



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

Cathy Sheehan, Executive Director

2026 JAN - 8 AM 10: 38  
CITY CLERK  
SALEM, MASS

January 7, 2026

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, JANUARY 14, 2026 at 6:00 p.m. at the Salem Housing Authority, Section 8 Office, 136 Canal Street, Unit 1 and Unit 2, Salem, Mass. .

Hybrid Meeting Notice: Members of the public are welcome to attend this in-person at the Salem Housing Authority Salem Housing Authority, Section 8 Office, 136 Canal Street, Unit 1 and Unit 2, Salem, Mass., or via the remote zoom webinar invite provided below. Please note that the in-person meeting will not be suspended or terminated if technological problems interrupt the remote connection.

Zoom Webinar Invite:

When: Jan 14, 2026 06:00 PM Eastern Time (US and Canada)  
Topic: Salem Housing Authority Regular Board Meeting - January 14, 2026 at 6:00 p.m. Webinar

Join from PC, Mac, iPad, or Android:  
<https://us02web.zoom.us/j/84782500709?pwd=d3qhc8hJASHqZ2Uauzw5zsq5uynG6u.1>  
Passcode:192416

Phone one-tap:  
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+13092053325,,84782500709#,,,,\*192416# US

Join via audio:  
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+1 309 205 3325 US  
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**This notice posted on "Official Bulletin Board"  
City Hall, Salem, Mass. on JAN 08 2026  
at 10:38 AM in accordance with MGL Chap. 30A,  
Sections 18-25.**



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+1 507 473 4847 US  
Webinar ID: 847 8250 0709  
Passcode: 192416  
International numbers available: <https://us02web.zoom.us/j/keFkKGjp4t>

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, JANUARY 14, 2026  
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 December 10, 2025
- IV. Tenant/Public Engagement**
- V. Report of the Executive Director**
- Executive Director Report – January 2026
- VI. Communications**
- Mass NAHRO Newsletter
  - 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 December 2025)

**VII. Reports of the Committees**  
**VIII. Recommendations of the Chair**  
**IX. Report of the Treasurer**

- Balance Sheet and Statements of Revenues and Expenses for the period ending October 31, 2025
- Balance Sheet and Statements of Revenues and Expenses for the period ending November 30, 2025
- Bills for the period December 1, 2025 to December 31, 2025

**X. Unfinished Business**  
**XI. New Business**

- Scoring Summaries Presentation for the Request for Proposals from Developers for the Redevelopment of 17-27 First Street, Salem, MA
- Collection of Losses – Write Offs Through 12/31/25 per Public Housing Notice 2017-17

**XII. Other Business /Late Communications**  
**XIII. Adjournment**

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.

Very truly yours,



Cathy Sheehan  
Executive Director

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

7 de enero de 2026

2026 JAN -8 AM 10: 39

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

CITY CLERK  
SALEM, MASS

**Estimada Sra. Simons:**

**De conformidad con el Capítulo 30A, Sección 20 de las Leyes Generales, y sus enmiendas, se notifica la REUNIÓN ORDINARIA de la AUTORIDAD DE VIVIENDA DE SALEM, que se celebrará el miércoles 14 de enero de 2026 a las 18:00 h en la Oficina de la Sección 8 de la Autoridad de Vivienda de Salem, ubicada en Canal Street 136, Unidades 1 y 2, Salem, Massachusetts.**

**Aviso de reunión híbrida: El público puede asistir presencialmente en la Oficina de la Sección 8 de la Autoridad de Vivienda de Salem, ubicada en Canal Street 136, Unidades 1 y 2, Salem, Massachusetts, o a través de la invitación al seminario web remoto por Zoom que se proporciona a continuación. Tenga en cuenta que la reunión presencial no se suspenderá ni finalizará si problemas tecnológicos interrumpen la conexión remota.**

**Invitación al seminario web de Zoom:**

**Fecha: 14 de enero de 2026, 18:00 h, hora del este (EE. UU. y Canadá)  
Tema: Reunión ordinaria de la Junta Directiva de la Autoridad de Vivienda de Salem - 14 de enero de 2026, 18:00 h  
Seminario web**

**Únase desde PC, Mac, iPad o Android:**

**<https://us02web.zoom.us/j/84782500709?pwd=d3qhc8hJASHqZ2Uauzw5zsq5uynG6u.1>**

**Código de acceso: 192416**

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This notice posted on "Official Bulletin Board"  
City Hall, Salem, Mass. on JAN 08 2026

at 10:34 AM in accordance with MGL Chap. 30A  
Sections 18-25.

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ID del seminario web: 847 8250 0709

Contraseña: 192416

Números internacionales disponibles: <https://us02web.zoom.us/j/84782500709>

**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, 14 DE ENERO DE 2026**

**18:00 h**

**I. Apertura de la sesión**

**II. Lista de asistencia**

**III. Aprobación del acta de la(s) reunión(es) anterior(es)**

**- Aprobación del acta de la reunión ordinaria del 10 de diciembre de 2025**

**IV. Participación de Inquilinos/Público**

**V. Informe del Director Ejecutivo**

**- Informe del Director Ejecutivo – Enero de 2026**

**VI. Comunicaciones**

**- Boletín informativo de Mass NAHRO**

**- Lista de espera actualizada**

**- Informes del Departamento de Vivienda y Desarrollo Urbano (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 diciembre de 2025)**

**VII. Informes de los Comités**

**VIII. Recomendaciones del Presidente**

**IX. Informe del Tesorero**

- Balance General y Estados de Ingresos y Gastos del período que finaliza el 31 de octubre de 2025

- Balance General y Estados de Ingresos y Gastos del período que finaliza el 30 de noviembre de 2025

- Facturas del período del 1 al 31 de diciembre de 2025

**X. Asuntos Pendientes**

**XI. Asuntos Nuevos**

- Presentación de Resúmenes de Puntuación para la Solicitud de Propuestas a los Desarrolladores para la Reurbanización de 17-27 First Street, Salem, MA

- Cobro de Pérdidas - Cancelaciones hasta el 31/12/25 según el Aviso de Vivienda Pública 2017-17

**XII. Otros Asuntos/Comunicaciones Tardías**

**XIII. Levantamiento de la Sesión**

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

Atentamente,



**Cathy Sheehan**  
**Directora Ejecutiva**

**Copia: Miembros de la Junta Directiva 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**



Cathy Sheehan, Executive Director

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**DISCUSSIONS FOR THE  
REGULAR MEETING OF THE BOARD OF DIRECTORS  
WEDNESDAY, JANUARY 14, 2026  
6:00 p.m.**

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This meeting will be a hybrid meeting and will take place at 136 Canal Street, Salem, MA

**I. Call Meeting to Order**

**II. Roll Call**

Present

Absent

Also Present:

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

( ) moves to accept the Minutes of the Regular Meeting of the Board of Directors Meeting held on Wednesday, December 10, 2025. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

**IV. Tenant/Public Engagement**

**V. Report of the Executive Director**

- See Executive Director's Report Attached – December 2025

**VI. Communications**



- Mass NAHRO Newsletter
- Updated Waitlist
- SHA Department Reports ( Move In, Move Out, State and Federal, CHAMP Report, Modernization Report, Voucher Report, Family Self-Sufficiency Report, Resident Service Coordinator Reports, and Completed Work Orders for Month of December 2025)

**VII. Reports of the Committees**

**VIII. Recommendations of the Chair**

**IX. Report of the Treasurer**

Balance Sheet and Statements of Revenues and Expenses

Cathy Sheehan will present the Balance Sheet and Statements of Revenues and Expenses to the Board of Directors for one (1) month ending October 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 one (1) month ending October 31, 2025. ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

Balance Sheet and Statements of Revenues and Expenses

Cathy Sheenan will present the Balance Sheet and Statements of Revenues and Expenses to the Board of Directors for two (2) months ending November 30, 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 two (2) months ending November 30, 2025. ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Bills

Cathy Sheehan presented to the Board the bills for the period December 1, 2025 through December 31, 2025.

( ) moves to acknowledge receipt of the bills for the period December 1, 2025 through December 31, 2025 as presented. ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

**X. Unfinished Business**

**XI. New Business**

Scoring Summaries Presentation for the Request for Proposals from Developers for the Redevelopment of 17-27 First Street, Salem, MA

Cathy Sheehan and Development Consultant, Emily Achtenberg will present to the Board of Directors the scoring results from the Scoring Committee for the developer proposals received for Development of the land located at 17-27 First Street, Salem, MA. The scoring results were sent via email to the Board on

( ) moves to designate with contingencies \_\_\_\_\_, Developer Firm for the redevelopment of 17-27 First Street, Salem, MA. ( ) seconds the motion and the roll call vote is as follows:

Ayes

Nays

Collection of Losses – Write Offs Through 12/31/25 per Public Housing Notice 2017-17

Cathy Sheehan will present the Collection of Losses – Write Offs Through 12/31/25 per Public Housing Notice 2017-17.

( ) moves to approve write offs through December 31, 2025 for State Development 667 in the amount of \$789.00 and State Development 200 in the amount of \$21589.08 for a total amount equal to \$22,378.08 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 that the Board adjourn the Regular Meeting of January 14, 2026 at ( ) p.m. ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays



Cathy Sheehan, Executive Director

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

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This meeting was held virtual only.

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

**II. Roll Call**

Present

Romell Kidd  
Emily Ullman  
Veronica Miranda

Absent

Aaron Paternoster

Also Present: Cathy Sheehan, Executive Director, Debra Tucker, Assistant Executive Director, Anne Cameron, Executive Assistant, Maureen Thomas, Director of Public Housing;

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

Veronica Miranda moved to accept the Minutes of the Special Board of Directors Meeting held on Wednesday, November 19, 2025 with an edit to the summary page under the "bills/review compliance" section wherein it should have read "bank fraud in the amount of \$246,337.85". Emily Ullman seconded the motion and the vote was as follows:

Ayes

Romell Kidd  
Emily Ullman  
Veronica Miranda

Nays

**IV. Tenant/Public Engagement**

There was no Tenant/Public Engagement.



