPERATING RECEIPTS	235,983	216,318	504.24	507.08	217,539.01	1,221	1.006			18,444
OPERATING EXPENDITURES										
ADMINISTRATIVE										
4110 Salaries	39,891	36,567	85.24	91.90	39,426.83	(2,860)	1.078			464
4120 Compensated Absences	937	859	2.00	0.00	0.00	859	0.000			937
4130 Legal	5,000	4,583	10.68	3.01	1,289.90	3,293	0.281			3,710
4150 Travel	370	339	0.79	1.81	777.49	(438)	2.292			(407)
4170 Accounting Services	9,984	9,152	21.33	21.59	9,263.00	(111)	1.012			721
4171 Audit Fees	555	509	1.19	1.03	444.00	65	0.873			111
4180 Office Rent	0	0	0.00	0.00	0.00	0				0
4190 Sundry Admin	12,585	11,536	26.89	40.47	17,359.58	(5,823)	1.505			(4,775)
TOTAL ADMINISTRATIVE EXPENSE	69,322	63,545	148.12	159.82	68,560.80	(5,016)	1.079			761
4230 RESIDENT SERVICES	975	894	2.08	0.00	0.00	894	0.000			975
UTILITIES										
4310 Water	24,663	22,608	52.70	53.06	22,763.84	(156)	1.007			1,899
4320 Electricity	24,474	22,435	52.29	53.63	23,008.25	(574)	1.026			1,466
4330 Gas	15,821	14,503	33.81	41.45	17,783.60	(3,281)	1.226			(1,963)
4340 Fuel	0	0	0.00	0.00	0.00	0				0
4350 Utility Labor	0	0	0.00	0.00	0.00	0				0
4390 Other Utility Expenses	0	0	0.00	0.00	0.00	0				0
TOTAL UTILITIES EXPENSE	64,958	59,545	138.80	148.15	63,555.69	(4,011)	1.067			1,402
ORDINARY MAINTENANCE										
4410 Labor	53,771	49,290	114.90	99.76	42,798.15	6,492	0.868			10,973
4420 Materials And Supplies	18,000	16,500	38.46	47.02	20,170.20	(3,670)	1.222			(2,170)
4430 Contract Costs	41,000	37,583	87.61	98.46	42,241.41	(4,658)	1.124			(1,241)
TOTAL ORDINARY MAINTENANCE	112,771	103,373	240.96	245.24	105,209.76	(1,836)	1.018			7,561
4480 PROTECTIVE SERVICES	0	0	0.00	0.00	0.00	0				0
GENERAL EXPENSES										
4510 Insurance	128,309	117,617	274.16	220.96	94,790.40	22,826	0.806			33,519
4520 Pilot	11,883	10,893	25.39	25.75	11,046.18	(153)	1.014			837
4530 Terminal Leave Payments	0	0	0.00	0.00	0.00	0				0
4540 Employee Benefits	37,749	34,603	80.66	92.28	39,587.98	(4,985)	1.144			(1,839)
4541 Employee Benefits - OPEB	0	0	0.00	0.00	0.00	0				0
4542 Employee Benefits - Pension	0	0	0.00	0.00	0.00	0				0
4570 Collection Losses	1,000	917	2.14	1.47	628.60	288	0.686			371
4590 Sundry	0	0	0.00	0.00	0.00	0				0
TOTAL GENERAL EXPENSES	178,941	164,029	382.35	340.45	146,053.16	17,976	0.890			32,888
TOTAL ROUTINE EXPENSES	426,967	391,386	912.32	893.66	383,379.41	8,007	0.980			43,588
NONROUTINE EXPENSES										
4610 Nonroutine Maintenance	35,000	32,083	74.79	225.52	96,749.40	(64,666)	3.016			(61,749)
7520 Replacement of Equip	0	0	0.00	0.00	0.00	0				0
7540 Betterments & Additions	0	0	0.00	0.00	0.00	0				0
TOTAL NONROUTINE EXPENDITURES	35,000	32,083	74.79	225.52	96,749.40	(64,666)	3.016			(61,749)
Prior Yr. Adj. Affect Res. Rec.	0	0	0.00	0.00	0.00	0				0
TOTAL OPERATING EXPENSES	461,967	423,470	987.11	1,119.18	480,128.81	(56,659)	1.134			(18,162)
NET INCOME(DEFICIT) BEFORE SUBSIDY	(225,984)	(207,152)	(482.87)	(612.10)	(262,589.80)	(55,438)				
8020 Operating Subsidy	180,162	165,149	384.96	270.34	115,977.92	(49,171)	0.702			64,184
8020 Capital Fund	0	0	0.00	344.70	147,877.00	147,877				(147,877)
RESIDUAL RECEIPTS (DEFICIT)	(45,822)	(42,004)	(97.91)	2.95	1,265.12	43,269				

See Accountants' Compilation Report

HUD-52598

**ANALYSIS OF NONROUTINE EXPENDITURES**

Name of Local Authority <b>Salem Housing Authority</b>	Fiscal Year Ending Date <b>9/30/25</b>
Locality <b>27 Charter Street</b>	Report for Period Ended <b>8/31/2025</b>
Development Nos. <b>MA06-P055-003,7</b>	Contract Nos. <b>B-1632</b>

Part II - Analysis Of Expenditures For Extraordinary Maintenance, Replacement Of Equipment, And Property Betterments And Additions

WORK PROJECT NUMBER	Salem Housing Authority JOB DESCRIPTION	PROJECT NUMBER	TOTAL BUDGETED COST	ACTUAL COST	% Complete
				Current Year	
	EXTRAORDINARY MAINTENANCE - ACCOUNT 4610				
	Turnover		30,000	96,749.40	
	Total - Account 4610		30,000	96,749.40	
	PRIOR YEAR ADJUSTMENTS - ACCOUNT 6010				
	Total - Account 6010			0.00	
	REPLACEMENT OF NONEXPENDABLE EQUIP. - ACCT. 7520				
	Stoves		5,000		
	Total - Account 7520		5,000	0.00	
	PROPERTY BETTERMENTS AND ADDITIONS - ACCT. 7540				
	Total - Account 7540		0	0.00	

Prepared by:

Signature: Fenton, Ewald &amp; Associates, PC

Title: Fee Accountants Date 09/16/25

SALEM HOUSING AUTHORITY  
SECTION 8 VOUCHER  
BALANCE SHEET - AUGUST 31, 2025

ASSETS

Cash - Voucher	\$1,548,298.29	
Petty Cash	0.00	\$1,548,298.29
Accounts Receivable - Hud	0.00	
Accounts Receivable (Payable) - Mobilities	6,727.25	
Accounts Receivable -Fraud	238,954.70	
Accounts Receivable -Interprogram	0.00	245,681.95
Advances To Revolving Fund		60,000.00
Investments	0.00	
FSS Escrow Balances	84,780.55	84,780.55
Prepaid Insurance	18,343.00	
Deferred Outflows - Retirement	187,120.00	
Deferred Charges -Other	10,087.80	
Deferred Expenses - COVID-19 Related	0.00	215,550.80
Land, Structures And Equipment - Net		618,496.51
Deferred Outflow of Resources		646,051.00
<u>TOTAL ASSETS</u>		<u>\$3,418,859.10</u>

LIABILITIES AND SURPLUS

Accounts Payable - Revolving Fund	(\$448,379.75)	
Accounts Payable - HUD	112,626.00	
Current Portion Capital Project/Mortgage	39,408.00	(\$296,345.75)
Accrued Compensated Absences - Current	66,029.80	
Accrued Payroll	20,962.36	
Accrued Liabilities	57,335.82	
Fss Escrow	84,780.55	229,108.53
Deferred Fraud Income Charges	238,954.70	
Accrued Compensated Absences - Non-Current	73,631.98	
Long Term Portion Capital Project/Mortgage	327,781.00	
Accrued OPEB Liability	1,354,086.00	
Accrued Pension Liability	1,322,773.00	
Deferred Inflows of resources	752,821.00	4,070,047.68
Invested in Capital Assets - net	251,307.51	
Unrestricted Net Assets - Admin	2,069,941.75	
Unrestricted Net Assets - OPEB	(1,714,606.00)	
Unrestricted Net Assets - Pension	(1,069,023.00)	
Restricted Net Assets - HAPs	147,579.00	(314,800.74)
HUD PHA Grants - HAPs	22,576,221.00	
Less HAP Expenses	(22,632,139.00)	
Plus: Interest on HAP Reserves		
Plus: Fraud Receipts - HAP portion	64,407.50	8,489.50
Expenditures for Equipment - Contra		0.00
Depreciation Expense		0.00
Net Surplus (Deficit) from Operations		(277,640.12)
<u>TOTAL LIABILITIES AND SURPLUS</u>		<u>\$3,418,859.10</u>

See Accountants' Compilation Report

PSP  
16-Sep-25



SALEM HOUSING AUTHORITY  
SECTION 8 VOUCHER  
MONTHLY OPERATING STATEMENT  
11 Months Ending August 31, 2025

9/16/25

PSP  
Fenton, Ewald & Associates, P.C.

COMPUTATION OF ADMINISTRATIVE FEE EARNED:

	1st 600	rate	HUD % funding	> 600	rate	HUD % funding	
Oct	600	152.40	91.749%	617	142.23	91.749%	164,410.00
Nov	600	152.40	91.749%	596	142.23	91.749%	161,670.00
Dec	600	152.40	91.749%	586	142.23	91.749%	160,365.00
Jan	600	157.17	91.749%	584	146.68	91.749%	165,114.00
Feb	600	157.17	91.749%	579	146.68	91.749%	164,441.00
Mar	600	157.17	91.749%	593	146.68	91.749%	166,325.00
Apr	600	157.17	91.749%	584	146.68	91.749%	165,114.00
May	600	157.17	91.749%	584	146.68	91.749%	165,114.00
Jun	600	157.17	91.749%	584	146.68	91.749%	165,114.00
Jul	600	157.17	91.749%	576	146.68	91.749%	164,038.00
Aug	600	157.17	91.749%	561	146.68	91.749%	162,019.00
Sep	-	157.17	91.749%	-	146.68	91.749%	0.00
HUD Retro admin Fee - prior year							0.00
							<u>1,803,724.00</u>
6,600 13,044 6,444							
CARES Act Administrative Fees							0.00
TOTAL ADMINISTRATIVE FEE EARNED							<u>1,803,724.00</u>

STATEMENT OF OPERATING RECEIPTS AND EXPENDITURES

	BUDGET	PRO RATA BUDGET 11 months	ACTUAL 11 months	Favorable (Unfavorable)	% favorable (unfavorable)
ADMINISTRATIVE FEE EARNED	1,951,630	1,788,994	1,803,724.00	14,729.83	0.8%
INTEREST ON RESERVE FUNDS INVESTED	20,000	18,333	20,765.90	2,432.57	13.3%
MOBILITY FEE INCOME	24,738	22,677	18,679.06	(3,997.44)	-17.6%
FRAUD RECOVERY RECEIPTS	80,000	73,333	64,407.50	(8,925.83)	-12.2%
FSS COORDINATOR	110,250	101,063	0.00	(101,062.50)	-100.0%
OTHER INCOME	0	0	1,000.00	1,000.00	
TOTAL OPERATING RECEIPTS	<u>2,186,618</u>	<u>2,004,400</u>	<u>1,908,576.46</u>	<u>(95,823.37)</u>	-4.8%
ADMINISTRATIVE SALARIES	1,103,338	1,011,393	1,151,013.23	(139,620.06)	-12.1%
COMPENSATED ABSENCES	22,067	20,228	0.00	20,228.08	
LEGAL	110,000	100,833	76,406.72	24,426.61	32.0%
TRAVEL	12,782	11,717	1,850.32	9,866.51	533.2%
ACCOUNTING	28,192	25,843	24,860.00	982.67	4.0%
AUDIT FEE	19,173	17,575	15,472.00	2,103.25	13.6%
OFFICE RENT	68,528	62,817	62,472.75	344.58	0.6%
SUNDRY ADMINISTRATIVE	393,152	360,389	271,529.30	88,860.03	32.7%
DIRECT CHARGES TO PRE 2004 RESERVES	0	0	0.00	0.00	
INSURANCE	52,283	47,926	43,409.50	4,516.58	10.4%
EMPLOYEE BENEFITS	444,700	407,642	393,191.26	14,450.41	3.7%
COVID19-related expenses	0	0	0.00	0.00	
OTHER GENERAL EXPENSES Ports Out Admin Fee	160,000	146,667	146,011.50	655.17	0.4%
TOTAL ROUTINE NON-HAP EXPENSES	<u>2,414,215</u>	<u>2,213,030</u>	<u>2,186,216.58</u>	<u>26,813.84</u>	1.2%
NET INCOME BEFORE NONROUTINE	<u>(227,597)</u>	<u>(208,631)</u>	<u>(277,640.12)</u>	<u>(69,009.54)</u>	33.1%
DIRECT CHARGES TO PRE 2004 RESERVES	0	0	0.00	0.00	
EMPLOYEE BENEFITS OPEB	0	0	0.00	0.00	
EMPLOYEE BENEFITS Pension	0	0	0.00	0.00	
EXPENDITURES FOR EQUIPMENT	0	0	0.00	0.00	
TOTAL NONROUTINE EXPENSES	<u>0</u>	<u>0</u>	<u>0.00</u>	<u>0.00</u>	
NET OPERATING INCOME (LOSS)	<u>(227,597)</u>	<u>(208,631)</u>	<u>(277,640.12)</u>	<u>(69,009.54)</u>	
					(277,640.12)

COMPUTATION OF EXCESS OR DEFICIENCY OF FUNDS RECEIVED

			Voucher
4715	HOUSING ASSISTANCE PAYMENTS (HAPs)		22,632,139.00
	less: Fraud Receipts - HAP portion Max ACC		(64,407.50)
	less: Interest Earned on Excess Funds - HAP portion		
	TOTAL ANNUAL CONTRIBUTION USED TO DATE	percent used 100.0%	22,567,731.50
3801	AMOUNT OF ACC GRANT RECEIVED FROM HUD		22,576,221.00
	Amount (OVER) / UNDER Utilized		<u>8,489.50</u>