**V. Report of the Executive Director**

- See Executive Director's Report Attached – December 2025

**VI. Communications**

- Mass NAHRO Newsletter
- Updated Waitlist
  
- SHA Department Reports ( Move In, Move Out, State and Federal, CHAMP Report, Modernization Report, Voucher Report, Family Self-Sufficiency Report, Resident Service Coordinator Reports, and Completed Work Orders for Month of October 2025)

**VII. Reports of the Committees**

There were no Reports of the Committees.

**VIII. Recommendations of the Chair**

There were no reports of the Acting Chair, Emily Ullman.

**IX. Report of the Treasurer**

Bills

Cathy Sheehan presented to the Board the Bill for the period November 1, 2025 through November 30, 2025.

Veronica Miranda moved to acknowledge receipt of the bills for the period November 1, 2025 through November 30, 2025 as presented. Romell Kidd seconded the motion and the **roll call** vote was as follows:

Ayes

Romell Kidd  
Emily Ullman  
Veronica Miranda

Nays

**X. Unfinished Business**

Cathy Sheehan's Performance Evaluation

**XI. New Business**

Massachusetts State Aided Housing Insurance Program Participation Agreement

Cathy Sheehan presented the Massachusetts State Aided Housing Insurance Program Participation Agreement.

Romell Kidd moved to certify that the Salem Housing Authority has had an opportunity to review and understand the requirements of the Massachusetts State-Aided Housing Insurance Program and hereby agrees to abide by the terms of the Massachusetts State-Aided Housing Insurance Program Participation Agreement. Veronica Miranda seconded the motion and the roll call vote was as follows:

Ayes

Romell Kidd  
Emily Ullman  
Veronica Miranda

Nays

Bid of \$2,345,000.00 from LeVangie Electric Co., Inc. for EOHLC project 258188 ARPA TAR Meter Fed Pac Panel, Fire Alarm Syst, Stove Replacement at various developments

Cathy Sheehan presented bid of \$2,345,000.00 from LeVangie Electric Co., Inc. for EOHLC project 258188 ARPA TAR Meter Fed Pac Panel, Fire Alarm Syst, Stove Replacement at various developments.

Veronica Miranda moved to accept the lowest responsive and responsible bid of \$2,345,000.00 from LeVangie Electric Co., Inc. for EOHLC project 258188 ARPA TAR Meter Fed Pac Panel, Fire Alarm Syst, Stove Replacement at various developments.

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

Ayes

Romell Kidd  
Emily Ullman  
Veronica Miranda

Nays

Quote for the Installation of a Roof Mounted, Multi-Zone High Efficiency Ductless ASHP Minisplit and Air Handler System at 292 Essex Street.

Cathy Sheehan presented the Quote for the Installation of a Roof Mounted, Multi-Zone High Efficiency Ductless ASHP Minisplit and Air Handler System at 292 Essex Street.

Veronica Miranda moved to accept the lowest price quote of \$39,500.00 from Peabody Huggins Mechanical Services for the Installation of a Roof Mounted, Multi-Zone High Efficiency, Ductless ASHP Minisplit and Air Handler System at 292 Essex Street. Emily Ullman seconded the motion and the roll call vote was as follows:

Ayes

Nays

Romell Kidd  
Emily Ullman  
Veronica Miranda

Certificate of Final Completion for EOHLC project #258187 ARPA FF Selective Siding Replacement and Related Work at Farrell Court 705-3

Cathy Sheehan presented to the Board of Directors Certificate of Final Completion for EOHLC project #258187 ARPA FF Selective siding replacement and related work at Farrell Court 705-3 effective December 1, 2025 as presented by Drizos Contracting, LLC and approved by Architect, Andrew Brockway & Associates,

Romell Kidd moved to accept the Certificate of Final Completion for EOHLC project #258187 ARPA FF Selective siding replacement and related work at Farrell Court 705-3 effective December 1, 2025 as presented by Drizos Contracting, LLC and approved by Architect, Andrew Brockway & Associates, and to approve final payment to the contractor in the amount of \$14,243.19. Veronica Miranda seconded the motion and the roll call vote is as follows:

Ayes

Nays

Romell Kidd  
Emily Ullman  
Veronica Miranda

Pre-2004 Section 8 Monies

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

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

Ayes

Nays

Romell Kidd  
Emily Ullman



Veronica Miranda

Board of Directors' Meetings for the Calendar Year 2026

The regularly scheduled meetings of the Board of Directors for 2026 are as follows:

<b>Wednesday, January 14, 2026</b>	<b>Wednesday, July 8, 2026</b>
<b>Wednesday, February 11, 2026</b>	<b>Wednesday, August 12, 2026</b>
<b>Wednesday, March 11, 2026</b>	<b>Wednesday, September 9, 2026</b>
<b>Wednesday, April 8, 2026</b>	<b>Wednesday, October 14, 2026</b>
<b>Wednesday, May 13, 2026</b>	<b>Wednesday, November 11, 2026</b>
<b>Wednesday, June 10, 2026</b>	<b>Wednesday, December 9, 2026</b>

All Regular Board Meetings are held at 6:00 p.m. All Board Meetings will be hybrid meetings i.e. held in person and via Zoom Webinar until further notice.

**XII. Other Business/Late Communications**

There was no other business or late communications.

**XIII. Adjournment**

Veronica Miranda moved that the Board adjourn the Regular Meeting of December 10, 2025 at 7:11 p.m. Romell Kidd seconded the motion and the **roll call** vote was as follows:

Ayes

Romell Kidd

Emily Ullman

Veronica Miranda

Nays

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

The meeting began with a roll call, noting the absence of Mr. Paternoster.

The Board discussed and approved the minutes from the previous meeting, with Veronica pointing out a correction needed under the “Bills” section and revising the “Fraud” section with the correct dollar amount listed in the fraud section.

There were no tenant engagement or public comments made during the meeting.

**Executive Director’s Report - Updates for December 2025**

Cathy informed the board that the Federal Public Housing Program closing is scheduled for January 31st, 2026 with project-based vouchers beginning in February 2026. She mentioned that Section 8 verification documents are being completed by residents, with some still pending.

Cathy proposed adding a special meeting in January, potentially via webinar, to accommodate the legal team's timeline, and Romell expressed his availability after 5 PM on January 14, 2026 and January 21, 2026. January 14, 2026 being the regular Board Meeting and January 21, 2026 or January 28, 2024 being the proposed dates for the Special Board Meeting.. Veronica Miranda was fine with the Regular Board Meeting on January 14, 2026 and a special meeting on January 28, 2026. She said she was unavailable for January 21, 2026. Emily Ullman and Romell Kidd was fine with January 21, 2026 and January 28, 2026 after 5:00 p.m.

The board was updated on the preparation of the 2026 budget presentation.

The maintenance department completed 379 work orders and the SHA has 12 ongoing modernization projects in state properties and one federal project. Additionally, there were eight new vacancies filled.

Cathy shared positive news about receiving the Section 8 shortfall award, which had been delayed.

**Voucher Program/Family Self-Sufficiency Program and Future Forward State Self-Sufficiency**

Cathy reported that they received \$1,696,202 in funding for rental costs and discussed the success of their voucher program, with 1,152 units under lease. The family self-sufficiency program has 30 voucher holders enrolled and is generating over \$115,000 in escrow.

She highlighted the achievements of the SHA’s Housing Now program, where two families who originated from emergency shelter have completed the full 9-month program and will graduate,

with one family obtaining employment through Salem Public Schools and the other enrolled in medical billing training.

Cathy also mentioned the success of their Future Forward State Self-Sufficiency Program, with 9 families enrolled and individual goal plans, and the recent funding of a Comprehensive modernization NOFA grant program.

### **Charter Street Grant and First Street Development**

Cathy announced the receipt of a \$2.7 million grant to fund comprehensive repairs and upgrades to Charter Street, including new windows, concrete deck repairs, and building envelope improvements. Cathy thanked Gary Dean and Debbie Tucker for their participation in working on the grant application. The Board thanked her and the team for all of their work on the grant application and being awarded the grant.

Cathy also discussed the team applying for a Massachusetts Broadband Institute grant to create a mobile computer learning center for residents.

Cathy reported that the Leefort development remains on schedule for completion by May 2026, with waitlist openings planned for January.

The Evaluation Committee is reviewing three proposals for the First Street surplus land, with a final scoring and board presentation scheduled for January 2026.

### **Developer Proposals and Executive Director's Evaluation**

The meeting focused on reviewing three strong proposals from developers, with plans to discuss them in detail during the January meeting.

Veronica Miranda highlighted the responsiveness to tenant requests regarding windows at Charter Street and ongoing efforts for Bertram Terrace funding.

The Board agreed to extend the deadline for the executive director's evaluation form to January 2026, as not all board members had submitted their evaluations in time for the December meeting. Cathy encouraged the Board to reach out if they needed more detailed information from her monthly reports. The board Members agreed to send Cathy's evaluations to Aaron Paternoster by January 7, 2026 and Aaron would then forward to Anne Cameron.

### **Financial Review**

The board reviewed financial reports and approved bills for November.

## **New Business**

The board reviewed insurance requirements, with Cathy explaining that a commercial liability policy is required by EOHLIC and needs board approval. The Board approved the Massachusetts State-Aided Property Insurance Program Participation Agreement.

Romell moved to certify the Salem Housing Authority's agreement to abide by the Massachusetts State Aided Housing Insurance Program terms, which Emily seconded.

Cathy explained that tenants are not required to have renter's insurance, but it is recommended for personal property coverage.

The Board approved a bid from LeVangie Electric Company for an ARPA-funded project involving Federal Pacific panel replacements, fire alarm system updates, and stove replacements in the amount of \$2,345,000.00.

Debbie Tucker presented a bid from Peabody Huggins Mechanical for a \$39,500.00 AC system installation at the Zisson building.