See Accountants' Compilation Report





DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT  
BALANCE SHEET

Salem Housing Authority  
8/31/2025 Period Ended  
4001 Program Number

ACCOUNT NUMBER	ASSETS		X Administration Modernization Development
<b>CASH</b>			
1111	Cash Development or Modernization fund - Unrestricted	0.00	
1111.1	Cash Development or Modernization fund - Restricted	0.00	
1112	Cash Administration Fund - Unrestricted	531,884.10	
1112.1	Cash Administration Fund - Restricted	0.00	
1113	Cash - Escrow	0.00	
1114	Pet Deposit Fund Cash	8,156.34	
1117	Petty Cash	100.00	
1118	Change Fund	0.00	540,140.44
<b>ACCOUNTS RECEIVABLE</b>			
1121	Federal and DHCD—Section 8 Subsidy-Shefter Rent	0.00	
1122	Tenants Accounts Receivable	149,336.23	
1122.1	Tenants Accounts Receivable - Repayment (Contra)	0.00	
1123	Allowance for Doubtful Accounts - Dwelling Rents	(49,612.93)	
1124	Accounts Receivable - Fraud/Retroactive	199,077.33	
1124.1	Fraud/Retroactive- Contra	(199,077.33)	
1125	Accounts Receivable Subsidy	626,070.47	
1129	Accounts Receivable - Other Federal	0.00	
1130	Interprogram Due From	350,000.00	
1131	Allowance for Doubtful Accounts - Other	0.00	
1145	Accrued Interest Receivable	0.00	1,075,793.77
<b>INVESTMENTS</b>			
1162	Investments - Unrestricted		3,356,320.50
<b>DEFERRED CHARGES</b>			
1211	Prepaid Expenses	54,521.00	
1212	Inventory/Net - Supplies	0.00	
1290	Deferred Charges - Other	1,310,897.00	1,365,418.00
<b>FIXED ASSETS</b>			
1400.2	Cost Control Account - Development/Modernization	0.00	
1401	Land	2,074,807.00	
1402	Building and Building Improvements	41,005,881.54	
1403	Furniture, Equipment and Machinery - Dwellings	0.00	
1404	Other Equipment - Administration/Maintenance	686,419.12	
1405	Leasehold Improvements	0.00	
1406	Accumulated Depreciation	(38,297,772.06)	
1407	Infrastructure	0.00	
1408	Capital Leases		5,469,335.60
<b>TOTAL ASSETS</b>			<b>11,807,008.31</b>
<b>LIABILITIES AND EQUITY</b>			
<b>ACCOUNTS PAYABLE</b>			
2106	Bank Overdraft	0.00	
2111	Accounts Payable <=90 Days	0.00	
2111.1	Accounts Payable >90 Days Past Due	0.00	
2112	Contract Retentions	0.00	
2114	Pet Deposits	8,156.34	
2115	Bid Deposits	0.00	
2117	Employee's Payroll Deductions	0.00	
2118	Accounts Payable - Subsidy Overpayment	1,919,924.00	
2119	Accounts Payable - Interfund	728,640.51	
2120	Accounts Payable - Other	0.00	2,656,720.85
<b>ACCRUED LIABILITIES</b>			
2130.2	Accrued Contingent Liability	0.00	
2135	Accrued Compensated Absences - Current Portion	80,844.46	
2137	Payment in Lieu of Taxes (PILOT)	12,210.00	
2138	Accrued Payroll	26,770.31	
2139	Accrued Liabilities - Other	160,173.39	279,998.16
<b>DEFERRED CREDITS</b>			
2240	Tenants Prepaid Rents	77,416.02	
2290	Undistributed Credits	19,747.11	
2291	Deferred Revenue - Subsidy	0.00	
2292	Deferred Revenue - Other	1,212,519.00	1,309,682.13
<b>NOTES PAYABLE</b>			
2299	Notes Payable Capital Borrowings - Current Portion	0.00	
2299.1	Notes Payable Operating Borrowings - Current Portion	0.00	0.00
<b>NON-CURRENT LIABILITIES</b>			
2301	Notes Payable Capital Borrowings - Non-Current Portion	0.00	
2301.1	Notes Payable Operating Borrowings - Non-Current Portion	0.00	
2335.01	Accrued Compensated Absences - Non-Current Portion	90,152.30	
2339	Other Non-Current Liabilities	0.00	
2339.1	Accrued OPEB Liability	4,244,626.00	4,334,778.30
<b>EQUITY (NET ASSETS)</b>			
2700	Net Income (Deficit)	93,035.63	
2802	Invested in Capital Assets, net of Related Debt	5,469,335.60	
2805	Net Assets - Restricted	0.00	
2806	Net Assets - Unrestricted	Max % 59.05%	2,075,565.64
2806.1	Net Assets - OPEB	(4,412,108.00)	3,225,828.87
<b>TOTAL LIABILITIES AND EQUITY</b>			<b>11,807,008.31</b>

See Accountants' Compilation Report

Salem Housing Authority  
11 months ending  
August 31, 2025

4001

676 units  
7436 unit months

Fenton, Ewald & Associates, P.C.  
PSP 09/16/25

Number	Account Classification	Approved Budget Amount	Pro Rata Budget 11 Months	Budget P.U.M.	Actual To Date P.U.M.	Actual To Date Amount	Amount Favorable (Unfavorable)	Actual As a Factor of Pro Rata	Available Remainder of the Year
<b>OPERATING RECEIPTS</b>									
3110	Shelter Rent - Tenant	3,839,181	3,519,249	473.27	467.59	3,477,026.77	(42,222)	0.988	362,154
3115	Shelter Rent - Federal Sect. 8	0	0	0.00	0.00	0.00	0		0
3190	Non Dwelling Rentals	0	0	0.00	0.00	0.00	0		0
3400	Administrative Fees - MRVP	0	0	0.00	0.00	0.00	0		0
3610	Interest on Investments - Unrestricted	60,000	55,000	7.40	4.30	31,972.18	(23,028)	0.581	28,028
3611	Interest on Investments - Restricted	0	0	0.00	0.00	0.00	0		0
3690	Other Revenue	30,000	27,500	3.70	4.11	30,564.72	3,065	1.111	(565)
3950	Operating Grants	0	0	0.00	0.00	0.00	0		0
3691	Other Revenue Retained	139,321	127,711	17.17	43.94	326,732.71	199,022	2.558	(187,412)
3692	Restricted Reserve Transfer	0	0	0.00	0.00	0.00	0		0
3693	Other Revenue - Net Metering	0	0	0.00	0.00	0.00	0		0
3801	Operating Subsidy	3,341,772	3,063,291	411.95	180.35	1,341,069.68	(1,722,221)	0.438	2,000,702
<b>TOTAL OPERATING RECEIPTS</b>		<b>7,410,274</b>	<b>6,792,751</b>	<b>913.50</b>	<b>700.29</b>	<b>5,207,366.06</b>	<b>(1,585,385)</b>	<b>0.767</b>	<b>2,202,908</b>
<b>OPERATING EXPENDITURES</b>									
<b>ADMINISTRATIVE</b>									
4110	Administration Salaries	706,989	648,073	87.15	112.95	839,910.32	(191,837)	1.296	(132,921)
4120	Compensated Absences	0	0	0.00	0.00	0.00	0		0
4130	Legal	270,000	247,500	33.28	33.68	250,440.17	(2,940)	1.012	19,560
4140	Compensation-Board Members	26,325	24,131	3.25	3.60	26,803.89	(2,673)	1.111	(479)
4150	Travel And Related Expenses	6,848	6,277	0.84	0.41	3,013.81	3,264	0.480	3,834
4170	Accounting Services	19,542	17,914	2.41	2.35	17,455.00	459	0.974	2,087
4171	Audit Services	15,630	14,328	1.93	3.63	26,981.88	(12,654)	1.883	(11,352)
4180	Penalties & Interest	0	0	0.00	0.00	0.00	0		0
4190	Administrative Other	195,900	179,575	24.15	24.82	184,596.56	(5,022)	1.028	11,303
4190.1	Mixed Population	147,782	135,467	18.22	0.00	0.00	135,467	0.000	147,782
4191	Resident Services	10,375	9,510	1.28	1.79	13,294.85	(3,784)	1.398	(2,920)
<b>TOTAL ADMINISTRATIVE EXPENSE</b>		<b>1,399,391</b>	<b>1,282,775</b>	<b>172.51</b>	<b>183.23</b>	<b>1,362,496.48</b>	<b>(79,721)</b>	<b>1.062</b>	<b>36,895</b>
<b>UTILITIES</b>									
4310	Water & Sewer	508,869	466,463	62.73	58.96	438,420.49	28,043	0.940	70,449
4320	Electricity	859,245	787,641	105.92	61.33	456,065.68	331,576	0.579	403,179
4330	Gas	113,944	104,449	14.05	9.76	72,566.05	31,883	0.695	41,378
4340	Fuel	0	0	0.00	0.00	0.00	0		0
4360	Energy Conservation	0	0	0.00	0.00	0.00	0		0
4390	Other	0	0	0.00	0.00	0.00	0		0
4391	Solar Operator Costs	0	0	0.00	15.47	115,014.66	(115,015)		0
4392	Net Meter Utility Credit (Negative Number)	0	0	0.00	0.00	0.00	0		0
<b>TOTAL UTILITIES EXPENSE</b>		<b>1,482,058</b>	<b>1,358,553</b>	<b>182.70</b>	<b>145.52</b>	<b>1,082,066.88</b>	<b>276,486</b>	<b>0.796</b>	<b>515,006</b>
<b>ORDINARY MAINTENANCE</b>									
4410	Maintenance Labor	860,342	788,647	106.06	99.52	740,001.13	48,646	0.938	120,341
4420	Materials And Supplies	300,000	275,000	36.98	35.34	262,811.93	12,188	0.956	37,188
4430	Contract Costs	461,000	422,583	56.83	62.10	461,793.89	(39,211)	1.093	(794)
<b>TOTAL ORDINARY MAINTENANCE</b>		<b>1,621,342</b>	<b>1,486,230</b>	<b>199.87</b>	<b>196.96</b>	<b>1,464,606.95</b>	<b>21,623</b>	<b>0.985</b>	<b>156,735</b>
<b>GENERAL EXPENSE</b>									
4510	Insurance	1,781,993	1,633,494	219.67	32.60	242,445.99	1,391,048	0.148	1,539,547
4520	Pilot	13,500	12,375	1.66	1.64	12,210.00	165	0.987	1,290
4540	Employee Benefit Contr.	631,833	579,180	77.89	86.96	646,654.50	(67,474)	1.116	(14,822)
4541	Employee Benefit Contr. OPEB	0	0	0.00	0.00	0.00	0		0
4570	Collection Losses	40,000	36,667	4.93	7.62	56,630.61	(19,964)	1.544	(16,631)
4580/90	Interest & Other General Exp COVID-19	0	0	0.00	0.00	0.00	0		0
<b>TOTAL GENERAL EXPENSES</b>		<b>2,467,326</b>	<b>2,261,716</b>	<b>304.16</b>	<b>128.82</b>	<b>957,941.10</b>	<b>1,303,774</b>	<b>0.424</b>	<b>1,509,385</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>6,970,117</b>	<b>6,389,274</b>	<b>859.24</b>	<b>654.53</b>	<b>4,867,111.41</b>	<b>1,522,163</b>	<b>0.762</b>	<b>2,218,020</b>
<b>NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE Expenses</b>		<b>(2,901,615)</b>	<b>(2,659,814)</b>	<b>-357.69</b>	<b>-134.59</b>	<b>(1,000,815.03)</b>	<b>1,658,999</b>	<b>0.376</b>	<b>(2,015,815)</b>
<b>NET INCOME (DEFICIT) before NON-ROUTINE, and INCLUDING SUBSIDY</b>		<b>440,157</b>	<b>403,477</b>	<b>54.26</b>	<b>45.76</b>	<b>340,254.65</b>	<b>(63,223)</b>	<b>0.843</b>	<b>(15,112)</b>
<b>NONROUTINE EXPENSES AND (CREDITS)</b>									
4610	Extraordinary Maintenance	300,000	275,000	36.98	26.02	193,493.87	81,506	0.704	106,506
4611	Equip. Purchased - Non Capitalized	75,000	68,750	9.25	7.23	53,725.15	15,025	0.781	21,275
4612	Restricted Reserve (Grant) Expenditures	0	0	0.00	0.00	0.00	0		0
4715	Housing Assistance Payments	0	0	0.00	0.00	0.00	0		0
<b>TOTAL NONROUTINE EXPENSES</b>		<b>375,000</b>	<b>343,750</b>	<b>46.23</b>	<b>33.25</b>	<b>247,219.02</b>	<b>96,531</b>		
<b>CAPITAL EXPENDITURES</b>									
7520	Replacement of Equipment-Capitalized	108,000	99,000	13.31	0.00	0.00	99,000		
7540	Betterments & Additions - Capitalized	0	0	0.00	0.00	0.00	0		
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>108,000</b>	<b>99,000</b>	<b>13.31</b>	<b>0.00</b>	<b>0.00</b>	<b>99,000</b>		
<b>2700 NET INCOME (DEFICIT) FROM OPERATIONS</b>		<b>(42,843)</b>	<b>(39,273)</b>	<b>-5.28</b>	<b>12.51</b>	<b>93,035.63</b>	<b>132,308</b>		
4801	Depreciation Expense	0	0	0.00	0.00	0.00	0		
4541	Employee Benefits - GASB 75	0	0	0.00	0.00	0.00	0		
4542	Pension Expense - GASB 68	0	0	0.00	0.00	0.00	0		
<b>NET CHANGE IN NET ASSETS</b>		<b>(42,843)</b>	<b>(39,273)</b>	<b>-5.28</b>	<b>12.51</b>	<b>93,035.63</b>	<b>132,308</b>		

Operating Subsidy Earned  
year-to-date **\$1,341,070**

Operating Subsidy Rec'd  
year-to-date **\$714,999**

Amount (Over) or Under  
Subsidized **\$626,070**

See Accountants' Compilation Report

ANALYSIS OF NONROUTINE EXPENDITURES AND CREDITS						
Name of Local Authority <b>Salem Housing Authority</b>				Fiscal Year Ending Date <b>9/30/2025</b>		
Development Nos. <b>4001</b>				Report for Period Ended <b>August 31, 2025</b>		
WORK PROJECT NUMBER	JOB DESCRIPTION	Date of Expenditure	Project Number	Total Budgeted Cost	ACTUAL COST	
	<b>Extraordinary Maintenance - Account 4610</b>					
	Turnover	October		300,000		8,230.00
		November				19,735.38
		December				23,502.99
		January				19,686.00
		February				10,840.72
		March				12,048.68
		April				8,604.50
		May				0.00
		June				17,362.50
		July				40,224.41
		August				33,258.69
		September				0.00
	<b>Total - Account 4610</b>			300,000		193,493.87
	<b>Non-Capitalized Equipment - Account 4611</b>					
	Appliances			25,000		28,336.56
	Equipment			20,000		25,388.59
	Dumpsters			30,000		0.00
	<b>Total - Account 4611</b>			75,000		53,725.15
	<b>Restricted Reserve Expenditures - Account 4612</b>					
	<b>Total - Account 4612</b>			-		0.00
	<b>Replacement of Nonexpendable Equip. - Account 7520</b>					
	Pickup Truck			48,000		
	Spider Lift			40,000		
	Snow Machine			20,000		
	<b>Total - Account 7520</b>			108,000		0.00
	<b>Property Betterments and Additions - Account 7540</b>					
	<b>Total - Account 7540</b>			0		0.00

Fenton, Ewald & Associates, PC  
PSP                      09/16/25

See Accountants' Compilation Report

**Salem Housing Authority  
Management Fund  
Balance Sheet - August 31, 2025**

**Assets**

Cash - Management Services		\$0.00
A/R - Marblehead Housing Authority	21,922.00	
A/R - Revolving Fund	<u>118,005.71</u>	139,927.71
Deferred Charges - Prepaid Expenses		13,960.00
Fixed Assets - Net		0.00
Deferred Outflows of Resources		30,122.00
Total Assets		<u><u>\$184,009.71</u></u>

**Liabilities and Surplus**

Accounts Payable - Vendors		\$0.00
Accounts Payable - Revolving Fund		0.00
Accrued Compensated Absences	8,696.26	
Accrued Payroll	1,557.70	
Other Accrued Liabilities	<u>5,190.88</u>	15,444.84
Accrued OPEB Liability		119,333.00
Accrued Pension Liability		0.00
Deferred Inflows of Resources		61,893.00
Unrestricted Net Assets	120,361.18	
Invested in Capital Assets	0.00	
OPEB Reserves - GASB 75	(151,104.00)	
Pension Reserves - GASB 68	<u>0.00</u>	(30,742.82)
Net Income (Deficit) - Current Year		18,081.69
Total Liabilities and Surplus		<u><u>\$184,009.71</u></u>

See Accountants' Compilation Report

**Salem Housing Authority  
Management Fund  
Monthly Operating Statement  
11 months ending August 31, 2025**

Fenton, Ewald & Associates, P.C.