Finally, the Board approved the certificate of final completion for a siding project at Farrell Court, with Drizo's contracting receiving the final payment of \$14,243.19.

## **Pre-2004 Section 8 Reserve Fund Replenishment and Board Meeting Dates for 2026**

The board discussed replenishing Section 8 reserve funds, which are set at \$5,000 per year. Romell moved to authorize Cathy Sheehan to restore these funds using the same guidelines as in 2012, which was seconded by Veronica and approved by the board. Emily mentioned they would look into increasing the amount in the future, as the current figure was set in 2012 and prices have changed since then.

The board also briefly discussed the Board Meeting schedule for next year and Veronica raised a point about ensuring the public knows meetings will be held in person even if there are technology issues with the online part of the meeting.

## **Late Communications/Business**

The board discussed the potential need for an additional January meeting to address the closing of the federal public housing program, which involves transferring 39 units to Housing Opportunities of Salem, Inc. Cathy explained that the conversion to project-based vouchers would triple the program's income and allow for better maintenance, as the current program was losing money annually. The board agreed to consider scheduling a separate meeting or adjusting the current meeting time to accommodate the required votes for the federal public housing program closing, with Veronica confirming her availability for the 21st or 28th of January. Cathy further explained that the conversion would allow them to maintain the program and receive more subsidy, as well as administrative fees, without affecting the general Housing

Choice Voucher Program. She assured the Board that no residents would lose housing and emphasized it was a smart business decision. Veronica clarified her confusion about the Essex Street and RAD conversion, and Cathy explained the details of the tenant project based vouchers, which are guaranteed for a certain period.

The board adjourned the meeting for December 10, 2025 at 7:11 p.m.

## MassNAHRO Submits FY27 State Budget Asks

As the FY27 state budget process begins, MassNAHRO has formally submitted its funding requests to the Healey-Driscoll Administration, outlining the critical investments needed to sustain and strengthen the Commonwealth's public housing system.

Representing 240 local housing authorities that operate more than 43,000 units of state-subsidized housing for over 70,000 low-income seniors, families, veterans, and individuals with disabilities, MassNAHRO's requests reflect both rising operating costs and the essential role public housing plays in Massachusetts' housing stability and affordability.

MassNAHRO is requesting funding in three key line items:

### Operating Subsidy (7004-9005): \$133 million

This request represents a 15% increase over the FY26 appropriation, yet still falls well below the estimated \$190 million actual cost to operate the state public housing portfolio. While the Legislature has made meaningful progress in recent years after a long period of level funding, operating costs continue to rise faster than inflation—particularly for insurance, contracts, utilities, and maintenance materials.

At current funding levels, the average state operating subsidy equates to roughly \$235 per unit per month—far less than alternative housing interventions. By comparison, shelter placements average approximately \$3,000 per person per month, and long-term nursing home care averages nearly \$11,000 per person per month. Adequate operating support also helps reduce vacancies by addressing staffing and maintenance challenges that keep units offline.

Operating subsidies remain the lifeblood of the state public housing program. While federal public housing receives more

than twice the operating support per unit, state-funded housing serves the same vulnerable populations and is managed by many of the same housing authorities. Continued progress toward aligning funding with actual operating costs is essential to preserving safe, stable, and welcoming homes across the Commonwealth.

### Resident Service Coordinators (7004-4314): \$10 million

Resident Service Coordinators (RSCs) play a vital role in housing stability, helping seniors age in place, connecting residents to supportive services, and reducing costly unit turnover and health care utilization. Despite their proven success, many small and medium-sized housing authorities still lack an RSC, and others must share a single position across multiple agencies.

Increasing this line item to \$10 million would sustain existing coordinators and allow for the addition of approximately 14–16 new RSCs, expanding access to resident services across more communities.

### Public Housing Reform (7004-9007): \$1.5 million

This modest increase would ensure continued support for our industry partners, including Mass. Union and Mel King Institute, and maintain the operation of the statewide waiting list system, which is essential to efficient and equitable access to housing assistance.

The Governor will release the Administration's FY27 budget proposal January 21. MassNAHRO looks forward to working closely with the Administration, EOHL, and the Legislature as the FY27 budget process unfolds. Member engagement and advocacy will once again be critical to ensuring these priorities are heard and supported.

## Registration Open for 2026 Spring Conference & Exhibition

MassNAHRO is pleased to announce registration is now open for its 2026 Spring Conference & Exhibition, taking place March 22–24 at Hotel 1620 on historic Plymouth Harbor. This year's agenda—developed by the Professional Development/Member Services Committee—will feature more than 20 sessions running from Sunday afternoon through Tuesday morning. More than 35 vendors will set up their displays of products and services throughout the day Monday, and EOHL will staff its Resource Room for members to drop-in for one-on-one technical assistance.

The agenda also includes several peer-to-peer roundtables. Invited guests include local state senator Dylan Fernandes and EOHL Secretary Ed Augustus.

As always, the Spring Conference will include fundraising events supporting the MassNAHRO Scholarship Fund.

Register today to take advantage of early-bird discounted rates! Full and one-day registration options are available. Any small agencies with budget constraints may request a waiver of the registration fee.

Discounted overnight room rates are available through

February 6. All the details and information about registration, hotel accommodations, program book advertising, and sponsorships are published on MassNAHRO's website at [www.massnahro.org](http://www.massnahro.org). Contact the MassNAHRO office with any questions.



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  
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**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  
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 Concord Housing Authority

**IMMEDIATE PAST PRESIDENT**

Michael Lara  
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**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  
 William Schrade, Executive Director, Adams Housing Authority

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**DIRECTOR OF PROFESSIONAL DEVELOPMENT & MEMBER SERVICES**

Jessica Coughlin

**DIRECTOR OF POLICY & PROGRAM DEVELOPMENT**

Cylas Martell-Crawford, Esq.

**President's Corner**



As we close out the year and look ahead to 2026, I want to begin by wishing each of you and your families a joyful holiday season and a healthy, successful New Year. This is a time for reflection, gratitude, and renewal—and I remain

deeply thankful for the dedication and resilience of housing professionals across the Commonwealth. We will continue to advocate on the state level for additional subsidy and Resident Service Coordinator funding.

As we enter the new year, uncertainty at the federal level continues to shape our work. The upcoming U.S. Department of Housing and Urban Development budget signals a challenging environment, with constrained funding, rising operating costs, and continued pressure on Housing Choice Voucher and public housing programs, with a potential waterfall effect on the State Programs. While final allocations and implementation details are still evolving, it is clear that housing authorities will need to plan carefully, communicate early, and remain flexible.

MassNAHRO is actively monitoring federal developments and engaging with National NAHRO to assess potential impacts. In addition to budget uncertainty, there is growing concern about the possibility of another federal government shutdown should Congress fail to reach an agreement by the January 30, 2026 deadline. Such a disruption would further complicate program administration, guidance, and funding flow. We will continue to share updates through the MassNAHRO Weekly Updates, federal roundtables, and targeted advocacy alerts. Shortfall status, regulatory guidance, and funding stability remain top concerns, and your real-time feedback is essential. Sharing the challenges you face—and the strategies that are working—strengthens our collective response and informs our advocacy.

In the months ahead, advocacy will be more important than ever. MassNAHRO will provide sample letters and coordinated outreach tools for members to engage not only with our Massachusetts delegation, but also with key members of the THUD committees in Washington. A unified, informed message from our membership carries weight and drives results.

We have navigated difficult periods before, and while the road ahead may be demanding, our shared commitment to providing safe, affordable housing remains unwavering. Together, we will continue to

*continued on next page*

## Thank You to MassNAHRO Members & Partners for contributing to a successful 2025!

Here are some of the numbers that  
made 2025 memorable:

**\$116,000,000**  
FY26 Public Housing Operating Subsidy

**\$6,500,000**  
FY26 Resident Service Coordinators Funding

**\$27,000**  
Awarded in 2025 Past Presidents Scholarships

**1,059**  
Attendees at MassNAHRO Trainings,  
Roundtables, and Think Tanks

**598**  
New Handbook for Board Members Purchased

**511**  
Attendees at MassNAHRO Conferences

**207**  
Subscribers to MassNAHRO Listserves

**179**  
Total Housing Authorities Visited by  
EOHLC Secretary Ed Augustus as of 12/1/25

**96**  
Exhibitors at MassNAHRO Conferences

**42**  
Professional Development Trainings,  
Roundtables, and Think Tanks Offered

PRESIDENT *continued from page 2*

adapt, advocate, and find opportunities to serve residents and communities across Massachusetts.

Thank you for all that you do, and best wishes for a peaceful holiday season and a strong start to the New Year.



Peter Proulx  
President  
Massachusetts NAHRO, Inc.

Chief Operating Officer  
Worcester Housing Authority

## Schrade of Adams H.A. Elected to MassNAHRO Board

At its December 9 meeting, the MassNAHRO board elected William (Bill) Schrade, Executive Director of the Adams Housing Authority, to the MassNAHRO Board of Directors. In a competitive election with eight candidates, Bill received the highest number of votes to fill a vacant term expiring May 31, 2027.

Bill represents a small housing authority in Western Massachusetts, bringing an important regional and agency-size perspective to the board. He has served as Executive Director of the Adams Housing Authority since July 2022 and brings more than 16 years of experience working across both state and federal housing programs.

Throughout his career, Bill has worked with agencies of varying sizes—small, medium, and large—giving him a well-rounded understanding of how policies, funding decisions, and operational challenges affect housing authorities differently across the Commonwealth. He is committed to staying current on evolving regulations and best practices through ongoing training and professional development, and he has completed the MPH A program.

The MassNAHRO Board of Directors is a 21-member body that provides broad geographic representation from across Massachusetts, as well as balanced representation from small, medium, and large housing authorities. Board members volunteer their time and expertise and meet monthly to guide the organization's strategic direction, oversee programs and services, and support MassNAHRO's advocacy and member-driven priorities.

Bill has already been actively engaged with MassNAHRO through participation on the Housing Committee, and we're excited to welcome his experience, energy, and on-the-ground perspective to the Board as we continue to strengthen member services, elevate shared challenges, and advance our advocacy priorities.

Please join us in congratulating Bill and welcoming him to the Board. We also extend sincere thanks to all members who expressed interest in serving.

## 2026 Dues Statements Coming Soon - A Reminder of Value Included

Please be on the lookout for MassNAHRO 2026 dues statements, which will be distributed during the first week of January. Agency dues support the programs, training, advocacy, and member services that MassNAHRO provides throughout the year—and they unlock a wide range of no-cost resources available to all agency staff and board members.

Your agency dues include access to the following free member services:

- **Weekly Update News** – Timely policy, legislative, and program updates delivered directly to your inbox
- **MassNAHRO Newsletters** – Highlights, announcements, and insights from across the Commonwealth
- **Email Listserv Groups** – Topic-

specific forums for sharing questions, ideas, and best practices with peers

- **Reduced Registration Fees** – Exclusive member pricing for MassNAHRO trainings, conferences, and events
- **Roundtables** – Targeted discussions for small agencies, Resident Service Coordinators, federal housing programs, and more
- **Unlimited Job Postings** – Promote open positions at no additional cost
- **Think Tanks** – Collaborative, peer-to-peer discussions on timely and emerging issues
- **Board Member Resource Webpage** – Tools and guidance designed specifically for housing authority

board members

- **General Support and Guidance** – Ongoing assistance from MassNAHRO staff on day-to-day questions and challenges

These services are designed to support agencies of all sizes and ensure that staff and board members have access to information, training, and peer support year-round.

If you have any questions about your 2026 dues statement or the benefits included with membership, please don't hesitate to contact the MassNAHRO office at 617-367-0008 or [info@massnahro.org](mailto:info@massnahro.org). We appreciate your continued membership and look forward to working with you in the year ahead.

## Got a Question? Try Peer-to-Peer Listservs

In August 2023, MassNAHRO launched peer-to-peer listservs. Separate listservs were created for Executive Directors, board members, and housing authority staff. Listservs are centralized email discussion platforms where subscribers send messages focused on specific topics and other subscribers can read and contribute by: posting a question; requesting a sample policy, RFP, or other documents; exchanging ideas; asking for assistance.

Instead of sending a mass email to only the colleagues you know or your regional group, send an email to the listserv and reach members across the state. Responses are archived by subject matter for future reference.

Recent postings include surveying peers on hybrid work policies and maintenance stipends, requests for sample policies, requests for copies of RFPs, question about buying new vehicles, inquiry on laundry equipment contracts, and so many more!

If you would like to subscribe to this service, please email [info@massnahro.org](mailto:info@massnahro.org). If you are already a listserv subscriber, simply email your question to the appropriate group:

EDs@listserve.com  
LHABoard@listserve.com  
LHAstaff@listserve.com

## Federal Housing Update

On November 13th, Congress ended the longest government shutdown in our history with the passage of a “clean” Continuing Resolution (“CR”). The CR funds government operations at FY’25 levels through January 30, 2026. It will ensure that HUD programs continue uninterrupted with the following provisions:

- Unobligated funds from Tenant Protection Vouchers, Housing Choice Voucher administrative fees, and special purpose vouchers may be used to cover shortfalls.

- Reductions in Force (“RIF”) are prevented through January 30, 2026, and RIFs issued during the shutdown are reversed.

If you have had any issues receiving funds, including shortfall funding or administrative fees, please let us know. We are working with national partners to track these issues, flag them for Congressional appropriators, and seek further answers.

The FY’26 THUD funding negotiations are ongoing. NAHRO, alongside other industry groups, has sent a letter to Congressional Appropriators requesting that the FY’26 budget fully funds HCV renewals, increases HCV HAP Set-Aside Funding from \$200 million to \$400 million, ensure sufficient funding to transition remaining EHV households to other programs, including allowing TPVs

to be used for EHV households, protect CoC funding, and require HUD to renew existing CoC grants that expire in calendar year 2026 for one 12-month period.

In other federal news, on December 17th, the House Financial Services Committee passed the bipartisan Housing for the 21st Century Act 50-1. The bill will move to the full House after the holidays. Additionally, HUD published Housing Notice H-2025-07, extending compliance with the Housing Opportunity Through Modernization Act (HOTMA) final rule for all owners participating in HUD Multifamily Project-Based Rental Assistance (PBRA) properties to January 1, 2027. Previously, full compliance was required by January 1, 2026. The announcement can be found [here](#).

Finally, on December 16, HUD issued a letter to PHA executive directors clarifying responsibilities for documenting and verifying citizenship or eligible immigration status for Public Housing and Housing Choice Voucher programs. That letter can be found [here](#).

MassNAHRO will continue to hold periodic federal housing roundtables to share information and keep members informed. If you have questions or concerns, please do not hesitate to contact Cylas Martell-Crawford, Director of Policy & Program Development, at [cmartellcrawford@massnahro.org](mailto:cmartellcrawford@massnahro.org).

## Loss Control Resources Provided by MassNAHRO Insurance Group, Inc.

### OSHA Small Business Safety and Health Handbook

The Occupational Safety and Health Administration (OSHA) and the National Institute for Occupational Safety and Health (NIOSH) developed this handbook to provide small business employers with workplace safety and health information. For your reference.

### Driver Verification System (DVS) Program

The Driver Verification System (DVS) Program offered by the Mass. Registry of Motor Vehicles allows employers the ability to track driver's license statuses of their current and/or future drivers/employees and receive email notifications from the RMV if there is a change in the license status at any time while they are enrolled/subscribed in DVS. If your LHA has employees driving LHA owned vehicles within the course and scope of their employment, this is an important tool to ensure those drivers have a valid Mass. driver's license and a satisfactory driving record.



## MassNAHRO to Hold Statewide "What Home Means to Me" Contest

Since 2008, the national "What Home Means to Me" Poster Contest has recognized the amazing, poignant art of children who live in affordable housing across the country. Their heartfelt messages about their homes underscore the importance of the work that housers and community development professionals do. Every year, NAHRO compiles a calendar featuring the posters of 12 children, which are distributed to NAHRO member agencies and Congress.

The national poster contest is the culmination of numerous poster contests held by NAHRO member agencies, state organizations and regional councils across the United States. NAHRO does not accept national poster contest submissions directly from individuals, member agencies or state organizations.

MassNAHRO is holding a statewide poster contest and will select one winner from each of the three age categories to send to the region, the New England Regional Council of NAHRO (NERC). NERC will select three posters (one from each age category) from submissions from all the New England states to move on to the national competition.

The 24 regional winners are then judged by a national panel, and 12 national winners are selected to be featured in NAHRO's "What Home Means to Me" calendar for the following year. All

## Massachusetts Public Housing Administrator (MPHA) Certification

Upcoming Classes:

### Legal Elements

*presented by:* Atty. Jeffrey Driscoll

**January 23 9:00 AM - 4:00 PM**  
webinar

### Maintenance/Modernization

*presented by:* James Comer

**February 6 9:00 AM - 12:30 PM**  
webinar

### Financial Elements

*presented by:* Teresa Ewald, CPA

**February 6 12:30 PM - 4:00 PM**  
webinar

### Personnel

*presented by:* Atty. Jeffrey Driscoll

**May 1 9:00 AM - 4:00 PM**  
Location TBD

**Registration Fee: \$199**  
(\$399 for non-members)

\*MassNAHRO members' first class is free  
except Occupancy Cycle.

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

12 national winners receive cash prizes. The grand prize winner, whose art is also featured on the calendar cover, will also receive a trip to NAHRO's Washington Conference to meet the NAHRO membership and their Congressional offices.

To be eligible artists, age 5-18, must reside in a household, or be provided a housing-related service, managed by a NAHRO member agency in good standing. MassNAHRO will publish more details on the statewide contest, including poster specifications, applications, and deadlines, after the first of the year. For general information on the national program and to see previous winners, visit [www.nahro.org](http://www.nahro.org).

## Board Member Certification

### 2026 Webinars

#### Legal Issues

January 24  
9AM - 12PM  
Atty. Jeffrey Driscoll

#### Professional Relationships

April 11  
9AM - 12PM  
Atty. Jeffrey Driscoll

#### Finance

May 2  
9AM - 12PM  
Teresa Ewald, CPA

#### Ethics

August 1  
9AM - 12PM  
Atty. Jeffrey Driscoll

#### Personnel

October 3  
9AM - 12PM  
Atty. Jeffrey Driscoll

Registration Fee: **\$149**

\*Registration fee is  
discounted to \$59 for  
tenant board members.

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

## Thank You for (Not) Smoking: The Challenges of Dealing with Smokers in Public Housing

Thursday, January 29

10:00 AM-12:00 PM

webinar

presented by:

**Atty. Jonathan Driscoll**

Maintaining a smoke-free environment in public housing is essential for the health and well-being of all residents, especially those vulnerable residents who struggle with health and disability-related challenges.

This training will provide comprehensive strategies to address illegal smoking within these communities.

Participants will learn about the benefits of well drafted smoke-free policies, effective lease enforcement measures (including a review of new technologies), and the importance of making resources available for residents who wish to quit smoking.

By the end of this training, attendees will be equipped with the knowledge and tools to ensure a healthier, smoke-free living environment for everyone.

Registration Fee: **\$149**

To register visit our Professional Development page  
at [www.massnahro.org](http://www.massnahro.org).

## STATE RENT CALCULATION

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.

February 11 Norwood H.A.

10:00 AM-3:00 PM

**NEWLY REDUCED Registration Fee: \$50**

Fee includes morning coffee, lunch, and materials.