Account Number	Classification	Approved Budget Amount	Pro Rata Budget	Actual To Date Amount	Variance Favorable (Unfavorable)
<b>Operating Receipts</b>					
3110.1	Management Fees	131,532.00	120,571.00	119,898.10	(672.90)
3610	Interest On Investments	-	-	-	-
3690	Other Operating Receipts	20,000.00	18,333.00	23,377.10	5,044.10
Total Operating Receipts		<u>151,532.00</u>	<u>138,904.00</u>	<u>143,275.20</u>	<u>4,371.20</u>
<b>Operating Expenditures</b>					
4110	Administration Salaries	76,972.00	70,558.00	71,564.72	(1,006.72)
4120	Compensated Absences	-	-	-	-
4130	Legal	2,000.00	1,833.00	1,276.50	556.50
4150	Travel and Related Expenses	-	-	-	-
4170	Accounting Services	5,256.00	4,818.00	-	4,818.00
4171	Audit Services	-	-	-	-
4190	Administrative Other	18,000.00	16,500.00	15,419.24	1,080.76
4510	Insurance	2,468.00	2,262.00	1,935.00	327.00
4540	Employee Benefits	31,074.00	28,485.00	34,998.05	(6,513.05)
Total Administrative Expenses		<u>135,770.00</u>	<u>124,456.00</u>	<u>125,193.51</u>	<u>(737.51)</u>
<b>Net Income (Deficit) before Non Cash Expenses</b>		<b>15,762.00</b>	<b>14,448.00</b>	<b>18,081.69</b>	<b>3,633.69</b>
4541	Post Employment Benefits - OPEB	-	-	-	-
4542	Pension Expense - GASB 68	-	-	-	-
4801	Depreciation Expense	-	-	-	-
Net Income (Deficit) after Non Cash Expenses		<u>15,762.00</u>	<u>14,448.00</u>	<u>18,081.69</u>	<u>3,633.69</u>

See Accountants' Compilation Report



DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT  
BALANCE SHEET

Salem Housing Authority  
8/31/2025 Period Ended  
MRVP/DMH Program Number

ACCOUNT NUMBER	ASSETS		X Administration Modernization Development
<b>CASH</b>			
1111	Cash Development or Modernization fund - Unrestricted	0.00	
1111.1	Cash Development or Modernization fund - Restricted	0.00	
1112	Cash Administration Fund - Unrestricted	131,805.83	
1112.1	Cash Administration Fund - Restricted	0.00	
1113	Cash - Escrow	0.00	
1114	Security Deposit and Pet Deposit Fund Cash	0.00	
1117	Petty Cash	0.00	
1118	Change Fund	0.00	131,805.83
<b>ACCOUNTS RECEIVABLE</b>			
1121	Federal and DHCD--Section 8 Subsidy-Shelter Rent	0.00	
1122	Tenants Accounts Receivable	0.00	
1122.1	Tenants Accounts Receivable - Repayment (Contra)	0.00	
1123	Allowance for Doubtful Accounts - Dwelling Rents	0.00	
1125	Accounts Receivable Subsidy	0.00	
1129	Accounts Receivable - Other	0.00	
1130	Interprogram Due From	123,761.11	
1131	Allowance for Doubtful Accounts - Other	0.00	
1145	Accrued Interest Receivable	0.00	123,761.11
<b>INVESTMENTS</b>			
1162	Investments - Unrestricted		0.00
<b>DEFERRED CHARGES</b>			
1211	Prepaid Expenses	160.00	
1212	Inventory/Net - Supplies and Fuel	0.00	
1290	Deferred Charges - Other	8,079.00	8,239.00
<b>FIXED ASSETS</b>			
1400.2	Cost Control Account - Development/Modernization	0.00	
1401	Land	0.00	
1402	Building and Building Improvements	0.00	
1403	Furniture, Equipment and Machinery - Dwellings	0.00	
1404	Other Equipment - Administration/Maintenance	70,839.58	
1405	Leasehold Improvements	0.00	
1406	Accumulated Depreciation	(70,839.58)	
1407	Infrastructure	0.00	
1408	Capital Leases	0.00	0.00
<b>TOTAL ASSETS</b>			<b>263,805.94</b>
<b>LIABILITIES AND EQUITY</b>			
<b>ACCOUNTS PAYABLE</b>			
2106	Bank Overdraft	0.00	
2111	Accounts Payable <=90 Days	0.00	
2111.1	Accounts Payable >90 Days Past Due	0.00	
2112	Contract Costs	0.00	
2114	Tenants Security Deposits & Pet Deposits	0.00	
2115	Bid Deposits	0.00	
2117	Employee's Payroll Deductions	0.00	
2118	Accounts Payable - Subsidy Overpayment	8,969.00	
2119	Accounts Payable - Interfund	0.00	
2120	Accounts Payable - Other	0.00	8,969.00
<b>ACCRUED LIABILITIES</b>			
2130.2	Accrued Contingent Liability	0.00	
2135	Accrued Compensated Absences - Current Portion	587.68	
2137	Payment in Lieu of Taxes (PILOT)	0.00	
2138	Accrued Payroll	160.87	
2139	Accrued Liabilities - Other	407.27	1,155.82
<b>DEFERRED CREDITS</b>			
2240	Tenants Prepaid Rents	0.00	
2290	Undistributed Credits	0.00	
2291	Deferred Revenue - Subsidy	82,550.00	
2292	Deferred Revenue - Other	7,021.00	89,571.00
<b>NOTES PAYABLE</b>			
2299	Notes Payable Capital Borrowings - Current Portion	0.00	
2299.1	Notes Payable Operating Borrowings - Current Portion	0.00	0.00
<b>NON-CURRENT LIABILITIES</b>			
2301	Notes Payable Capital Borrowings - Non-Current Portion	0.00	
2301.1	Notes Payable Operating Borrowings - Non-Current Portion	0.00	
2335.01	Accrued Compensated Absences - Non-Current Portion	655.34	
2339	Other Non-Current Liabilities	22,449.00	23,104.34
<b>EQUITY (NET ASSETS)</b>			
2700	Net Income (Deficit)	7,645.10	
2802	Invested in Capital Assets, net of Related Debt	0.00	
2805	Net Assets - Restricted	0.00	
2806	Net Assets - Unrestricted	Max % 35.83% 157,071.88	
2806.1/2	Net Assets - Unrestricted for OPEB & Pension Liability	(23,711.00)	141,005.78
<b>TOTAL LIABILITIES AND EQUITY</b>			<b>263,805.94</b>

See Accountants' Compilation Report

Salem Housing Authority  
11 months ending  
August 31, 2025

MRVP/DMH

16  
511 units  
unit months

Fenton, Ewald & Associates, P.C.  
PSP 09/16/25

Account Number	Classification	Approved Budget Amount	Pro Rata Budget 11 Months	Budget P.U.M.	Actual To Date P.U.M.	Actual To Date Amount	Amount Favorable (Unfavorable)	Actual As a Factor of Pro Rata	Available Remainder of the Year
<b>OPERATING RECEIPTS</b>									
3400	Administrative Fees - MRVP	29,700	27,225	53.28	55.00	28,105.00	880	1.032	1,595
3610	Interest on Investments - Unrestricted	600	550	1.08	1.05	535.00	(15)	0.973	65
3611	Interest on Investments - Restricted	-	-	-	-	-	0		0
3690	Other Revenue	-	-	-	-	-	0		0
3691	Other Revenue Retained	-	-	-	-	-	0		0
3802	Operating Subsidy - MRVP Landlords	894,299	819,774	1,604.25	1,604.25	819,774.00	0	1.000	74,525
<b>TOTAL OPERATING RECEIPTS</b>		<u>924,599</u>	<u>847,549</u>	<u>1,658.61</u>	<u>1,660.30</u>	<u>848,414.00</u>	<u>865</u>	<u>1.001</u>	<u>76,185</u>
<b>OPERATING EXPENDITURES</b>									
<b>ADMINISTRATIVE</b>									
4110	Administration Salaries	13,765	12,618	24.69	24.49	12,513.74	104	0.992	1,251
4120	Compensated Absences	-	-	-	-	-	0		0
4130	Legal	500	458	0.90	0.58	295.20	163	0.644	205
4140	Compensation-Board Members	-	-	-	-	-	0		0
4150	Travel And Related Expenses	-	-	-	-	-	0		0
4170	Accounting Services	1,668	1,529	2.99	2.72	1,390.00	139	0.909	278
4171	Audit Services	642	589	1.15	0.61	312.00	277	0.530	330
4180	Penalties & Interest	-	-	-	-	-	0		0
4190	Administrative Other	2,500	2,292	4.48	4.88	2,495.92	(204)	1.089	4
4190.1	Mixed Population Salary	-	-	-	-	-	0		0
4191	Resident Services	-	-	-	-	-	0		0
<b>TOTAL ADMINISTRATIVE EXPENSE</b>		<u>19,075</u>	<u>17,485</u>	<u>34.22</u>	<u>33.28</u>	<u>17,006.86</u>	<u>479</u>	<u>0.973</u>	<u>2,068</u>
<b>GENERAL EXPENSE</b>									
4510	Insurance	439	402	0.79	0.57	291.00	111	0.723	148
4540	Employee Benefit Contr.	5,524	5,064	9.91	7.23	3,697.04	1,367	0.730	1,827
4570	Collection Losses	-	-	-	-	-	0		0
4580/90	Interest & Other General Expenses	-	-	-	-	-	0		0
<b>TOTAL GENERAL EXPENSES</b>		<u>5,963</u>	<u>5,466</u>	<u>10.70</u>	<u>7.80</u>	<u>3,988.04</u>	<u>1,478</u>	<u>0.730</u>	<u>1,975</u>
<b>TOTAL OPERATING EXPENSES</b>		<u>25,038</u>	<u>22,952</u>	<u>44.91</u>	<u>41.09</u>	<u>20,994.90</u>	<u>1,957</u>	<u>0.915</u>	<u>4,043</u>
<b>NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE EXPENSES</b>		<u>5,262</u>	<u>4,824</u>	<u>9.44</u>	<u>14.96</u>	<u>7,645.10</u>	<u>2,822</u>	<u>1.585</u>	<u>(2,383)</u>
<b>NET INCOME (DEFICIT) before NON- ROUTINE, and INCLUDING SUBSIDY</b>		<u>899,561</u>	<u>824,598</u>	<u>1,613.69</u>	<u>1,619.22</u>	<u>827,419.10</u>	<u>2,822</u>	<u>1.003</u>	<u>72,142</u>
<b>NONROUTINE EXPENSES AND (CREDITS)</b>									
4610	Extraordinary Maintenance	-	-	-	-	-	0		0
4611	Equip. Purchased - Non Capitalized	-	-	-	-	-	0		0
4612	Restricted Reserve Expenditures	-	-	-	-	-	0		0
4715	Housing Assistance Payments	894,299	819,774	1,604.25	1,604.25	819,774.00	0	1.000	74,525
<b>TOTAL NONROUTINE EXPENSES</b>		<u>894,299</u>	<u>819,774</u>	<u>1,604.25</u>	<u>1,604.25</u>	<u>819,774.00</u>	<u>0</u>	<u>1.000</u>	<u>74,525</u>
<b>NET INCOME (DEFICIT) FROM OPERATIONS</b>		<u>5,262</u>	<u>4,824</u>	<u>9.44</u>	<u>14.96</u>	<u>7,645.10</u>	<u>2,822</u>	<u>1.585</u>	<u>(2,383)</u>
4801	Depreciation Expense	-	-	-	-	-			
4541	Employee Benefits - GASB 45	-	-	-	-	-			
4542	Pension Expense - GASB 68	-	-	-	-	-			
<b>NET CHANGE IN UNRESTRICTED NET ASSET</b>		<u>5,262</u>	<u>4,824</u>	<u>9.44</u>	<u>14.96</u>	<u>7,645.10</u>	<u>2,822</u>	<u>1.585</u>	<u>(2,383)</u>

See Accountants' Compilation Report

## Section 8

### Repayments Collected 10/01/2024 - 9/30/2025

October 2024	\$	13,654.00
November 2024	\$	11,576.00
December 2024	\$	10,620.00
January 2025	\$	15,416.00
February 2025	\$	12,281.00
March 2025	\$	10,758.00
April 2025	\$	13,896.00
May 2025	\$	5,480.00
June 2025	\$	9,822.00
July 2025	\$	15,928.00
August 2025	\$	13,025.00
September 2025	\$	<u>21,847.00</u>
<b>Total</b>	<b>\$</b>	<b>154,303.00</b>

9/26/2025

PUBLIC HOUSING  
RETRO RENTS COLLECTED IN OCT 2024 - SEPT 2025

**STATE:**

**FEDERAL:**

**200**

**705**

**FEDERAL PUBLIC**

Oct-24	\$7,088.00
Nov-24	\$2,422.50
Dec-24	\$2,795.50
Jan-25	\$4,696.00
Feb-25	\$6,969.00
Mar-25	\$5,685.00
Apr-25	\$7,793.00
May-25	\$7,510.50
Jun-25	\$6,002.25
Jul-25	\$5,564.50
Aug-25	\$10,202.50
Sep-25	\$7,022.00

Oct-24	\$0.00
Nov-24	\$0.00
Dec-24	\$0.00
Jan-25	\$158.00
Feb-25	\$158.00
Mar-25	\$158.00
Apr-25	\$158.00
May-25	\$158.00
Jun-25	\$158.00
Jul-25	\$624.00
Aug-25	\$158.00
Sep-25	\$158.00

Oct-24	\$708.50
Nov-24	\$779.50
Dec-24	\$613.50
Jan-25	\$432.50
Feb-25	\$431.00
Mar-25	\$432.50
Apr-25	\$431.00
May-25	\$259.00
Jun-25	\$222.00
Jul-25	\$465.25
Aug-25	\$421.75
Sep-25	\$421.75

TOTAL: \$73,750.75

TOTAL: \$1,888.00

TOTAL: \$5,618.25

**689**

**667**

Oct-24	\$0.00
Nov-24	\$0.00
Dec-24	\$0.00
Jan-25	\$0.00
Feb-25	\$0.00
Mar-25	\$0.00
Apr-25	\$0.00
May-25	\$0.00
Jun-25	\$0.00
Jul-25	\$0.00
Aug-25	\$0.00
Sep-25	\$0.00

Oct-24	\$323.00
Nov-24	\$190.00
Dec-24	\$7,146.50
Jan-25	\$786.50
Feb-25	\$3,707.81
Mar-25	\$3,749.69
Apr-25	\$679.00
May-25	\$387.00
Jun-25	\$8,241.00
Jul-25	\$8,111.50
Aug-25	\$1,692.00
Sep-25	\$447.00

TOTAL: \$0.00

TOTAL: \$35,461.00

**STATE TOTAL: \$111,099.75**

**FEDERAL TOTAL: \$5,618.25**

**GRAND TOTAL FOR ALL PROJECTS: \$116,718.00**

10/3/2025



# **Salem Housing Authority's Internal Control Policy**

## **INTRODUCTION**

Financial control is both the process of managing and reporting the financial position of the Salem Housing Authority (SHA) and the procedures for authorizing and expending funds that provide adequate oversight and safeguards to ensure the use of public funds in accordance with policy, regulation, and public trust. The SHA also has other applicable Policies and Procedures in place for proper control and delegation of authority.