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

**Thank You to Our Awards Gala Sponsors**



**Malden Housing Authority**



**CMS Associates, Inc.**

**STOUGHTON HOUSING AUTHORITY**

**TAUNTON HOUSING AUTHORITY**

**LEICESTER HOUSING AUTHORITY**

**NORTHBORO HOUSING AUTHORITY**



**CLASSIFIEDS**

**Executive Director**

The Winchendon Housing Authority (WHA) seeks an experienced and innovative executive director to lead and manage its programs, properties, and contracts. The WHA owns and operates 311 state and federal housing units. This includes 24 Ch. 705 units, 77 Ch. 667 units, 10 Ch. 667 congregate units, 8 Ch.689 units, and 17 MRVP Vouchers, as well as 80 federally funded elderly/disabled units and 51 federally funded family units, as well as administering 38 Housing Choice Vouchers and 6 project-based VASH vouchers. Additionally, WHA manages the Templeton Housing Authority with its 52 Ch.667 units and 8 Ch.705 units. For the complete job ad and how to apply, visit the "Classifieds" page on [www.massnahro.org](http://www.massnahro.org).

**Executive Director**

The Westford Housing Authority (WHA) is seeking a qualified and experienced housing administrator for the position of Executive Director. The Authority's portfolio includes 73 units of Ch. 667 Elderly/Handicapped, 6 units of Ch.705 Family, 3 affordable units, 8 units of 689 housing. The authority also managed 60 units for a neighboring housing authority. The candidate should be familiar with the Executive Office of Housing and Livable Communities (EOHLC) program requirements. For the complete job ad and how to apply, visit the "Classifieds" page on [www.massnahro.org](http://www.massnahro.org).

**Part-Time Administrative Assistant**

MassNAHRO seeks a part-time Administrative Assistant to play a vital role in supporting the day-to-day operations of MassNAHRO and ensuring a positive, high-quality experience for its members. Working in a small, collaborative office environment, this position provides comprehensive administrative and program support, serves as a key point of contact for member inquiries, and assists with the delivery of services and events. The ideal candidate is highly organized, communicates effectively, and brings a strong customer-service mindset to support MassNAHRO's mission and membership. The position includes a flexible schedule of 21-25 hours per week. For a full description and how to apply, visit the "Classifieds" page on [www.massnahro.org](http://www.massnahro.org).

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).

**Wishing You a Very Happy, Healthy**

**2026**

**from the MassNAHRO Board & Staff**

## c a l e n d a r

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

JANUARY 29

**Smoke-Free Housing Challenges**  
webinar

Presented by Atty. Jonathan Driscoll.  
See page 6 for details. To register, visit [www.massnahro.org](http://www.massnahro.org).

FEBRUARY 11

**State Rent Calculation**

Norwood Housing Authority  
Presented by CylasMartell-Crawford.  
See page 6 for details. To register, visit [www.massnahro.org](http://www.massnahro.org).

MARCH 9-11

**NAHRO Washington Conference**  
Grand Hyatt Hotel, Washington, D.C.

For more information and to register, visit [www.nahro.org](http://www.nahro.org).

MARCH 22-24

**Spring Conference & Exhibition**  
Hotel 1620, Plymouth

For more information and to register, visit [www.massnahro.org](http://www.massnahro.org).

SEPTEMBER 13-16

**Annual Conference & Exhibition**  
Sea Crest Hotel, N. Falmouth

Save the dates! Registration will open in June.

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)

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**State Estimated Waiting Period for Applications:**

**As of January 5, 2026**

**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 January 5, 2026

<b>Number of Family Applicants</b>	<b>46,286</b>
<b>Number of Elderly/Handicapped Applicants</b>	<b>12,013</b>

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

<b>Federal Family</b>	Pending	0
	Eligible	<u>23</u>
	<b>Total</b>	<b>23</b>
<b>Federal Elderly</b>	Pending	0
	Eligible	<u>262</u>
	<b>Total</b>	<b>262</b>

**SECTION 8**

<b>Section 8 HCV Centralized Waitlist Salem Preference</b>	Pending	0
	Eligible	<u>2409</u>
	<b>Total</b>	<b>2409</b>
<b>Pequot Highlands Project-Based Voucher Program</b>	Pending	25
	Eligible	<u>1504</u>
	<b>Total</b>	<b>1529</b>
<b>New Point Acquisition PBV</b>	Pending	24
	Eligible	<u>698</u>
	<b>Total</b>	<b>722</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)**

<b>Unit Address</b>	<b>City</b>	<b>State</b>	<b>Bedroom Size</b>	<b>Admission Date</b>	<b>Action Type</b>	<b>Move Out Reason</b>	<b>Effective Date</b>
70 Rainbow Terrace	Salem	MA	2	12/04/2025	New Admission		12/04/2025
20 Rainbow Terrace	Salem	MA	2	03/03/2022	End Participation		12/09/2025
78 Rainbow Terrace	Salem	MA	2	08/16/2022	End Participation		12/10/2025
103 Rainbow Terrace	Salem	MA	3	03/07/2022	End Participation		12/15/2025

Unit Address	City	State	Bedroom Size	Admission Date	Action Type	Move Out Reason	Effective Date
2A Colonial Terrace	Salem	MA	1	03/28/2022	End Participation		12/15/2025
27 Charter St Unit: 805	Salem	MA	1	12/16/2025	New Admission		12/16/2025
45 St Peter St Unit: 408	Salem	MA	1	11/14/2025	End Participation		12/08/2025
45 St Peter St Unit: 204	Salem	MA	1	12/22/2025	New Admission		12/22/2025

Unit Address	City	State	Bedroom Size	Admission Date	Action Type	Move Out Reason	Effective Date
86 Essex St Unit: 305	Salem	MA	1	12/22/2025	New Admission		12/22/2025



## 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).

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### **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)**

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258150      **Electrical Upgrade** at Pioneer Terrace

Project is to upgrade the electrical service. The project was bid and Laracy Electrical has been awarded the contract. A preconstruction meeting will be held on 1-08-26, and Notice to Proceed will be signed. The project is expected to take 1 year.

---

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. Schematic design documents were approved 10/03/25. The SHA was awarded \$2,700,000 in a comp mod grant in order to fully remediate the water infiltration issues.

---

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

Derby Square Architects was assigned by EOHLC. Schematic design documents were approved 10-19-25. The next phase will be bid documents.

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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 was bid and LeVangie Electric Co., Inc. was the low bidder at \$2,345,000. The accepted at the December board meeting. EOHLC is preparing contracts for the contractor.

---

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

Environmental Restoration Inc. continues work at the Phillips House. 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 is 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. has completed work on the 1<sup>st</sup> car and is nearing completion on the 2<sup>nd</sup> car. There is electrical code work to be completed, and the 2<sup>nd</sup> car will be tested and certified by the state.

---

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.

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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. This building is in a historic district. A fee of \$21,600 has been agreed upon. Design work has begun. Schematic design documents were submitted on 10/21/25. A site visit was held with Historic Commission members on 11/26/25 and the project was presented at their December meeting. The next step will be construction documents and bidding.

---

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. Difficulty with this project with EOHLC parameters of no fossil fuel, building is in a historic district, etc. Working with Action Energy with the hope of them taking on the project.

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258202      **Window Replacement** at Charter

EOHLC has created a work order. Awaiting price proposal from architect and then schematic design.

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

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

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

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

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## **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. Work has been completed.

# Report to the Board 1/1/2026

1/1/2026

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

Issued since 12/01/2025: 0

PBV Admissions since 12/01/2025: 0

## Units Under Lease as of

1/1/2026 1149



Quarter

Oct 01 - Dec 31, 2025  
(Q4)

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



63% increased earnings  
\$33,113 average increase

#### Average Monthly HAP



53% reduced HAP  
\$577 average decrease

#### Average Credit Score

0% increased credit score  
0 average increase  
0% improved credit score



Quarter

Oct 01 - Dec 31, 2025  
(Q4)

Site

Housing Authority of Salem,  
Massachusetts

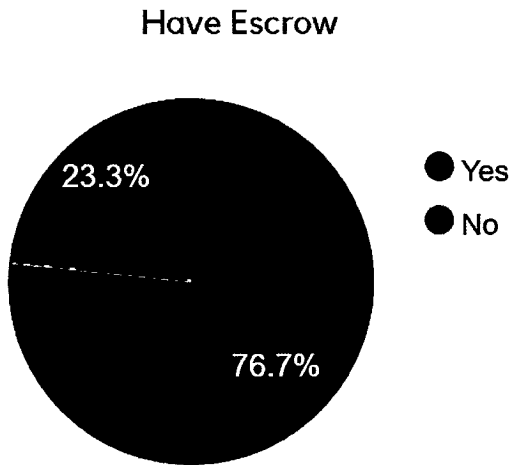
---

Client Status	Currently enrolled and all graduated clients	Gender	All Genders	Race and Ethnicity	All Races and Ethnicities
Client Ages	All Ages	Baseline Earnings	All Earnings		

---

### Core Outcomes

Total accumulated escrow for 30 clients is \$120,251



Estimated Graduation Rate



Quarter

Oct 01 - Dec 31, 2025  
(Q4)

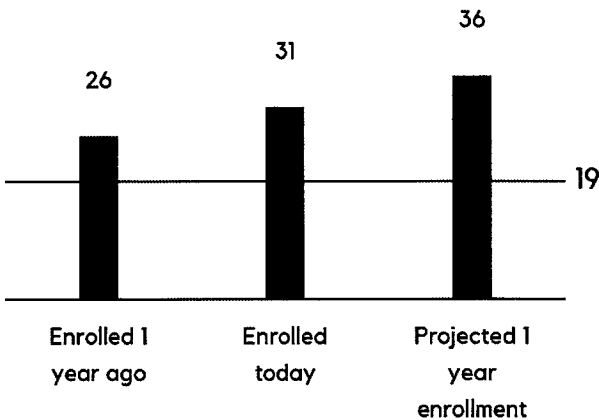
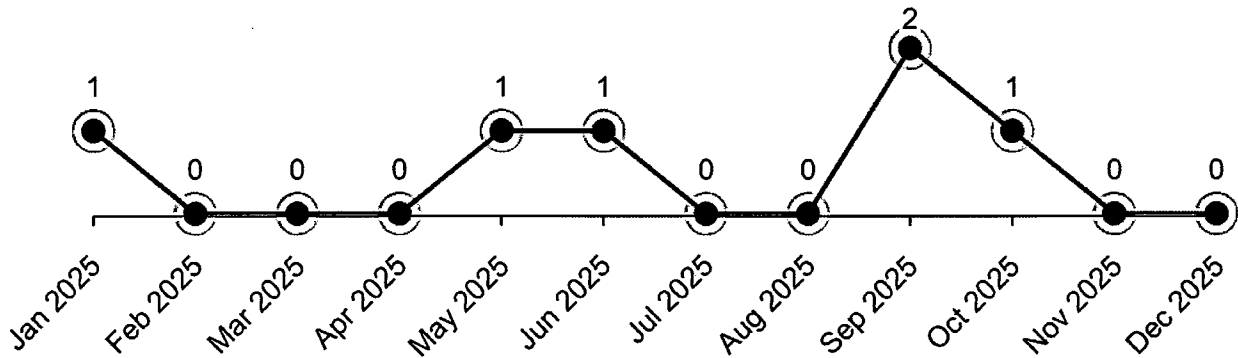
Site