The SHA will maintain its finances such that at the end of each fiscal year the Authority is reasonably within budget and finances are managed in a manner that is in compliance with this policy, the U.S. Department of Housing and Urban Development (HUD), the Executive Office of Housing and Livable Communities (EOHLC) and all other applicable financial management, procurement, and audit rules and regulations.

The Executive Director (ED) is responsible for the overall financial management of the Authority. As the Chief Procurement Officer and Contract Officer of the Authority, the Executive Director has access to all financial accounts. The ED and the Director of Finance in conjunction with the contracted fee accounting firm will develop annual budgets according to guidelines for state and federal programs. The Board of Directors will examine and approve the annual budget. The ED is authorized to expend funds in accordance with the annual budget.

The Director of Finance, Director of Leased Housing, and Director of Public Housing are responsible for the day-to-day accounting and cash management. The Executive Director, Director of Finance, and Fee Accountant are responsible for budgeting, financial forecasting, HUD reporting, report management, and financial processes. The Director of Finance through the Fee Accountant shall provide to the ED and the Board of Directors a monthly report on the annual budget which includes any variances. The Director of Finance is responsible for managing the finance department in compliance with all financial controls and policies. SHA staff will follow procedures to ensure proper recording of SHA financial transactions.

All authority account paper checks are stored in a locked cabinet in the Finance Office and in the Section 8 Office. Signature stamps are stored in a locked cabinet in the offices of the Executive Assistant and Assistant Director of Leased Housing.

## **A: VENDOR ACCOUNTING PAYMENT PROCESS**

### **Purpose**

To make payments to vendors, and other parties in an accurate, prompt and efficient manner.



### **Policy**

The SHA will process payments timely, accurately, and in a manner consistent with Housing and Urban Development (HUD), Executive Office of Housing and Livable Communities (EOHLC), and Generally Accepted Accounting Principal (GAAP) standards.

### **Condition**

The finance department must receive all invoices and check requests prior to the check run day(s). Check run days are normally weekly.

### **Procedures**

#### **Responsibility and Actions**

##### All Departments

1. Should submit requisitions to the Finance Department for the issuance of a Purchase Order (PO). No payment will be made without a PO for routine goods and services. Signatures will acknowledge receipt of goods or services.
2. For some services (utilities, telephone, etc.) or non-routine payments, management staff may sign the invoice.
3. Mail is opened by the Receptionist. Invoices are given to the Finance Department for review and processing of payment.

##### Finance Department

1. The Accounting Coordinator creates and edits information in the Vendor File in the accounting software system and it is verified by the Director of Finance.
2. The Accounting Coordinator receives approved invoices for processing, attaches prior requested purchase order and any supporting documentation, and enters the invoice data into the accounting software A/P system for payment.
3. For utility invoices, the Accounting Coordinator directly receives the invoices and enters consumption and amount information on Excel spreadsheet, then enters invoices into the accounting software A/P system and onto the EOHLC's required software.
4. Before each A/P run the Accounting Coordinator will generate a cover voucher listing the invoices in the run and give it to the Executive Director with the invoices to be paid for review and approval.
5. The Accounting Coordinator will then process the payments. Paper checks and/or ACH payments are then created in the accounting software system. A laser printer is used to print paper checks. The Accounting Coordinator processes payment. The paper checks are signed in accordance with the Check Signing and Security Policy.
6. The Accounting Coordinator matches paper check copy to invoices and purchase documentation, staples them together and files. The Accounting Coordinator puts paper checks into envelopes with remittance advice and mails them.
7. Any payments that need to be made over the phone or online for any reason as determined by the Executive Director or Director of Finance will be recorded with the invoice back-up and receipt of payment and included in all vendor payments listed each month.



## Housing Choice Vouchers (HCV), DMH Program, & Other Payables

**Condition** – All paper checks and ACH payments are processed by the Section 8 Coordinator.

### **Procedures**

#### **Responsibility and Actions**

The monthly process to pay Housing Assistance Payments (HAP) to Landlords and Utility Reimbursement Payments (URP) to tenants as well as payments for the Department of Mental Health (DMH) will be completed as follows:

#### HAP Payments

1. The payment runs are performed monthly.
2. Near the end of each month, a "HAP Accounting Monthly Recurring Transactions" listing is pulled from the accounting software and balanced against the monthly reconciliation report by the Assistant Director of Leased Housing.
3. The Section 8 Housing Coordinator processes payment through the software program where the ACH file and any checks are created.
4. Checks are printed and signed in accordance with the Employee Check Signing Policy.
5. The Director of Leased Housing reviews and uploads the ACH file to the bank for processing and payment.

#### DMH Payments

1. The payment runs are performed monthly.
2. Near the end of each month, tenant and landlord listing is pulled from the accounting software and balanced against the monthly reconciliation report by the Director of Public Housing.
3. Payment is processed through the software program where the ACH file
4. Checks are printed and signed in accordance with the Employee Check Signing Policy.
5. The Director of Public Housing reviews and uploads the ACH file to the bank for processing and payment.
6. In the absence of the Director of Public Housing the Assistant Director of Public Housing will perform the tasks.

## **B. CAPITAL/FIXED ASSETS - EQUIPMENT**

### **Purpose**

To account for equipment capital/fixed asset items by program.

### **Policy**

The Fee Accountant will capitalize all equipment assets whose individual items costs exceed \$5,000.00 and have a useful life greater than 1 year. SHA will account for all expenditures, disposals, and transfers of capital/fixed assets in accordance with GAAP, EOHLC, and HUD guidelines.



### **Condition**

SHA does not use a fixed asset system but rather relies on an Excel based depreciation schedule to track and depreciate capital equipment over the \$5,000.00 threshold. Disposal of equipment will be handled in a manner that complies with the disposition policy.

### **Definitions**

Real Property. Real property comprises all land and buildings and all fixtures permanently attached thereto or installed in a fixed position.

Personal Property. Personal property comprises all material and supplies, equipment, and fixtures not attached to the land or building and not installed in a fixed position. Personal property is divided into three classes:

1. Material and Supplies- defined as items of property which (a) can be used only once; (b) are spent in use; or (c) lose their identity or become integral part of other property when put into use. The term "materials and supplies" also includes items of small tools and equipment having a value of less than \$5,000.00.
2. Expendable Equipment- defined as items of equipment having a useful life of less than one year. The cost of such property will not be treated as a capital expenditure.
3. Non-expendable Equipment- defined as items of equipment having a useful life of more than one year and having a value of \$5,000.00 or more. The cost of such property shall be treated as a capital expenditure.

### **Procedures**

#### **Responsibility and Actions**

#### Finance Department

1. Annually, as part of the year-end process, the Fee Accountant will ensure all newly acquired capital equipment is accounted for and is included in the depreciation schedule. This will also be done with the year-end "hard/soft" costs analysis of the CFP program expenditures.
2. Annually, the Fee Accountant will research if any capital equipment items were disposed of during the fiscal year and adjust the depreciation schedules as needed.
3. Annually, the Fee Accountant will reconcile capital/fixed asset listing and depreciation schedule to the G/L, enter applicable journal entries.
4. The SHA shall take a physical inventory and count of all non-expendable equipment at least every two years.

## **C. RENT RECEIPTS / PAYMENTS AND POSTING**

### **Purpose**

To receive and record payments by tenants and to update tenant accounts for payments in a timely and accurate manner.

### **Policy**

SHA tenants of Low-Income Public Housing (LIPH) units are issued payment coupons for use as well as the ability to set up an online account with the SHA through a tenant portal in the SHA's



software program. Rent payments must be made either by mailing the payment in the form of a check or a money order to the lockbox address or by making the payment through the online portal system. Other payments received such as repayment agreements or maintenance charges will also be collected and recorded in this manner. Cash is not accepted.

#### **Condition**

The lock box company sends tenant payment information to the SHA for crediting to their accounts.

#### **Procedures**

##### **Responsibility and Actions**

##### Public Housing staff and Tenants

1. The lock box company sends an electronic file of payment information to the SHA.
2. The Housing Administrative Coordinator will post payments to tenants' accounts within 2 business days of receipt of payment.
3. The Director of Finance will act as back in the absence of the Housing Administrative Coordinator.

#### **D. COLLECTION LOSS WRITE-OFF OF TARS**

##### **Purpose**

To account for and write off tenant account receivable balances of tenants that have vacated the unit and left a balance past due and to keep SHA TARs (Tenant Accounts Receivable) in order.

##### **Policy**

The Director of Public Housing will write off vacated tenant accounts quarterly with proper Board of Directors' approval. The Accountant will update the allowance for TAR balances on the general ledger.

##### **Condition**

A tenant moves out and terminates his/her lease or passes away, leaving an unpaid balance owed after all debits and credits have been entered to his/her account (charges for damages and other items, credits for unearned rent, etc.).

##### **Procedures**

##### Public Housing Managers

1. Mail the tenant a letter requesting payment of the amount owed to the last known address.

##### Director of Public Housing

1. On a quarterly basis any vacated accounts with balances will be placed on a list for the approval of the Board of Directors to write the account off of the books, at which time the account will then be sent to collections if the balance is over \$100.00.
2. A previous tenant who has not paid his/her account and who has had amounts charged off to Collection Losses by the SHA or any other housing authority as recorded on the housing authority software system, may make application for housing, but will not be declared eligible until the

amount written off has been paid in full. Program staff will then review the applicant's current status and determine his/her eligibility for housing.

#### Fee Accountant

1. The Fee Accountant will adjust the allowance TARs annually at the end of the fiscal year (September 30<sup>th</sup>).

### **E. CREDIT CARD**

#### **Purpose**

The purpose of the Credit Card Policy is to facilitate the purchase of necessary goods or services where use of a credit card would expedite the transaction in an efficient manner. The purpose of the use of card(s) is "not" to override the procedures set forth in SHA's Procurement Policy, but to provide an alternative method of purchase for necessary goods and services.

#### **Policy**

SHA credit cards may be used for necessary purchases of goods and services when deemed for efficiency or emergency.

#### **Condition**

The Executive Director determines which staff are issued SHA credit cards or any vendor credit cards such as Home Depot. Staff that are authorized by the Executive Director to carry a credit card are listed with the Finance Department.

#### **Procedures**

##### **Responsibility and Actions**

#### Accounting Coordinator

1. Credit card users give receipts for purchases to the Accounting Coordinator/Director of Finance as they are incurred. All expenditures by credit card must have an accompanying purchase order for the purchase.
2. The Accounting Coordinator logs into the Bank and downloads each user's credit card detail for the current bill.
3. After receipts are matched to detail, the Accounting Coordinator processes credit card payments through the accounting software system and pays the current credit card bill each month in a timely manner.

### **F. PAYROLL**

#### **Purpose**

To accurately record time worked and attendance and to pay employees their correct rate of pay.



### **Policy**

The SHA will ensure that an employee's time and attendance is accounted for, and that the employee receives the correct amount of pay. Employees can access their payroll records and time accrued information through the online system.

### **Condition**

The SHA uses a payroll service, currently Harpers Payroll Services. Employees will enter their time accurately and record their hours both worked and any paid time off used each week. Requests for pre-approved time off and overtime worked are entered into this system as well. Department Supervisors are responsible for reviewing and approving time records through this online system. Department Supervisors are responsible for reviewing and approving employee time through this online system.

The SHA will utilize a payroll service for employee data entry, approval of time off requests, approval of overtime requests, and to process payroll weekly. The online payroll service will provide the necessary reporting and carry out tax payment responsibilities on behalf of the SHA. The payroll service will also generate end of the year tax documents for employees and the SHA.

### **Procedure**

1. Employees will enter their time worked and paid time off used in the employee portal and submit requests for time off and overtime.
2. At the end of the pay period, Department Heads will utilize the automated payroll system to approve the time of the employees they supervise. The Executive Director will approve the time off that Department Heads submitted through the automated payroll system.
3. The Accounting Coordinator will review the weekly payroll and provide to the Director of Finance for approval and then submit to the payroll company for processing.
4. The Accounting Coordinator will print the related payroll reports and review them for accuracy. These payroll reports will be used to process payroll related payments such as tax withholding, retirement, credit union, union dues, deferred compensation, etc.
5. The Accounting Coordinator will file and maintain the payroll records. The Director of Finance will perform any payroll functions in the absence of the Accounting Coordinator.

## **G. DAILY CASH AND MISCELLANEOUS RECEIPTS**

### **Purpose**

To properly record and deposit the daily cash receipts and miscellaneous cash receipts to the appropriate accounts.

### **Policy**

SHA will ensure that all receipts are appropriately accounted for and deposited into the correct account.

### **Condition**

On a regular basis the SHA receives ACH deposits from HUD, EOHLC, and other sources for various SHA programs. The SHA also receives Housing Choice Vouchers, Department of Mental



Health Vouchers, and public housing repayments and other 'miscellaneous receipts' each month in the form of checks or money orders.

## **Procedures**

### **Responsibility and Actions**

#### **Accounting Coordinator**

1. The Accounting Coordinator logs into the appropriate Massachusetts vendorweb accounting portals/bank accounts daily, prints out deposits made, and disseminates them to the ED, Assistant Executive Director, Director of Finance, and appropriate department heads.
2. The Accounting Coordinator researches and verifies each deposit amount and identifies the nature of the cash (PH operating subsidy, HCV or Mod/Rehab subsidy, CFP draws ...etc.).
3. The Accounting Coordinator sends this information to the appropriate departments as well as the Fee Accountant. The Fee Accountant will review the journal entry and post it to the G/L.
4. The Accounting Coordinator saves a copy of all the daily journal entries with backup for later review and for audit purposes.

#### **Miscellaneous Receipts:**

1. The Accounting Coordinator, Director of Public Housing, or Assistant Director of Leased Housing may receive miscellaneous checks and program repayments on a daily basis and determine the what, who, and why of the receipt to provide the information to the appropriate employee/department for recording and processing.
2. All checks will be recorded and deposited within 3 business days. Copies of the checks and any relevant correspondence should be made for backup purposes.

## **H. BANK RECONCILIATION**

### **Purpose**

To ensure that the G/L accounts are properly reflecting current banking information for all bank accounts.