Housing Authority of Salem,  
Massachusetts

Client Status	Currently enrolled and all graduated clients	Gender	All Genders	Race and Ethnicity	All Races and Ethnicities
Client Ages	All Ages	Baseline Earnings	All Earnings		

## Enrollment Trends

New Enrollment by Month



In the last 12 months, there were 6 newly enrolled clients, 1 graduates, and 0 contract terminations. This resulted in an overall increase in enrollment of 5

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



Quarter

Oct 01 - Dec 31, 2025  
(Q4)

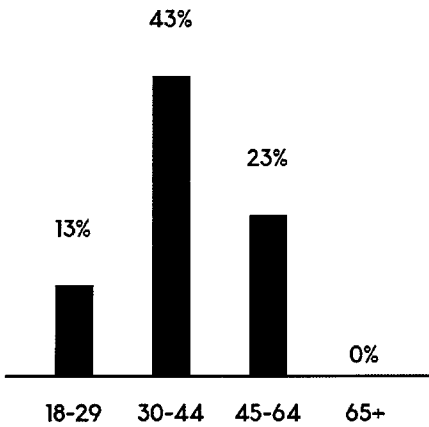
Site

Housing Authority of Salem,  
Massachusetts

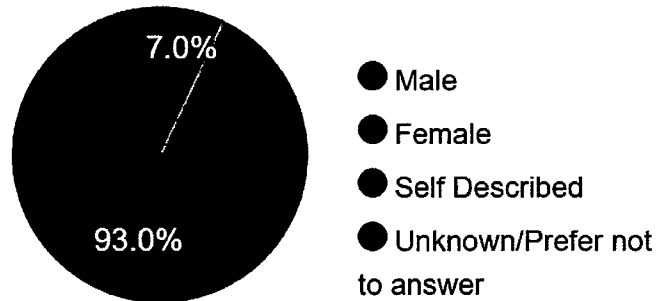
Client Status Currently enrolled and all graduated clients

### Client Demographics

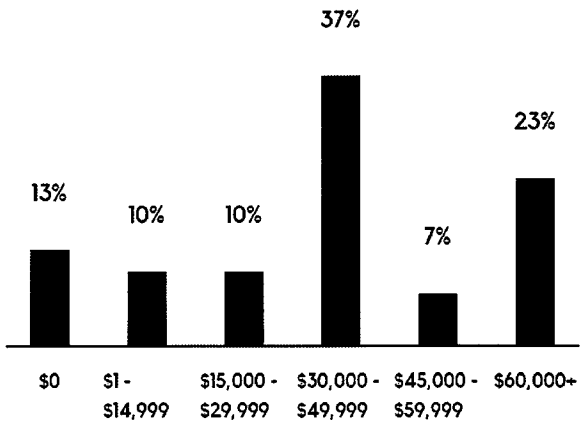
Client Ages



Gender



Baseline Earnings





Quarter

Oct 01 - Dec 31, 2025  
(Q4)

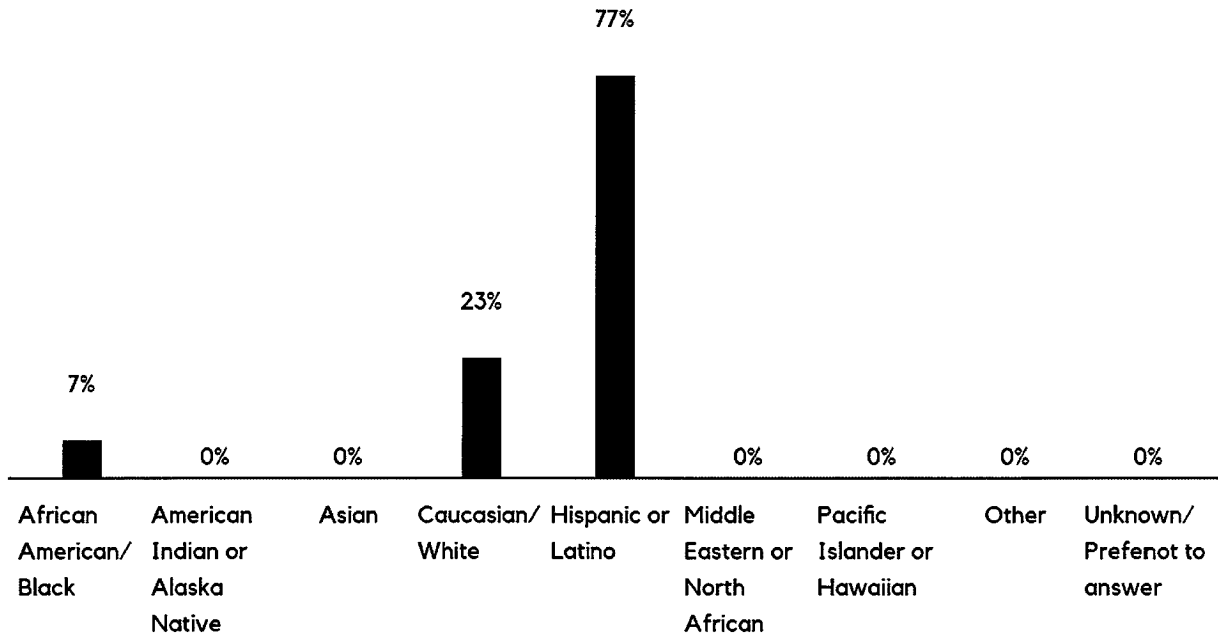
Site

Housing Authority of Salem,  
Massachusetts

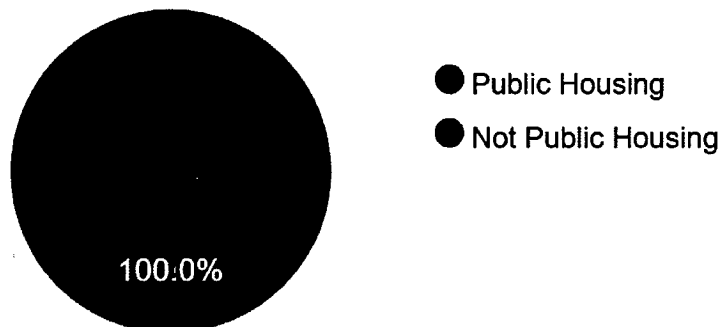
Client Status  
Currently enrolled and all graduated clients

### Client Demographics

Race and Ethnicity



Public Housing Tenants



# Salem Housing Authority

27 Charter Street  
Salem, MA 01970

(978)744-4431



Cathy Hoog  
Executive Director

**December 1- 31 2025**

**Kathlyn Valianti**

## December RSC MONTHLY REPORT

NEW Referrals to RSC: 4

*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>6</u>
Housekeeping/ Agency referrals	<u>8</u>
Wellness & fitness	<u>18</u>
<u>Nutrition/Snap applications, food pantry resources</u>	<u>6</u>
<u>Healthy food options, food pantry and emergency shopping</u>	<u>6</u>
<u>Community Engagement / Socialization</u>	<u>56</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:

12/3/25 React High Risk team meeting, Salem Council on Aging.

# Salem Housing Authority

27 Charter Street  
Salem, MA 01970



(978)744-4431

Cathy Hoog  
Executive Director

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12/1/25 Pioneer Terrace Community hours

12/8/25 Pioneer Terrace Community hours

12/15/25 Pioneer Terrace Community hours

12/9/25 Monthly lunch with residents at Ruanne Congregate House

12/10/25 Holiday Party for the Family tenants at Salem State.

12/15/25 Holiday Party for Pioneer Terrace and Bertram

12/17/25 Morency/Dalton Holiday Party

12/18/25 Charter St. Holiday Party

12/22/25 Pioneer Terrace Community hours

12/17/25 RSC monthly meeting

- Wellness Wednesday with Kelley Annese will ending on December 3rd, 2025 – wellness classes will be the Morency Community Room and Pioneer Terrace Community Room, to be scheduled in the new year.
- Lunch with Congregate tenants at Ruane, next scheduled for December, with RSC's
- Planning social monthly community engagement / workshops at Morency, Dalton, and Pioneer community rooms (Coffee hour, snacks, movies, games, etc.)
- RSC's planning to schedule monthly game events
- Weekly office hours at Pioneer Terrace Community Room.
- Meet with other community organizations- EPNG, NorthShore REACT
- Posted informative pamphlets to upcoming workshops and Events and food resource information.

Post up local events-Social Programs, Transportation schedule, and outing events hosted by COA.