### **Policy**

The appropriate SHA staff: Director of Finance and Director of Leased Housing, will reconcile bank statements within 30 days after the end of the month. This information is provided to the Fee Accountant.

### **Condition**

All bank statements will be reconciled monthly by the appropriate SHA staff. Completed bank reconciliations will be reviewed and approved by the Fee Accountant and then filed for review by Auditor or other parties.



## **Procedures**

### **Responsibility and Actions**

#### Appropriate Staff

1. Monthly bank statements shall be retrieved from the banking systems by the appropriate staff after the end of each month and reconciled. This information will then be submitted to the Fee Accountant.
2. Bank accounts that carry balances in excess of FDIC insured limit must be fully collateralized.

## **I. JOURNAL ENTRIES**

### **Purpose**

To ensure that journal entries are prepared and entered in an accurate and timely manner.

### **Policy**

The SHA Fee Accountant will prepare journal entries based on a standard format to be entered into the Authority's G/L. Only the Fee Accountant is authorized to post journal entries in the accounting software system.

### **Condition**

SHA will follow standard procedures for the preparation, review, approval and posting of all entries.

## **Procedures**

### **Responsibility and Actions**

#### Finance Department Staff and Fee Accountant

1. Will prepare and set up all information for Journal Entries into the system using the Authority's standard entries and provide clear concise explanations and descriptions for all entries based on available data.
2. Will prepare all supporting documentation for all entries prepared
3. The Fee Accountant will interface and post all subsidiary financial systems into the G/L.

## **J. FINANCIAL STATEMENTS AND BOARD REPORT PREPARATION**

### **Purpose**

To provide Management and the Board of Directors with timely and accurate financial operating results.

The SHA's Fee Accountant will prepare and present monthly, quarterly, and annual financial statements to the Executive Director for dissemination to the Board Members.

### **Condition**

The Fee Accountant is responsible for board financial report preparation and any presentations requested on a monthly, quarterly, and annual basis.

The Director of Finance is responsible for the monthly listing of bills paid for Board review and approval. The Director of Finance will submit this report to the Executive Director for review and dissemination to the Board Members.

### **Procedures**

#### **Responsibility and Actions**

#### **Fee Accountant**

1. The Fee Accountant will create financial reports for the various housing programs. This report contains all income and expense accounts for all funds and programs. The report is distributed to the Executive Director for review and approval. The Executive Director will then present the information to the Board of Directors at the monthly Board Meetings.

## **K. BUDGETS**

### **Purpose**

To ensure that the SHA submits accurate budgets to the Board of Directors and/or HUD, EOHLC, and other funding sources in a timely manner.

The Executive Director in conjunction with the Fee Accountant will prepare budgets annually as prescribed by HUD and EOHLC and any other required agency.

### **Condition**

Budgets/subsidy submission will be created and submitted by the established deadlines or the suggested timelines if no hard deadline is required. The SHA's fiscal year ends September 30<sup>th</sup>.

### **Procedures**

1. The Executive Director, Director of Finance, Director of Maintenance, the Director of Leased Housing, Director of Public Housing, and others will compile and provide the required budget data necessary to prepare budgets to the Fee Accountants. Information is gathered from Department Heads as necessary. This information includes rent rolls, occupancy reports, HUD's inflation factor, utility consumption, utility rates, units offline, VMS reports, program reserves, etc.
2. The Operating Budgets for all programs will be established and once approved by the Executive Director will be submitted to the Board of Directors for approval.
3. The Board of Directors will review and approve the budgets as appropriate and sign all related documents required for submission.

## **L. CAPITAL FUND GRANT USE AND REPORTING**

### **Purpose**

The purpose is to distinguish the proper expenditure of the Capital Funds and to report grant activity to HUD and EOHLC in an accurate and timely manner in accordance with HUD and EOHLC requirements and deadlines.



### **Policy**

SHA is allotted funds for property improvements and operational support to Public Housing Properties. The funds are contracted and confirmed through a Consolidated Annual Contributions Contract (ACC) and Contract for Financial Assistance (CFA). The SHA is responsible for the obligation and expenditures of these funds and to the proper PH Asset Management Projects (AMPS) and CAPHUB software systems. Under no circumstance will the Capital funds be used for any other purpose. The SHA will maintain source documentation for all grant receipts and expenditures by grant number and award date.

### **Condition**

Grant receipts and expenditures will be reconciled on a monthly basis by the Fee Accountant. The responsibility for federal grant draws and the grant accounting process is assigned to the Executive Director or his/her designee.

### **Procedures**

#### **Responsibility and Actions**

The SHA manages the Capital Fund Programs and all required reporting is performed by the Fee Accountant and other appropriate staff.

#### Finance Department staff

1. The Executive Director calculates amount to draw. Federal drawdowns are executed in the HUD E-LOCCs system by the Executive Director or his/her designee to ensure a segregation of duties. State requisitions are submitted and managed by the Executive Director and Assistant Executive Director.
2. The Executive Director and the Director of Leased Housing reconcile each grant E-LOCCs income and expense line item and report the information to the Fee Accountant to update the G/L each month.
3. The Fee Accountant ensures expenditures are posted to the grant G/L according to the budget detail of the grant.
4. The Fee Accountant ensures the close out information is sent by the Executive Director to the HUD Local office or EOHUC in a timely manner.

## **M. PETTY CASH POLICY**

### **Purpose**

SHA has a fiduciary duty to safeguard the assets of the Authority. Cash is a primary asset and therefore a petty cash procedure is in existence.

### **Policy**

Petty cash disbursements are limited to a reasonable amount as determined by the Executive Director.

**Condition**

SHA has only one petty cash fund that is in existence and the custodian is Director of Finance. The amount kept available is \$100.00.

**Procedures****Responsibilities and Actions**Accounting Coordinator

1. The Executive Director will preapprove expenditures from Petty Cash. Employee will give the Accounting Coordinator an original receipt and a Petty Cash slip which has been approved by the Executive Director.
2. The Accounting Coordinator will give Petty Cash to the employee and record the transaction on the appropriate form.
3. Periodically, the Director of Finance will replenish Petty Cash to \$100.00 by entering an expense entry, having the Executive Director approve, and giving the Petty Cash slip to the Accounting Coordinator for a replenishment check to be issued.
4. The Accounting Coordinator will cash the check at the bank, put the cash in Petty Cash box, and record the transaction on the expense form.

**N. YEAR-END CLOSING****Purpose**

To ensure that the SHA submits timely and accurate year-end financial statements to HUD, EOHLC, and as required by any other regulatory agencies.

**Policy**

SHA will close its books of accounts in a timely and efficient manner.

**Condition**

The Fee Accountant will ensure that the books of accounts are closed on a timely and accurate schedule. The Authority's fiscal year ends on September 30th.

**Procedures****Responsibility and Actions**Accounting Coordinator

1. Accrue all payables (salaries, employee benefits, utility expenses, vendors & contractors, Section 8 HAP payments). Create Vendor payable list from system as of September 30<sup>th</sup>. Print payroll report of period salaries will be accrued (if any). Determine if any utility invoices need to be accrued. Post any entries and have Fee Accountant approve and post to G/L.
2. Make copy of all quarterly 941 reports and pension payments made during year.
3. Compute compensated absences for employees for Fee Accountant posting.



#### Fee Accountant

1. Adjust tenant receivable G/L balances to agree to accounting software LIPH system detailed tenant balance report for 9/30.
2. Calculate allowance for write-off resident accounts and make adjustments.
3. Record pre-paid rent as of 9/30 for all programs (deferred revenue).
4. Reconcile FSS accounts for ensuring the FSS detail ledgers agree to the liability accounts and the investments accounts agree to the bank accounts and the bank accounts are fully funded.
5. Verify that the insurance register pre-paid at the end of the year is correct and agree to the G/L.
6. Reconcile all bank accounts as of September 30<sup>th</sup> and record all adjustments.
7. Update the property depreciation schedules ensuring it agrees to the asset accounts, for additions as well as dispositions. Enter depreciation entry and post.
8. Ensure all ledgers and the inter-fund accounts are in balance.
9. Complete analysis of grant expense versus grant income requested through LOCCS, and accrues income receivable due from HUD.
10. Request operating departments to send unit months leased and unit months available for the fiscal year.
11. Reconcile management, bookkeeping, and asset management fees to final unit month numbers.
12. Make entries to record receivables/payables due to/from HUD for HCV and other Section 8 programs and post to G/L.
13. Complete other Section 8 year-end settlement reports (HUD 52681) and record related adjustments.
16. Accrue all receivables (interest on investments, Section 8 portables, and any other income receivables).
17. Reconcile all receivables and payables and prepare detailed analysis of any balances
18. Accrue contract retention expense per contract register.
19. Close the income and expense accounts out for the year that is reconciled to final audited FDS submission.
20. Prepare a GAAP trial balance report and a Financial Data Schedule (FDS).
21. Transmit FDS to the Real Estate Assessment Center (REAC) prior to HUD's deadline including the 15 day grace period. (Before September 15<sup>th</sup>)

#### **O. UPDATING CHART OF ACCOUNTS**

##### **Purpose**

To account for all transactions in a manner suggested by the Department of Housing and Urban Development (HUD) and the Executive Office of Housing and Livable Communities (EOHLC).

##### **Policy**

The SHA will account for all transactions in accordance with GAAP and the applicability of GASB regulations and all other applicable regulatory requirements. The SHA uses the chart of account coding system as the G/L chart of accounts.



## **Procedures**

### **Responsibility and Actions**

#### Fee Accountant

1. Must take necessary action to ensure that accounting classifications used throughout SHA is in accordance with OMB A-87 and REAC guidelines.
2. Add accounts as necessary. For internal control purposes, only the Accountant is authorized to edit the GL chart of accounts.
3. When accounts are added to the GL chart of accounts, the account may need to be added to any customized financial reports.

## **P. COST ALLOCATION PLAN**

### **Purpose**

Cost of salaries, services, and goods should be charged to the proper federal or non-federal program.

### **Policy**

All costs that have a direct correlation to a program or programs are allocated directly to those programs. These costs could include: Maintenance, Capital Improvements, and Administrative expenses. Costs that pertain to Public Housing are allocated on a per unit basis for all Authority Units. In the HCV and other Section 8 programs as well as the MRVP program, vouchers per program are used. For costs that need to be allocated across multiple programs one of the following guidelines should be used for allocation.

### **Procedures**

#### **Responsibility and Action**

#### Finance Department

Invoices are reviewed by the Accounting Coordinator to decide what type of allocation should be used or if a direct allocation is needed. If the Accounting Coordinator is not sure which allocation should be used or if it is a direct cost, the Fee Accountant will be consulted and make the final decision. The allocation methods can be altered where necessary. As the Authority's structure changes the cost allocation methods will either be changed or new allocations will be added. The allocation methods of choice will be in accordance to OMB A-87.

## **Q. CENTRAL OFFICE COST CENTER (COCC) FEE FOR SERVICE MONTHLY BILLINGS**

### **Purpose**

To ensure that the COCC Billings to Public Housing, HCV, and other programs are for the maximum supportable amounts that are consistent with HUD policies and regulations.



**Policy**

The Finance department shall bill the Public Housing, HCV and other programs on a monthly basis and record such billings in the G/L.

**Condition**

Monthly spreadsheets are kept in by the Accountant to track amounts billed by the COCC.

**Procedures**

1. The Fee Accountant will update the Section 8, Public Housing billings monthly for units occupied from information in the accounting software system and with confirmation from the appropriate Department Heads.
2. The Fee Accountant will prepare a journal entry and key the entry into the G/L
3. The Fee Accountant will post the journal entry to the G/L.

**R. FINANCIAL DATA SCHEDULE (FDS)**

The Unaudited Financial Data Schedule is due 2 months after the fiscal year end with a 15 day grace period. This form is electronically submitted to the Real Estate Assessment Center.

The Audited Financial Data Schedule is due 9 months after the fiscal year end, (there is no grace period). This form is electronically submitted to the Real Estate Assessment Center, after the auditor has performed the attestation function.

**S. HOUSING CHOICE VOUCHER PORTABILITY-IN and PORTABILITY-OUT****Purpose**

To properly record Portability-In and Portability-Out transactions.

**Policy**

The Fee Accountant will ensure transactions are recorded into the G/L and operational reports reconcile to the G/L.

**Procedures**

Port In's are voucher holders from another PHA that request to transfer their voucher to SHA. This voucher can be either absorbed into the SHA HCV Program or it can be administered on behalf of the initial PHA.

1. If it is determined that SHA will absorb the voucher, then SHA takes full control of the voucher.
2. If the SHA administers the voucher, it would be the same as absorbed with the exception that SHA must notify the initial PHA with every change.
3. Monthly, the initial PHA will reimburse SHA 100% for the voucher and 80% of the initial PHA's administrative fee for the voucher. Director of Leased Housing posts the payment from the initial PHA into the accounting software and makes the deposit of the check.



Port Outs are voucher holders that request a transfer to another PHA jurisdiction.

1. The voucher can either be absorbed by the receiving PHA or the receiving PHA will administer the voucher on behalf of SHA. The SHA receives notification (HUD Form 50058) from the administering PHA of the HAP amount paid on behalf of the voucher holder and will reimburse them 100% for the voucher and 80% of the initial PHA's administrative fee for the voucher.
2. The Section 8 Housing Coordinator processes payment through the software program where the ACH file and any checks are created.
3. Paper checks are printed and signed in accordance with the Employee Check Signing Policy.
4. The Director of Leased Housing reviews and uploads the ACH file to the bank for processing and payment.

## **T. FRAUD RECOVERY**

### **Purpose**

To record payments received for Tenant Repayment Agreements which reimburse the PHA for a voucher holder or public housing tenant's failure to report income or not fully report income.

### **Policy**

The SHA will ensure transactions are recorded properly and update the accounting software program accounts. In accordance with state and federal regulations, Section 8 program the SHA keeps 50% and 50% offsets against HAP and landlord payments, Federal Public Housing the SHA keeps 100%, and State Public Housing 2/3rds are retained by the SHA and 1/3<sup>rd</sup> is offset against subsidy due from EOHLIC.

### **Procedures**

1. Appropriate housing staff will set up Tenant Repayment Agreements in the tenant data base once signed by the tenant.
2. Appropriate housing staff receives and posts payments received in the tenant accounting software system.
3. Appropriate housing staff reconciles the monthly receipts for the repayment report and forwards the information to the Fee account unit.
4. Fee accountant records, allocates, and reports the calculation of the fraud revenue.

## **U. FAMILY SELF SUFFICIENCY (FSS) PROGRAM**

### **Purpose**

To ensure proper financial management of the FSS program and track escrow proceeds and disbursements. SHA is required to deposit all escrowed funds into a single depository account for FSS participants.

### **Policy**

The Director of Leased Housing will track escrow proceeds and disbursements from reports received from the software program from information input by the Section 8 Housing Coordinators. The Director of Leased Housing reviews operational reports and FSS bank

accounts. The FSS Coordinator approves and authorizes disbursement to any FSS participant from their escrow account.

#### **Procedures**

1. A report delineating escrows to be deposited into each FSS participant's bank account is generated by the SHA software and processed by Section 8 Housing Coordinator.
2. Director of Leased Housing tracks the information and records and reports interest income earned annually.

### **V. VOUCHER MANAGEMENT SYSTEM (VMS)**

#### **Purpose**

To report monthly HAP expense, leased units, administrative expenses, UNP, and NRP into the REAC system for all HCV Programs. Primary purpose of the VMS is for HUD to monitor PHA use of vouchers and to provide data to HUD to fund, obligate and disburse funds to PHA based on actual voucher use.

#### **Policy**

To submit monthly reports on leasing and expense information to the HUD REAC system for the prior month, to reconcile VMS to the G/L and ensure VMS submissions are accurate.

#### **Procedures**

1. The Director of Leased Housing providing VMS entry documentation and reports to the Fee Accountant monthly.
2. The Fee Accountant downloads information from the accounting software VMS module including units leased and HAP dollars.
3. The Fee Accountant calculates NPR, UNP and cash balance from the G/L. Reviews entries in the VMS module to record any HAP adjustments and HAP retro payments.
4. The Fee Accountant enters information into REAC – VMS submission link.
5. The Fee Accountant reconciles VMS to the G/L and identifies retroactive lease and HAP expenses.
6. The Fee Accountant enters retro-active corrections into HUD REAC system to update lease and HAP expense.



# General Bid Log

Date: 06/09/2025 at 5:12PM EDT

Page 1 of 2

Bidder	Info	Base Bid	Alternates	Final Bid	Status
Laracy electrical Contractors, Inc 9 Perry Dr Unit #1 Foxboro, MA 02035		\$1,104,000.00		\$1,104,000.00	Anticipated Contract Award
LeVangie Electric Co., Inc. 59 Old Webster Street Hanover, MA 02339		\$1,620,000.00		\$1,620,000.00	—
Jupiter Electric 142B Lafayette Road Salisbury, MA 01952		\$1,750,000.00		\$1,750,000.00	—
CDS Contracting Services, LLC 275 Centre Street STE 1 Holbrook, MA 02343		\$1,960,848.00		\$1,960,848.00	—
Brite Lite Electric 11 Front St. Weymouth, MA 02188		\$1,988,000.00		\$1,988,000.00	—



**BDO Project B25-DV78**  
Salem Housing Authority  
Electrical Upgrades, 667-4  
Client Project #258150

## General Bid Log

Date: 06/09/2025 at 5:12PM EDT

Page 2 of 2

Bidder	Info	Base Bid	Alternates	Final Bid	Status
Systems Contracting Inc. 7 Scobee Circle Plymouth, MA 02360		\$2,030,000.00		\$2,030,000.00	—
Brothers Electrical Corp 18 Graf Rd, Unit #31 Newburyport, MA 01950		\$2,118,000.00		\$2,118,000.00	—
Tilton Electric Inc. 398 Court St. Rear Plymouth, MA 02360		\$2,199,621.00		\$2,199,621.00	—

COMMONWEALTH OF MASSACHUSETTS  
COMMISSION AGAINST DISCRIMINATION

MODEL SEXUAL HARASSMENT  
POLICY

Under the provisions of G.L. c.151B, ss.2 and 3 the Commission is authorized to adopt policies and issue such rules necessary to effectuate the purposes of G.L. c.151B. It is the goal of the Commission that such policies and rules assist members of the public in understanding the role, function, and process of the MCAD.

As a result of the enactment of St. 1996, c.278 “An Act Relative to Sexual Harassment and Training in the Workplace” the Commission is required to adopt a model sexual harassment policy. This Policy Guideline is promulgated to effectuate the purposes of that chapter and provides a model for employers to use. The model policy contains minimum standards which may be exceeded by the employer’s policy.

MCAD Policy 96-2

ADOPTED BY THE COMMISSION ON OCTOBER 25, 1996

Adopted by the Board of Directors on December 17, 1996  
Amended by the Board of Directors on September 28, 2004  
Amended by the Board of Directors on March 28, 2006  
Amended by the Board of Directors on March 11, 2009  
Amended by the Board of Directors on October 10, 2018  
Amended by the Board of Directors on May 15, 2019  
Amended by the Board of Directors on November 13, 2024

*Attachment #1*

# SEXUAL HARASSMENT POLICY OF THE SALEM HOUSING AUTHORITY

## **I. Introduction**

It is the goal of The Salem Housing Authority to promote a workplace that is free of sexual harassment. Sexual harassment of employees occurring in the workplace or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated by this organization. Further, any retaliation against an individual who has complained about sexual harassment is similarly unlawful and will not be tolerated. To achieve our goal of providing a workplace free from sexual harassment, the conduct that is described in this policy will not be tolerated and we have provided a procedure by which inappropriate conduct will be dealt with, if encountered by employees.

Because the Salem Housing Authority takes allegations of sexual harassment seriously, we will respond promptly to complaints of sexual harassment and where it is determined that such inappropriate conduct has occurred, we will act promptly to eliminate the conduct and impose such corrective action as is necessary, including disciplinary action where appropriate.

Please note that while this policy sets forth our goals of promoting a workplace that is free of sexual harassment, the policy is not designed or intended to limit our authority to discipline or take remedial action for workplace conduct which we deem unacceptable, regardless of whether that conduct satisfies the definition of sexual harassment.

## **II. Definition of Sexual Harassment**

In Massachusetts, the legal definition for sexual harassment is this:

“sexual harassment” means sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when:

- (a) submission to or rejection of such advances, requests or conduct is made either explicitly or implicitly a term or condition of employment, or as a basis for employment decisions;
- or,
- (b) such advances, requests or conduct have the purpose or effect of unreasonably interfering with an individual's work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment.

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment.

The legal definition of sexual harassment is broad and in addition to the above examples, other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a work place environment that is hostile, offensive, intimidating, or humiliating to male or female workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct which if unwelcome, may constitute sexual harassment depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness:

- Unwelcome sexual advances – whether they involve physical touching or not;
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life; comment on an individual's body, comment about an individual's sexual activity, deficiencies, or prowess;
- Displaying sexually suggestive objects, pictures, cartoons;
- Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments;
- Inquiries into one's sexual experiences; and,
- Discussion of one's sexual activities.

All employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment, and retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is unlawful and will not be tolerated by this organization.

### **III. Complaints of Sexual Harassment**

If any of our employees believes that he or she has been subjected to sexual harassment, the employee has the right to file a complaint with our organization. This may be done in writing or orally.

If you would like to file a complaint you may do so by contacting Cathy Hoog, Executive Director, 27 Charter Street, Salem, MA 01970, telephone number 978-744-4431, extension 111. If the matter is not resolved to the employee's satisfaction, he/she should contact Carly McClain, duly appointed Sexual Harassment Policy Officer, 22 Albion Street, Salem, MA 01970, telephone number 617-276-5528. If the matter remains unresolved, the Sexual Harassment Policy Officer will recommend bringing the matter to the attention of the Salem Housing Authority Board in Executive Session. These persons are also available to discuss any concerns you may have and to provide information to you about our policy on sexual harassment and our complaint process.

### **IV. Sexual Harassment Investigation**

When we receive the complaint, we will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances. Our investigation will include a private interview with the person filing the complaint and with witnesses. We will also interview the person alleged to have committed sexual



harassment. When we have completed our investigation, we will, to the extent appropriate, inform the person filing the complaint and the person alleged to have committed the conduct of the results of that investigation.

If it is determined that inappropriate conduct has occurred, we will act promptly to eliminate the offending conduct, and where it is appropriate, we will also impose disciplinary action.

## **V. Disciplinary Action**

If it is determined that inappropriate conduct has been committed by one of our employees, we will take such action as is appropriate under the circumstances. Such action may range from counseling to termination from employment, and may include such other forms of disciplinary action as we deem appropriate under the circumstances.

## **VI. State and Federal Remedies**

In addition to the above, if you believe you have been subjected to sexual harassment, you may file a formal complaint with either or both of the governing agencies set forth below. Using our complaint process does not prohibit you from filing a complaint with these agencies. Each of the agencies has a short time period for filing a claim (EEOC – 180 days; MCAD – 6 months).

1. **The United States Equal Employment Opportunity Commission (“EEOC”)**

2400 Government Center  
John F. Kennedy Federal Building  
Boston, MA 02203  
(617) 565-3200

2. **The Massachusetts Commission Against Discrimination (“MCAD”)**

Boston Office:  
One Ashburton Place – Rm 601  
Boston, MA 02108  
(617) 727-3990

Springfield Office:  
436 Dwight Street  
Springfield, MA 01103  
(413) 739-2145

-----  
A copy of this Policy was received by \_\_\_\_\_

on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
Signature of Employee

**CERTIFICATE OF FINAL COMPLETION**

COMMONWEALTH OF MASSACHUSETTS

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

*This form should originate with the Architect*

Contractor	Cassidy Landscaping LLC	Owner:	Salem	Housing Authority
	21G Olympia Ave. Suite 65		27 Charter Street	
	Woburn, MA 01801		Salem, MA 01970	
Phone	(781) 850-4530	Phone	(978) 744-4431	
Fax		Fax		
Development No	667-4	Period Ending		
Contract for:	Creative Placemaking Grant, Site Improvements and Art Project	FISH No:	258164	

**THE PARTIES AGREE THAT THE STATUS OF THE CONTRACT IS AS FOLLOWS:****I. CONTRACT TIME**

1. The Date of Substantial Completion is .....	05/26/2024
2. The Date of Substantial Completion as Extended by Change Order is .....	06/25/2024
3. The Actual Date of Substantial Completion is: .....	12/02/2024
4. Overrun in Contract Time .....	160 days

**II. CONTRACT SUM**

1. The Original Contract Sum is .....	\$ 378,822.00
2. The Sum of Approved Change Orders to Date is .....	\$ 33,635.71
3. The Adjusted Contract Sum is .....	\$ 412,457.71
<b>LESS:</b>	
4. Sum of authorized payments to date: .....	\$ 391,834.82
5. Sum of other claims by Owner: .....	\$ 0

**III. THAT APPLICATION FOR PAYMENT NO. 6 IS DUE & PAYABLE IN THE AMOUNT OF: \$ 20,622.89**

Copy Attached

**THE UNDERSIGNED CONTRACTOR HEREBY CERTIFIES THAT:** *The Contractor should complete items 1-5 and certify below*

1. All Work, including work required under change order(s) 182 has been performed in accordance with the terms of the Contract.
2. All changes to the Work (except minor modifications and field adjustments) have been authorized in writing by the Owner.
3. All laborers and mechanics have been paid at least the minimum wage rates as set forth in the Contract, and
4. There have been no claims made for infringement of any patent.
5. By accepting the payment shown in line III the Contractor releases the Owner from any and all claims arising under the Contract.

**CERTIFIED: CONTRACTOR**In witness Whereof the Undersigned has signed and sealed this Instrument this 23 day of September 2025Firm: Cassidy LandscapingBy: [Signature] Date: 9/23/25Title: OwnerSubscribed and Sworn before Me this 23 day of September 2025

Notary

My Commission Expires March 18, 2025**CERTIFICATION OF HOUSING AUTHORITY BOARD VOTE**

The \_\_\_\_\_ Housing Authority met on \_\_\_\_\_ And voted to approve this Certificate and Payment

Certified: \_\_\_\_\_ Contract Officer

**APPROVED: ARCHITECT**

Firm: \_\_\_\_\_

**REVIEWED: CONSTRUCTION ADVISOR**

Dept of Housing &amp; Community Development

**APPROVED: DIRECTOR CONST. MANAGEMENT UNIT**

Dept of Housing &amp; Community Development

By: \_\_\_\_\_

Date: \_\_\_\_\_

By: \_\_\_\_\_

Date: \_\_\_\_\_

By: \_\_\_\_\_

Date: \_\_\_\_\_



Cathy Hoog, Executive Director

Main Office and Public Housing Department  
27 Charter Street, Salem, MA 01970

Section 8 Department & Procurement/Modernization  
136 Canal Street, Suite 2, Salem, MA 01970

Telephone: 978-744-4431 Fax: 978-744-9614  
Website: [www.salemha.org](http://www.salemha.org)

## **COLLECTION OF LOSSES – WRITE OFFS THROUGH 9/30/2025**

<b><u>Tenant</u></b>	<b><u>Accounts Receivable</u></b>	<b><u>Reason</u></b>
<b><u>667</u></b>	<b>\$ 4,129.91</b>	<b>Deceased, Eviction, Long Term, Family</b>
<b>Total</b>	<b>\$ 4,129.91</b>	

mrtwriteoff



## August Advocacy

National NAHRO's August Advocacy Campaign still has two more weeks remaining. This letter writing and advocacy engagement campaign is geared at targeting federal representatives, urging them to take action on critical housing and community development legislative priorities. The letters are prewritten for you and all you have to do is plug in your information and they'll be sent directly to your elected officials. The remaining two topics are urging the preservation of public housing for the future and solving homelessness with housing and support services.



Last year was a record-breaking year with 140,278 letters sent! So far, more than 3,000 advocates

in all 50 states sent nearly 40,000 to 81% of Congress!

Congress will return to work in September and get to work on negotiating a federal budget. Congress largely rejected some of the concerning cuts originally proposed by the Trump Administration. However, they are still forecasting significant cuts to a number of programs including Section 8, CDBG, and more. Now, more than ever, is a critically important time to reach out and let your federal representatives hear from you. It is also a great time to ask for site visits so your representatives can see the positive impact that your housing authority is having in their districts and can hear firsthand what cuts to public housing programs would really mean.

Explore NAHRO's [Housing Data Dashboard](#) to strengthen your message to legislators. The dashboard provides nationwide funding data by program, with the ability to drill down to detailed state-level information. More information can be found [here](#), and if you have any questions contact the MassNAHRO staff!

## \$27,000 Awarded in 2025 Past Presidents Memorial Scholarships

This year marks the 37<sup>th</sup> anniversary of the establishment of the MassNAHRO Past Presidents Memorial Scholarship Fund. Since 1988, the scholarship fund has awarded \$703,000 to 310 students. Scholarships are funded entirely by donations and fundraising. This year, the MassNAHRO Scholarship Committee, chaired by Krishonna Murray of Gardner, awarded ten deserving students from around the Commonwealth a total of \$27,000 in scholarships. The MassNAHRO Insurance Group donated \$5,000. Thomas J. Connelly, Jr., once again generously donated \$3,000. The rest is from the various events throughout the year in which MassNAHRO members, vendors, and friends participate, such as the golf tournament, which this year is estimated to raise a record-breaking amount of \$13,000.00.

The program is also successful because of the outreach the housing authorities do to encourage their residents, employees, board members and their families to apply. The committee reviewed fifty applications and selected the following students to receive college tuition assistance for the 2025 fall semester.