# Salem Housing Authority

27 Charter Street  
Salem, MA 01970

(978)744-4431



Cathy Hoog  
Executive Director

**December 1- 31, 2025**  
**Mary Ann Kairouz**

## RSC MONTHLY REPORT

Total Referrals to RSC:

*New Referrals:11*

*On-Going Referrals:30*

Categories of services and the number of tenants provided services:

<u>Mental-behavioral health</u>	<u>21</u>
Housing stabilization support, one-time deep cleaning	<u>10</u>
Re-certification assistance	<u>5</u>
Housekeeping, laundry services through agency referrals	<u>9</u>
Wellness and fitness workshops	<u>14</u>
<u>Nutrition-SNAP application and list food pantry resources</u>	<u>2</u>
<u>healthy food access-assisting at food panty &amp; emergency food shopping</u>	<u>75</u>
<u>ELDERLY Community Engagement, Socialization-----</u>	<u>98</u>
<u>Family socialization-----</u>	<u>30</u>
<u>Health insurance, Health supportive services</u>	<u>2</u>
<u>Other- resources posted in buildings</u>	<u>39</u>
<u>Other-passed out to tenants</u>	<u>0</u>
<u>Other- robo calls of events or services</u>	<u>657</u>
A. <u>Families Robo call</u>	<u>205</u>
B. <u>Elderly Robo Calls</u>	<u>531</u>

Referrals made out to other places:

# Salem Housing Authority

27 Charter Street  
Salem, MA 01970



(978)744-4431

Cathy Hoog  
Executive Director

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- 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
- Elderly Housing Ugly Sweater Party on Dec 15<sup>th</sup>-Pioneer and Dec 17<sup>th</sup>-Morency.
- Dec 18<sup>th</sup> 27 Charter St Ugly Sweater Party at Noon-2pm music Bobby Mac.
- Planning 250<sup>th</sup> event for fall or spring with RSCs Kathlyn and Alex
- January 2026-Planning more workshops with Kelley and new workshops Computer for elderly and families.
- 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.

# Salem Housing Authority

27 Charter Street  
Salem, MA 01970



(978)744-4431

Cathy Sheehan  
Executive Director

**December 1- 31, 2025**  
**Alexandra Dominguez**

## RSC MONTHLY REPORT

Total Referrals to RSC:

*New Referrals: 1*

*On-Going Referrals: 8*

Categories of services and the number of tenants provided services:

<u>Mental-behavioral health</u>	<u>1</u>
<u>Housing stabilization support, one-time deep cleaning</u>	<u>8</u>
<u>Re-certification assistance</u>	<u>0</u>
<u>Housekeeping, laundry services through agency referrals</u>	<u>0</u>
<u>Wellness and fitness workshops</u>	<u>0</u>
<u>Nutrition-SNAP application and list food pantry resources</u>	<u>1</u>
<u>healthy food access-assisting at food pantry &amp; emergency food shopping</u>	<u>28</u>
<u>Community Engagement, Socialization</u>	<u>56</u>
<u>Health insurance, Health supportive services</u>	<u>1</u>
<u>Other- resources posted in buildings</u>	<u>0</u>
<u>Other-passed out to tenants</u>	<u>135</u>
<u>Other- robo calls of events or services</u>	<u>0</u>
A. <u>Families Robo call</u>	<u>135</u>
B. <u>Elderly Robo Calls</u>	<u>0</u>

Referrals made out to other places:

- Salem Mobile Pantry, RAFT, Mission of Deeds, Pathways Family Resource Center, DDS, NSCAP, Xfinity Internet Essentials

# Salem Housing Authority

27 Charter Street  
Salem, MA 01970



(978)744-4431

Cathy Sheehan  
Executive Director

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## Other important info to include:

- RSCs hosted a Holiday Event at SSU Bookstore/Dinning area on 12/10/25. Representatives from Pathways Family Resource Center, the YMCA, and Salem State Financial aid joined and set up information tables for our residents.
- Socialized and interacted with Rainbow residents at Mobile Pantry on Wednesdays.
- Attended EOHLIC's Specialized Family & Supportive Services (SFSS) Open Office Hours (OOH) virtually on: Mental Health presented by Parent/Professional Advocacy League (PPAL), Amy Lee
- Five 'Housing Now' families successfully transitioned from emergency shelter to family housing and completed 9 months of stabilization/case management services through the Housing Now Program in December.
- One family is set to complete their case management/stabilization services in January. An extension for case management was granted to this family for some extra help with budgeting and prioritizing rent/bills.
- Two vacancies became available within Rainbow Terrace and were set aside for new 'Housing Now' participants. Alex Dominguez and Lilly Rojas received several applications from emergency shelters and were able to set up interviews with applicants applying through the Housing Now Program. The two units are on track to be filled before the end of January 2026. As more vacancies become available, Alex and Lilly will continue to work together to fill those units. 8 units in total will be specifically designated for the Housing Now Program/new participants.
- RSCs are currently working on the development of a quarterly newsletter for our Family Housing developments, with an anticipated launch in January 2026. The newsletter will serve as a resource to share important updates, community news, and upcoming opportunities. It will also highlight the new workshops that will be hosted at 83 Rainbow, aimed at supporting and engaging families across our family developments.

**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: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999**

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	9	0	9	19.57	2.17
Inspection Other	1	0	1	0.21	0.21
<b>Totals:</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>19.78</b>	<b>1.98</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	6	0	6	0.49	0.08
Etienne Fabrune	1	0	1	7.58	7.58
Michael Fitzgerald	2	0	2	8.63	4.32
Patric Bishop	1	0	1	3.08	3.08
<b>Totals:</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>19.78</b>	<b>1.98</b>

**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: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999**

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	9	0	9	9.45	1.05
Routine	4	1	3	17.05	5.68
Vacant	1	1	0	0.00	N/A
<b>Totals:</b>	<b>14</b>	<b>2</b>	<b>12</b>	<b>26.50</b>	<b>2.21</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	3	0	3	0.62	0.21
Bill Norris	1	1	0	0.00	N/A
Christian Rudloff	3	1	2	0.29	0.15
Craig Powers	2	0	2	13.92	6.96
Etienne Fabrune	1	0	1	2.54	2.54
John DeBenedictis	1	0	1	0.04	0.04
Patric Bishop	3	0	3	9.09	3.03
<b>Totals:</b>	<b>14</b>	<b>2</b>	<b>12</b>	<b>26.50</b>	<b>2.21</b>

382 Total work orders this month

**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: 12/1/2025, Created Through: 1/1/2026, 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 667-3: **Norton (3A) and Bates (3B)**

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

All, Created From: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	8	1	7	5.17	0.74
Routine	3	2	1	7.71	7.71
<b>Totals:</b>	<b>11</b>	<b>3</b>	<b>8</b>	<b>12.88</b>	<b>1.61</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg Days
Alex Vega Lopez	4	1	3	7.96	2.65
Christian Rudloff	2	1	1	0.13	0.13
Craig Powers	1	0	1	0.00	N/A
John DeBenedictis	2	1	1	0.04	0.04
Ken Sousa	1	1	0	0.00	N/A
Patric Bishop	2	0	2	4.75	2.38
<b>Totals:</b>	<b>11</b>	<b>3</b>	<b>8</b>	<b>12.88</b>	<b>1.61</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: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	15	1	14	27.47	1.96
Routine	16	1	15	109.95	7.33
Inspection UPCS	1	0	1	1.67	1.67
<b>Totals:</b>	<b>32</b>	<b>2</b>	<b>30</b>	<b>139.09</b>	<b>4.64</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	12	0	12	13.23	1.10
Bill Norris	1	0	1	28.08	28.08
Christian Rudloff	2	1	1	0.04	0.04
Craig Powers	8	0	8	25.92	3.24
Etienne Fabrone	1	0	1	2.88	2.88
John DeBenedictis	2	0	2	0.25	0.13
Ken Sousa	5	0	5	5.84	1.17
Michael Fitzgerald	1	0	1	10.38	10.38
Patric Bishop	5	1	4	52.47	13.12
<b>Totals:</b>	<b>32</b>	<b>2</b>	<b>30</b>	<b>139.09</b>	<b>4.64</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: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	30	1	29	47.08	1.62
Routine	30	5	25	148.36	5.93
Vacant	1	0	1	21.04	21.04
Inspection UPCS	2	1	1	10.04	10.04
<b>Totals:</b>	<b>63</b>	<b>7</b>	<b>56</b>	<b>226.52</b>	<b>4.05</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	11	0	11	3.10	0.28
Bill Norris	3	0	3	48.83	16.28
Christian Rudloff	3	1	2	0.08	0.04
Craig Powers	18	0	18	74.68	4.15
Etienne Fabrone	6	0	6	23.04	3.84
John DeBenedictis	3	1	2	0.37	0.19
Michael Fitzgerald	7	2	5	21.71	4.34
Patric Bishop	13	4	9	54.71	6.08
<b>Totals:</b>	<b>63</b>	<b>7</b>	<b>56</b>	<b>226.52</b>	<b>4.05</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: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	12	0	12	15.26	1.27
Routine	12	1	11	107.66	9.79
Inspection UPCS	1	0	1	0.92	0.92
<b>Totals:</b>	<b>25</b>	<b>1</b>	<b>24</b>	<b>123.84</b>	<b>5.16</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	7	0	7	11.13	1.59
Bill Norris	3	0	3	37.17	12.39
Charlie Felton	1	0	1	6.88	6.88
Christian Rudloff	4	1	3	0.13	0.04
Craig Powers	4	0	4	21.76	5.44
John DeBenedictis	1	0	1	0.04	0.04
Ken Sousa	2	0	2	7.88	3.94
Michael Fitzgerald	1	0	1	8.38	8.38
Patric Bishop	5	0	5	30.47	6.09
<b>Totals:</b>	<b>25</b>	<b>1</b>	<b>24</b>	<b>123.84</b>	<b>5.16</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: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot Days	Avg Days
Emergency	6	0	6	0.58	0.10
Routine	2	1	1	0.00	N/A
Inspection UPCS	4	2	2	7.13	3.57
<b>Totals:</b>	<b>12</b>	<b>3</b>	<b>9</b>	<b>7.71</b>	<b>0.86</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot Days	Avg Days
Alex Vega Lopez	5	0	5	7.12	1.42
Christian Rudloff	1	1	0	0.00	N/A
Craig Powers	5	2	3	0.42	0.14
Michael Fitzgerald	1	0	1	0.17	0.17
<b>Totals:</b>	<b>12</b>	<b>3</b>	<b>9</b>	<b>7.71</b>	<b>0.86</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: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	5	0	5	4.00	0.80
Routine	8	2	6	38.51	6.42
Inspection UPCS	1	0	1	1.83	1.83
<b>Totals:</b>	<b>14</b>	<b>2</b>	<b>12</b>	<b>44.34</b>	<b>3.70</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	7	0	7	2.87	0.41
Bill Norris	1	0	1	18.17	18.17
Christian Rudloff	2	2	0	0.00	N/A
Craig Powers	1	0	1	7.04	7.04
Etienne Fabrone	2	0	2	9.34	4.67
Ken Sousa	1	0	1	0.54	0.54
Michael Fitzgerald	1	0	1	6.38	6.38
<b>Totals:</b>	<b>14</b>	<b>2</b>	<b>12</b>	<b>44.34</b>	<b>3.70</b>