**Eric Lee**, the son of an employee of the Canton Housing Authority, is the recipient of the MassNAHRO Insurance Group, Inc. Scholarship. He has been accepted into Boston College, where he plans to study economics. With his degree in Economics, he hopes to bridge the gap between financial strategy and public health equity, ensuring that critical resources reach the communities that need them most. In his essay Eric writes how during the pandemic he witnessed food

insecurity in his community, and, despite local help, many families faced the unsettling question of where they would get their next meal. Eric wanted to have influence and jump into action by establishing Sharon High School's Food Pantry Club. In his letter of recommendation his teacher says, "As a member of my Senior Honors English course and have found him to be an intelligent, inquisitive, and resolute young man. Eric impressed me with his thoughtful and insightful analysis of literature. His ability to share his perspective with other students drives discussions into a deeper analysis of themes and critical lens interpretations of novels."



**Allison Lu**, a resident of the Concord Housing Authority, is the winner of the Barney Frank Public Housing Resident Scholarship. Allison will be majoring in Biological

Studies at Union College. In her essay she writes, "My local meadow was my haven. I would go there after school to watch and draw all the creatures and the beautiful scenery it provided me with, a privilege that many couldn't experience. It was also a place for me to run around and explore on my own. I got to learn to be independent and a leader which translated to my work at school." Allison wanted to share her love of nature so she co-founded the Concord-Carlisle Nature club. She also volunteers her time at the Concord Free Public Library, as a counselor in training at Concord's Summer Academy, and assistant coach for the Otters' swim team. Her letter of recommendation says, "Allison is one of the most memorable students I have encountered in over 30

*continued on page 3*



## Massachusetts NAHRO 2025-2026 Board of Directors

### PRESIDENT

Peter Proulx  
Chief Operating Officer  
Worcester Housing Authority

### VICE-PRESIDENT - Large HAS

Colleen Doherty  
Executive Director  
Taunton Housing Authority

### VICE-PRESIDENT - Medium HAS

Caileen Foley  
Executive Director  
Lexington Housing Authority

### VICE-PRESIDENT - Small HAS

Mark Roy  
Executive Director  
Canton Housing Authority

### VICE-PRESIDENT - Commissioners

Krisanne Sheedy  
Board Member  
Easton Housing Authority

### VICE-PRESIDENT - Aff. Hsg. Dev.

Kirk Fulton  
Senior Dir. of Operations & Integration  
Chelmsford Housing Authority

### TREASURER

Jennifer Polito  
Executive Director  
Concord Housing Authority

### IMMEDIATE PAST PRESIDENT

Michael Lara  
Executive Director  
Newton Housing Authority

### DIRECTOR EMERITUS

Thomas J. Connelly, Jr.

### DIRECTORS - Terms expiring 2026

Alex Corrales, Chief Executive Officer, Worcester Housing Authority  
Kathryn Gallant, Executive Director, Reading Housing Authority  
Skye Kessler, Board Member, Dedham Housing Authority  
Krishonna Murray, Executive Director, Gardner Housing Authority  
Pamela Rogers, Executive Director, Amherst Housing Authority  
Tom Thibeault, Executive Director, Brockton Housing Authority

### DIRECTORS - Terms expiring 2027

Candace Avery, Executive Director, Millis Housing Authority  
Sean Barnicle, Executive Director, Norwood Housing Authority  
Benjamin Gold, Executive Director, Leominster Housing Authority  
Gina Govoni, Executive Director, Franklin County HRA  
Matthew Mainville, Executive Director, Holyoke Housing Authority  
Randy Waters, Executive Director, Natick Housing Authority

## Professional Staff

### EXECUTIVE DIRECTOR

Donna Brown-Rego, Esq.

### DIRECTOR OF PROFESSIONAL DEVELOPMENT & MEMBER SERVICES

Jessica Coughlin

### DIRECTOR OF POLICY & PROGRAM DEVELOPMENT

Cylas Martell-Crawford, Esq.

### MEMBER SERVICES COORDINATOR

Elaine Egersheim

## President's Corner



I am very excited to announce that MassNAHRO's Annual Conference & Exhibit in Falmouth is only a couple of weeks away. We have a strong agenda, filled with engaging and informative sessions. We also have a host of unique activities

including a beach bonfire networking event on Sunday evening. The conference is a great networking, educational and relaxing event for all. You still have time to sign up to attend, and I hope to see you all there.

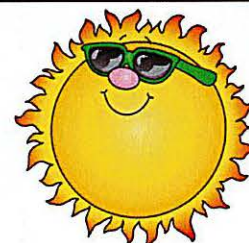
The last couple of months have brought their share of highs and lows to our industry. While we have heard that our federal budgets may be in jeopardy due to public housing and capital fund cuts, we have also celebrated the Massachusetts Affordable Housing Act and provisions that will increase our capital formula funds by \$15 million in year one. In the words of President Barack Obama "Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek."

The Executive Board and its Standing Committees and Working Groups are doing just that. They are working to create solutions even before the problem has a chance to take seed. I would like to thank all the members for their time, effort and dedication to the public housing industry in Massachusetts. Your hard work is truly making a difference for our clients and for each other.

A horse walks into a bar, the bartender takes one look at the horse and says, "Why the long face?" Keep smiling.

Peter Proulx  
President  
Massachusetts NAHRO, Inc.

Chief Operating Officer  
Worcester Housing Authority





## MassNAHRO Annual Awards Nominations Open

Nominations are encouraged for the following awards which will be presented at MassNAHRO's Awards Gala on October 30. For all information visit [www.massnahro.org](http://www.massnahro.org). Deadline to apply is September 12.

### Outstanding Agency Award

The Outstanding Agency Awards program gives recognition to the achievement and innovation of MassNAHRO agency members throughout the Commonwealth; provides additional opportunities to inform the public of the best in housing and community development; creates a resource bank of information on significant, innovative activities performed by housing and redevelopment agencies and community development departments. Categories include:

**Affordable Housing:** programs that produce affordable housing in a creative way, i.e. creative financing, adaptive reuse, special needs housing, etc.

**Community Revitalization:** programs that have a positive economic impact on a neighborhood or city, i.e. economic development, job creation, mixed-use developments, etc.

**Resident and Client Services:** includes Self-Sufficiency Programs, Youth Programs, Elderly/Special Needs Housing, Social Service Programs, etc.

**Administrative Innovation:** programs that improve the effectiveness or efficiency of administrative operations, i.e. management systems, computer use, professional development, public relations, etc.

**Project Design:** includes landscape design, modernization/rehab, new project and enduring design.

### Development Partner of the Year Award

The purpose of this award is to recognize an individual or a company instrumental in shaping and executing innovative housing development or redevelopment initiatives. Nominees could include, but are not limited to, developers, attorneys, lenders, consultants, architects, contractors.

Judging criteria include:

**Collaborative Approach:** Describe the successful collaboration between the nominee and the housing authority, government agencies, community organizations and other stakeholders to develop and implement the project.

**Excellence in Project Development:** Describe the creativity in design, sustainability practices, and adherence to high-quality construction standards of the project.

**Positive Resident Engagement:** Describe nominee's efforts to engage and empower residents in the decision-making process, ensuring their voices are heard and their needs are or will be addressed throughout the project and beyond.

**Innovation and Best Practices:** Describe the innovative approaches, best practices, or cutting-edge technologies that have positively impacted public housing development, management, or resident services.

**Measurable Impact and Outcomes:** Provide evidence of the measurable impact and positive outcomes achieved or to be achieved through the nominee's involvement in the project, such as increased housing stock, improved resident satisfaction, or enhanced community amenities.

### SCHOLARS continued from page 1

years of teaching. Through Honors Chemistry last year, I have come to know Allison as a committed, purposeful student with a true love of learning and a growth mindset." Allison was also chosen on the national level to receive a 2025 NAHRO Merit College Scholarship and a NAHRO-LDG Scholarship.



**Piper Hunt** is the daughter of an employee of the Barnstable H.A. and the recipient of the Thomas J. Connelly, Jr. Scholarship Award. She is going into her sophomore year at Roger Williams University, where she is a double major in Legal Studies and Criminal Justice, on a pre-law track. In her first year she earned top ranking on Dean's list. She is a member of the Mock Trial Club, interned for the Cape and Island District Attorney's

office, interns with the Hyannis Hawks, and was appointed as a youth member for Governor Maura Healy's Inaugural Governor's Youth Council. This is a group of engaged young people who focus on making changes in the Commonwealth of Massachusetts for the good of our youth. Piper's letter of recommendation says, "During Piper's time with us, she took on a variety of tasks, including putting together a master directory of all Cape Cod's

School Superintendents and Chiefs of Police and assisted with a survey being developed for youths in schools surrounding hate incidents. Piper approached any task given to her with a cheerful outlook, mindfulness, ensuring each task was completed. Piper's ability to quickly grasp concepts and apply them to tasks assigned to her made her an asset to the Community Programs Team." She is also a recipient of the Jane Durston Groat award, which is given to the student who, while attending Miss Porter's school, has shown enthusiasm, spirit, and growth.

**Leanne Saad** is the daughter of an Attleboro Housing Authority employee. She attends Quinnipiac University where she is studying Health Science with a minor in biology on the pre-Occupational Therapy (OT) track. She participates in many campus activities at Quinnipiac, including the university's Honors Program, Old Friends and New club (OFAN), and Quinnipiac University's Astronomical Society for Advancement and Research (QUASAR). She also enjoys volunteering her time giving back to her local senior community. As an aspiring occupational therapist, she is dedicating her life to helping individuals



continued on page 4



*SCHOLARS continued from page 3*  
achieve what they need and want to do following an injury or an illness. Her letter of recommendation says, "Ms. Saad is all around a sophisticated, involved, enthusiastic, and empowering person whose skills shine in her extracurriculars as well as her academics. Ms. Saad is excelling in all her courses, including challenging ones like Anatomy and Physiology lecture and lab, and Physics lecture and lab. She has shown a strong work ethic, and a desire to succeed, while helping others do so as well."



**Camila Tolentino**, a resident of the Taunton Housing Authority, was accepted into many prestigious schools, and will be attending Suffolk University

this fall, majoring in computer science. She participates in many extracurricular activities including The Harry Potter Club, Creative Writing Club, Spanish Club, and the Feminist Club. She volunteers at the Taunton Gardens Community Center and is a member of the national honors society. Her teacher says, "What a treasure Camila truly is and has been for both the school and city communities. She understands that while humanity may be a group of individuals, it is what we can accomplish together that manifests long-lasting impacts on current and future generations." Camila says in her essay, "I have learned the importance of fostering connections and creating spaces where people feel supported and heard. I developed a deeper understanding of the diverse needs within a neighborhood. I plan to continue this work by collaborating with local organizations to address challenges such as access to education, youth development, and community-building initiatives, ensuring that everyone has the resources and opportunities they need to succeed."

**Cailin Carboneau**, daughter of a Chelmsford Housing Authority employee, has already started her college degree, majoring in Nursing at UMASS Lowell. Cailin is clearly an individual who cares

about the community with which she is involved. She says in her essay that one of her biggest contributions has been volunteering with End 68 Hours of Hunger Association, where she packs bags of food for elementary school students. In her letter of reference from her college professor, Cailin is described as "an exceptional individual whose dedicated work ethic is obvious in how she pursues assignments, participates in class, and receives high scores on exams and other assignments." Additionally, Cailin has been active with the Nashua Rotary Club at their Duck Derby event, which raises money for meals for those in need through the Meals on Wheels organization.



The son of a Springfield Housing Authority employee, **Aldrwyn Figueroa, Jr.** will be attending Springfield College majoring in Health Sciences. He

is in the National Honors Society and has a passion for the medical field which is inspiring him to become a Physician Assistant. Aldrwyn is heavily involved in the community. He is the treasurer of the Student Council, Leader of the Travel Club, volunteer at the local food bank, and leader of a fundraiser for Toys for Tots. Aldrwyn says in his essay, "Utilizing my academic foundation, leadership roles, and community service, I aspire to change in many ways, specifically improving healthcare access for people of Hispanic background and finding a solution to solve education disadvantages Hispanic students face daily." In his letter of recommendation his teacher says, "Aldrwyn's talent extends beyond the classroom; he also has a keen eye for photography and a remarkable ability to capture moments with creativity and artistry. His work in my photography course has been outstanding, reflecting his passion for the art form and his dedication to honing his skills."

**Megan Kane** is the daughter of a Dedham Housing Authority board member. She has been accepted into University of Vermont as a Neuroscience major. She



works to discover and become her best self. She has new experiences through travel, setting personal challenges in athletics like rock climbing, delving into history, psychology,

and physiology, and expressing herself through art and photography. Megan has a great commitment to community service as he has been a volunteer with the Dedham Youth Commission running extraordinary events for children and families. Megan says in her essay, "After college, I hope to become a researcher who focuses on brain development and topics impacting our health and wellness, like the origin and progression of Alzheimer's disease. I would like to dedicate my career to better understanding and finding solutions to these conditions, through research on cures and innovative symptoms management. I am confident these goals will motivate me to work hard and lead to opportunities to give back to my community." Her school counselor says in his letter of recommendation, "Megan is a humble, bright, and friendly student that has been nothing but a positive influence on our school community."

**Matthew Carboneau** is the son of a Chelmsford Housing Authority



employee, Matthew has chosen Worcester Polytechnic Institute (WPI) where he will be majoring in Mechanical Engineering. Matthew is a member of the national honors

society, a member of student council and a lover of music. Matthew mentioned in his essay, "A recent inspiring example of sustainability is with Coldplay's (one of my favorite bands) latest tour. They set out with the goal to decrease their carbon footprint. They managed to decrease their carbon emissions by 59% in comparison to

*continued on page 6*



## MassNAHRO Offers Members Affordable, Professional Website Design

Does your housing authority have a website that's outdated—or no website at all? State statute and regulations require housing authorities to post important information online. MassNAHRO can help you build or improve your site with a professionally designed and hosted website at a fraction of the cost - \$2,500 value for only \$1,299 exclusively for member housing authorities!

What can a better website do for your housing authority?

- Serve as an effective communication tool
- Save staff time by reducing repetitive questions (how to apply, eligibility, programs, policies, forms, etc.)
- Provide essential information to residents, applicants, legislators, and the public
- Ensure your site is easy to find through Google search
- Be mobile-responsive and accessible on all devices (phones, tablets, laptops)
- Generate local support from community partners
- Project a positive, professional image to your community of the important work you do
- Keep your agency in compliance with state statutes and regulations

MassNAHRO continues to grow the benefits of membership—making it easier for housing authorities to serve their communities. Don't miss out on this opportunity to enhance your online presence! For more information on how to get started, contact MassNAHRO at [info@massnahro.org](mailto:info@massnahro.org).

save the date...

**2026  
Spring Conference  
& Exhibition  
March 22-24**



## Concord H.A. Resident Wins Prestigious National Scholarships

Allison Lu, a resident of the Concord Housing Authority, is a winner of a 2025 NAHRO Merit College Scholarship and a NAHRO-LDG Scholarship. The NAHRO Merit Scholarship, a one-time \$3,000 scholarship, is awarded to one student from each of NAHRO's eight regions. Each student is pursuing their first post-secondary degree, and is either a resident of, or is receiving a housing-related service from, a NAHRO member agency.

Established in 2019, the NAHRO-LDG Scholarship is a 10-year venture providing \$1 million in scholarships and internship opportunities, funded by award-winning multi-family housing developer LDG Development. Each year, three

exceptional students are selected — by a panel of judges — from the eight NAHRO Merit College Scholarship winners. Each NAHRO-LDG scholar receives a \$12,000 scholarship, distributed over 4 years, as well as opportunities to receive up to \$9,000 in stipends for summer internships or activities supporting their academic requirements.

Allison also received MassNAHRO's Cong. Barney Frank Resident of Public Housing Scholarship. She will be majoring in Biological Studies at Union College in New York. Allison and the other two NAHRO-LDG Scholars will be honored in person at the 2025 NAHRO National Conference in Phoenix in September.



### MassNAHRO Past Presidents Memorial Scholarship

### THANK YOU TO OUR 2025 GOLF TOURNAMENT SPONSORS!

**AffordableHousing.com**

**Air Duct Services & Restoration**

**Alliance Restoration**

**Assabet Valley Housing Inspections LLC**

**Brian S. Hickey Associates**

**Brockton Housing Authority**

**CMS Associates, Inc.**

**Concord H.A.**

**Fenton, Ewald & Associates, P.C.**

**Flynn Law Group PC**

**Gardner H.A.**

**Gary L. DePace, CPA, PC**

**KP Law, P.C.**

**Lexington H.A.**

**MAHAMS**

**Manette Donovan & Associates**

**Northborough H.A.**

**Norwood Affordable Housing Corporation**

**Norwood Housing Authority**

**One Local Bank**

**Revere H.A.**

**Section 8 Administrators Assoc.**

**Secure Energy Solutions, LLC**

**Thomas J. Connelly, Jr.**

**Westfield H.A.**

**Worcester H.A.**



*SCHOLARS continued from page 4*

their previous tour with the use of electric vehicles, kinetic dance floors, and recyclable LED wristbands just to name a few. In the field of sustainable design, I would be able to blend my engineering skills with my interest in music by expanding upon the precedent set by Coldplay, creating new ways of reducing the carbon footprint of touring bands." Matthew's letter of recommendation says, "Matt is an exceptional student and emerging engineer whose dedication to service, leadership, and academic achievement exemplifies the mission of your scholarship fund."

**Ariana Di Dio** is the daughter of a Springfield Housing Authority employee. She has been accepted to Suffolk University where she plans to major in international relations, with a career path that focuses on immigration and foreign policy. In her essay Ariana says "It has been a dream of mine to study immigration laws and take a role in influencing foreign policy concerning immigration.

I am half Italian and half Filipina, and the diversity within my own heritage has inspired me to make changes where it matters most." Ariana participates in many extracurriculars, like volleyball, outdoor track, band, and drama. She has earned academic awards and is a member of the National Honors Society. Her letter of recommendation describes her as "positive, caring, enthusiastic, sociable, authentic, honest - Ariana Di'Dio is a strong student and citizen."

Congratulations to the 2025 scholarship recipients, and a big thank you to our scholarship committee members who unselfishly volunteer their time to review the applications and thoughtfully select the winners: Chair Krishonna Murray, Maggie Cleary, Betty Burnham, Laurie Matosky, Dan Kelly, Carrie Moore, Michelle Bibeau, Sean Barnicle, Steve Merritt, Jacqueline Sullivan, and Krisanne Sheedy.

The 2026 scholarship applications will be available in January. Spread the word!

## Annual Awards Gala - Celebrating Excellence

MassNAHRO will hold its 2<sup>nd</sup> Annual Awards Gala Dinner on Thursday, October 30, 2025, at the Four Points Sheraton, Norwood. Join us for an evening of celebration, recognition, and community as we highlight the outstanding achievements of our member housing authorities and industry partners.

The evening will begin with a networking cocktail hour, followed by a plated dinner and awards ceremony. After the presentations, guests are invited to stay and enjoy an evening of music and dancing as we celebrate together.

The 2025 Award Presentations will include:

- President's Award
- Legislators of the Year
- Outstanding Agency\*
- Development Partner of the Year\*

\*Nominations are sought for these awards and are due by September 12. More information is included on page 3 and on the [MassNAHRO website](http://www.massnahro.org).



The 2025 Legislators of the Year are:

- Senator William Brownsberger, Senate President Pro Tempore
- Senator Julian Cyr, Senate Chair, Joint Committee on Housing
- Representative Richard Haggerty, House Chair, Joint Committee on Housing

Don't miss this special night to honor excellence in the housing industry while connecting with colleagues, partners, and supporters.

For sponsorship opportunities, ticket purchases, and award nomination forms, visit [www.massnahro.org](http://www.massnahro.org). Several complimentary tickets will be set aside for small agencies.



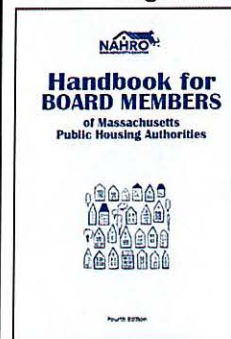
## Updated Board Handbooks For Sale

Copies of the newly-updated *Handbook for Board Members of Public Housing Authorities* are available for sale. This essential resource is designed to support board members in fulfilling their vital responsibilities of governance, leadership, and policy development for Massachusetts housing authorities.

The *Handbook* provides:

- An overview of the role and responsibilities of board members
- Guidance on building effective relationships with stakeholders and local officials
- Insight into financial oversight and accountability
- Tips for running effective board meetings
- Key legal considerations

As a supplement, MassNAHRO has created a robust online "[Board Member Resources](http://www.massnahro.org)" page with helpful links and downloadable documents. Board members are encouraged to use the handbook and



online resources together for comprehensive guidance and ongoing support.

The original *Handbook* was written in 1996 by Leo P. Dauwer, President of Dower Associates, Inc., with the assistance of many MassNAHRO board and committee members. This fourth edition was made possible through the diligent efforts of MassNAHRO's Commissioners Committee—Krisanne Sheedy (Chair), Joseph D'Ascoli, Jill Dupree, Benjamin Gold, Skye Kessler, Charles Laverty, Jennifer Polito, and Alison Rosa—along with staff contributors Donna Brown-Rego, G. Matthew Pike, and Cylas Martell-Crawford.

The cost of the book is \$24.99 each or five copies for \$99, including shipping. Order your copy today at [www.massnahro.org](http://www.massnahro.org) or contact the MassNAHRO office.



## Fair Housing Training for Maintenance Staff

*Presented by: Atty. Manette Donovan*

Maintenance professionals require fair housing training as much as any other staff at housing authorities. Maintenance staff interact with residents more often than many other staff members and may be considered "on the front lines" of the development. As such they must recognize potential fair housing issues and respond appropriately including reporting to the proper individual at the housing authority. Properly-trained staff protects your agency from potential discrimination claims.

**Wednesday, October 8**

**10:00 AM to 2:00 PM**

**Norwood Housing Authority**

**Registration: \$199 for Members**

**Members \$499 for Non-Members**

Go to [MassNAHRO Professional Development](http://MassNAHRO Professional Development) to register.

## Massachusetts Public Housing Administrator (MPHA) Certification

### Maintenance/Modernization

**September 19**

**Bridgewater H.A.**

### Financial Elements

**September 19**

**Bridgewater H.A.**

### Professional Relationships/ Procurement

**October 3**

**Somerville H.A.**

### The Occupancy Cycle - Part I

**October 22**

**Worcester H.A.**

### The Occupancy Cycle - Part II

**October 29**

**webinar**

### Personnel Management

**December 5**

**Woburn H.A.**

For information and to register, visit our Professional Development page at [www.massnahro.org](http://www.massnahro.org).

## STATE RENT CALCULATION

Recent updates to 760 CMR 6.00 (occupancy standards and tenant participation regulation); effective June 7, 2024, have brought important changes to how rent is calculated in state-aided public housing. Attend this class to be current on how to accurately calculate rents in your state developments.

**November 6  
Somerville H.A.**

**Registration Fee: \$199**

For more information and to register visit our Professional Development page at [www.massnahro.org](http://www.massnahro.org).

## Criminal Offender Record Information (CORI)

**webinar**

**Tuesday, October 21**

**9:00 AM to 12:30 PM**

*Presented by: Atty. Manette Donovan*

**Registration: \$169 for Members**

**Members \$469 for Non-Members**

Go to [MassNAHRO Professional Development](http://MassNAHRO Professional Development) to register.

## Reasonable Accommodations

**webinar**

**Thursday, November 13**

**9:00 AM to 12:30 PM**

This training will assist the PHA in avoiding the exposure that is found in the failure to respond or properly address such direct and indirect requests.

*Presented by: Atty. Manette Donovan*

**Registration: \$169 for Members**

**Members \$469 for Non-Members**

Go to [MassNAHRO Professional Development](http://MassNAHRO Professional Development) to register.

## CLASSIFIEDS

To see all current classified ads and job descriptions, go to "Classifieds" page at [www.massnahro.org](http://www.massnahro.org). Classified ads are free of charge for members to post for any position. To post an ad on our website go to "Classifieds" page at [www.massnahro.org](http://www.massnahro.org) or email [info@massnahro.org](mailto:info@massnahro.org).

## c a l e n d a r

## trainings, conferences, &amp; events...

SEPTEMBER 7-10

**Annual Conference & Exhibition**

Sea Crest Hotel, N. Falmouth

To register, visit [www.massnahro.org](http://www.massnahro.org).

OCTOBER 21

**Criminal Offender Record Information**

webinar

Presented by Atty. Manette Donovan.

To register, visit [www.massnahro.org](http://www.massnahro.org).

NOVEMBER 13

**Reasonable Accommodations**

webinar

Presented by Atty. Manette Donovan.

To register, visit [www.massnahro.org](http://www.massnahro.org).

OCTOBER 8

**Fair Housing for Maintenance**

Norwood H.A.

Presented by Atty. Manette Donovan.

To register, visit [www.massnahro.org](http://www.massnahro.org).

OCTOBER 30

**Annual Awards Gala**

Four Points Sheraton, Norwood

Tickets on sale now. Sponsorships available.

Visit [www.massnahro.org](http://www.massnahro.org) for details.

Massachusetts Chapter  
National Association of  
Housing & Redevelopment Officials  
990 Washington Street, Suite 209  
Dedham, MA 02026  
617-367-0008  
[www.massnahro.org](http://www.massnahro.org)

Follow us on Facebook &amp; LinkedIn





**CERTIFICATE OF FINAL COMPLETION**  
**COMMONWEALTH OF MASSACHUSETTS**  
**EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES**

Contractor:	<u>Cassidy Landscaping LLC</u>	Owner:	<u>Salem</u>	Housing Authority
Street:	<u>21G Olympia Ave Suite 65</u>	Street:	<u>27 Charter Street</u>	
City, State, Zip:	<u>Woburn, MA, 01801</u>	City, State, Zip:	<u>Salem, MA 01970</u>	
Telephone:	<u>781-850-4530</u>	Telephone:	<u>978-744-9614</u>	
Fax:	<u></u>	Fax:	<u>978-744-9614</u>	
Development No:	<u>667-04</u>	Period Ending:	<u>9/24/2025</u>	
Contract for:	<u>Creative Placemaking Grant - Pioneer Terrace Site improvements</u>	PROJECT No:	<u>258164</u>	

**THE PARTIES AGREE THAT THE STATUS OF THE CONTRACT IS AS FOLLOWS:**

**I. CONTRACT TIME**

- |   |                  |
|---|------------------|
| 1. The Date of Substantial Completion is .....                            | <u>5/26/2024</u> |
| 2. The Date of Substantial Completion as Amended by Change Order is ..... | <u>6/25/2024</u> |
| 3. The Actual Date of Substantial Completion is .....                     | <u>12/2/2024</u> |
| 4. Overrun in Contract Time .....   | <u>160 days</u>  |

**II. CONTRACT SUM**

- |   |    |                   |
|---|----|-------------------|
| 1. The Original Contract Sum is .....                 | \$ | <u>378,822.00</u> |
| 2. The Sum of Approved Change Orders to Date is ..... | \$ | <u>33,635.71</u>  |
| 3. The Adjusted Contract Sum is .....                 | \$ | <u>412,457.71</u> |

**LESS:**

- |   |    |                   |
|---|----|-------------------|
| 4. Sum of authorized payments to date ..... | \$ | <u>391,834.82</u> |
| 5. Sum of other claims by Owner .....       | \$ | <u>0.00</u>       |

**III. THAT APPLICATION FOR PAYMENT NO. 6 IS DUE \$ PAYABLE IN THE AMOUNT OF \$ 20,622.89**

**THE UNDERSIGNED CONTRACTOR HEREBY CERTIFIES THAT:**

1. All Work, including work required under change order(s) CO-0001 has been performed in accordance with the terms of the Contract.  
CO-0002
2. All changes to the Work (except minor modifications and field adjustments) have been authorized in writing by the Owner.
3. All laborers and mechanics have been paid at least the minimum wage rates as set forth in the Contract, and
4. There have been no claims made for infringement of any patent.
5. By accepting the payment shown in line III above, the Contractor releases the Owner from any and all claims arising under the Contract.

**CERTIFIED: CONTRACTOR:** Cassidy Landscaping LLC

By: Matt Pappa Date: 9/24/2025  
**Authorized General Contractor Representative**

**CERTIFICATION OF HOUSING AUTHORITY BOARD VOTE**

**Must be completed by the Owner**

The Salem Housing Authority met on \_\_\_\_\_ And voted to approved this Certificate:

Certified By: \_\_\_\_\_, Contract Officer

**Approved: Architect, Crowley Cottrell, LLC**

By: Mark Warfel Date: 9/24/2025

**Reviewed: Construction Advisor, Executive Office of Housing and Livable Communities**

By: \_\_\_\_\_ Date: \_\_\_\_\_



Design Consultant Submitted: 9/30/2025

**Raymond T. Guertin Architect**  
89 Turnpike Road,  
Suite 207  
Ipswich, MA 01938  
Phone:

September 30, 2025

Keri Mosman  
Environmental Restorations, Inc.  
16 Hazel Dr  
Hampstead, NH 03841

RE: Salem Housing Authority Change Order Proposal Request 258189-CR-0002, Additional Plumbing Repairs - Unit 607 Charter Street

This letter shall serve as a Change Order Proposal Request to provide a proposal for the following change(s) to the original contract: Repairs of deteriorated plumbing including related work at Unit 507 as required to complete Unit 607 Charter Street. Time extension request as required for additional plumbing repairs.

Please complete and submit your Change Order Proposal in Cap Hub. All proposed work shall be performed in accordance with other conditions of the contract.

Your attention is directed to Article 8 of the General Conditions which clearly spells out the manner in which a change estimate may be prepared.

**This request is not a change order nor is it a directive to proceed with any revised work.** Once your change proposal is received, it will be reviewed by myself with the Local Housing Authority, and the project's Construction Advisor. If your Change Order Proposal is approved, a Change Order will be created and you will be notified via Cap Hub, to review and approve.

If you have any questions feel free to contact me at 978-356-2749.

Thank you for your prompt attention to this matter.

Sincerely,

Raymond Guertin  
Project Architect/Engineer

cc: Salem Housing Authority LHA Administrator,  
General Contractor,  
Salem Housing Authority LHA Administrator,  
EOHLC Construction Advisor, Bob Watt

C/O #1  
16,244.42

plumbing 14,113.08  
electrical 2,131.34  
16,244.42