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

Program(s): State 689, 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: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	17	2	15	33.26	2.22
Routine	6	0	6	31.59	5.27
Inspection UPCS	1	0	1	23.00	23.00
<b>Totals:</b>	<b>24</b>	<b>2</b>	<b>22</b>	<b>87.85</b>	<b>3.99</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	10	0	10	4.80	0.48
Christian Rudloff	1	1	0	0.00	N/A
Craig Powers	4	0	4	21.25	5.31
Etienne Fabrone	1	0	1	23.00	23.00
Michael Fitzgerald	1	0	1	5.67	5.67
Patric Bishop	8	1	7	33.13	4.73
<b>Totals:</b>	<b>24</b>	<b>2</b>	<b>22</b>	<b>87.85</b>	<b>3.99</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., State Family 705-2B: 117 Congress St., State Family 705-3: Farrell Court, State Family +3

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

All, Created From: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	29	1	28	39.81	1.42
Urgent	1	0	1	4.17	4.17
Routine	4	1	3	2.13	0.71
<b>Totals:</b>	<b>34</b>	<b>2</b>	<b>32</b>	<b>46.11</b>	<b>1.44</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	16	0	16	14.88	0.93
Charlie Felton	1	0	1	0.17	0.17
Christian Rudloff	2	0	2	0.25	0.13
Craig Powers	8	0	8	11.30	1.41
John DeBenedictis	2	2	0	0.00	N/A
Michael Fitzgerald	1	0	1	4.17	4.17
Patric Bishop	5	0	5	15.34	3.07
<b>Totals:</b>	<b>34</b>	<b>2</b>	<b>32</b>	<b>46.11</b>	<b>1.44</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): **Federal Public Housing**

Project(s): Federal Elderly: Barton and Zisson, Federal Family: 122.5 Boston, 73 Boston, 121.5 Br +1

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

All, Created From: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot Days	Avg Days
Emergency	10	0	10	6.13	0.61
Urgent	1	0	1	5.88	5.88
Routine	4	2	2	8.21	4.11
<b>Totals:</b>	<b>15</b>	<b>2</b>	<b>13</b>	<b>20.22</b>	<b>1.56</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot Days	Avg Days
Alex Vega Lopez	9	0	9	2.13	0.24
Christian Rudloff	1	1	0	0.00	N/A
Craig Powers	1	0	1	7.13	7.13
Michael Fitzgerald	2	0	2	6.96	3.48
Patric Bishop	2	1	1	4.00	4.00
<b>Totals:</b>	<b>15</b>	<b>2</b>	<b>13</b>	<b>20.22</b>	<b>1.56</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 689, 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: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	51	2	49	86.95	1.77
Urgent	1	0	1	-0.08	-0.08
Routine	60	8	52	180.52	3.47
Preventive	5	0	5	31.84	6.37
Vacant	2	1	1	28.13	28.13
Inspection UPCS	9	2	7	154.55	22.08
<b>Totals:</b>	<b>128</b>	<b>13</b>	<b>115</b>	<b>481.91</b>	<b>4.19</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	32	0	32	70.93	2.22
Bill Norris	4	0	4	103.96	25.99
Charlie Felton	1	0	1	1.13	1.13
Christian Rudloff	3	0	3	0.04	0.01
Craig Powers	20	3	17	37.83	2.23
Etienne Fabrone	14	1	13	115.18	8.86
Gary Dean	38	3	35	11.88	0.34
John DeBenedictis	5	3	2	0.17	0.09
Ken Sousa	2	0	2	19.67	9.84
Luis Lopez	39	4	35	11.88	0.34
Michael Fitzgerald	9	0	9	80.44	8.94
Patric Bishop	8	2	6	28.80	4.80
<b>Totals:</b>	<b>128</b>	<b>13</b>	<b>115</b>	<b>481.91</b>	<b>4.19</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

**Program(s):** Federal Public Housing, State 689, State 705, State 667 +23  
**Project(s):** Federal Elderly: Barton and Zisson, Federal Family: 122.5 Boston, 73 Boston, 121.5 Br +47  
**Status:** All, Status Included: Vacant, Employee: All, Created From: 12/1/2025, Created Through: 1/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Vacant	4	2	2	49.17	24.59
<b>Totals:</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>49.17</b>	<b>24.59</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Christian Rudloff	1	1	0	0.00	N/A
Etienne Fabrone	1	0	1	28.13	28.13
John DeBenedictis	1	1	0	0.00	N/A
Patric Bishop	1	0	1	21.04	21.04
<b>Totals:</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>49.17</b>	<b>24.59</b>

W/O #	Priority	Unit Address	Tenant Name	Created Date	Completed Date	Mat.	Labor	Actual	Billed
<b>Program: State 667</b>									
<b>Project: State Elderly 667-5: 27 Charter St.</b>									
77411	Vacant	27 Charter St Unit: 607		12/08/2025 07:39 AM	12/29/2025 08:10 AM	\$0.00	\$282.72	\$282.72	\$0.00
Description: repair vacancy and cleaning									
Completed Description: Replaced the kitchen faucet, touch up paint throughout the apartment. Installed 4 new shades, washed windows, swept and washed floors. Cleaned kitchen and backsplash									
Task Description: 507 - Rec vacancy for repair									
State Elderly 667-5: 27 Charter St.			Incomplete: 0	Complete: 1		\$0.00	\$282.72	\$282.72	\$0.00
<b>Project: State Elderly 667-2: Colonial Terrace</b>									
77467	Vacant	2A Colonial Terrace		12/15/2025 08:00 AM		\$0.00	\$0.00	\$0.00	\$0.00
Description: repair vacancy									
Task Description: 507 - Rec vacancy for repair									
State Elderly 667-2: Colonial Terrace			Incomplete: 1	Complete: 0		\$0.00	\$0.00	\$0.00	\$0.00
State 667			Incomplete: 1	Complete: 1		\$0.00	\$282.72	\$282.72	\$0.00

W/O #	Priority	Unit Address	Tenant Name	Created Date	Completed Date	Mat.	Labor	Actual	Billed
<b>Program: State 200</b>									
<b>Project: State Family 200-2: Rainbow Terrace</b>									
77468	Vacant	103 Rainbow Terrace		12/15/2025 08:00 AM		\$0.00	\$0.00	\$0.00	\$0.00
Description: repair vacancy									
Task Description: 507 - Rec vacancy for repair									
77469	Vacant	78 Rainbow Terrace		12/10/2025 08:00 AM	01/07/2026 11:54 AM	\$0.00	\$0.00	\$0.00	\$0.00
Description: repair vacancy									
Completed Description: Cleaned vacancy, kitchen, basement, bathroom, living room and bedrooms.									
Task Description: 507 - Rec vacancy for repair									
<b>State Family 200-2: Rainbow Terrace</b>		<b>Incomplete: 1</b>		<b>Complete: 1</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>State 200</b>		<b>Incomplete: 1</b>		<b>Complete: 1</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Grand Totals:</b>		<b>Incomplete: 2</b>		<b>Complete: 2</b>		<b>\$0.00</b>	<b>\$282.72</b>	<b>\$282.72</b>	<b>\$0.00</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

**Program(s):** Federal Public Housing, State 689, State 705, State 667 +23  
**Project(s):** Federal Elderly: Barton and Zisson, Federal Family: 122.5 Boston, 73 Boston, 121.5 Br +47  
**Status:** All, Status Included: Vacant, Employee: All, Created From: 1/1/1900, Created Through: 12/31/9999, Completed From: 12/1/2025, Completed Through: 1/1/2026

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Vacant	8	0	8	1,169.35	146.17
<b>Totals:</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>1,169.35</b>	<b>146.17</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Bill Norris	1	0	1	70.33	70.33
Charlie Felton	1	0	1	206.33	206.33
Christian Rudloff	1	0	1	108.33	108.33
John DeBenedictis	4	0	4	763.32	190.83
Patric Bishop	1	0	1	21.04	21.04
<b>Totals:</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>1,169.35</b>	<b>146.17</b>

W/O #	Priority	Unit Address	Tenant Name	Created Date	Completed Date	Mat.	Labor	Actual	Billed		
<b>Program: Federal Public Housing</b>											
<b>Project: Federal Family: 122.5 Boston, 73 Boston, 121.5 Br</b>											
73901	Vacant	122 1/2 Boston St. Unit: 5002		01/06/2025 08:00 AM	12/22/2025 04:00 PM	\$0.00	\$8.84	\$8.84	\$0.00		
Description: repair vacancy											
Completed Description: this unit is done											
Task Description: 507 - Rec vacancy for repair											
Federal Family: 122.5 Boston, 73 Boston, 121.5 Br						Incomplete: 0	Complete: 1	\$0.00	\$8.84	\$8.84	\$0.00

<b>Project: Federal Elderly: Barton and Zisson</b>									
75947	Vacant	292 Essex St Unit: 1307		03/05/2025 08:00 AM	12/08/2025 04:00 PM	\$0.00	\$3,688.45	\$3,688.45	\$0.00
Description: repair vacancy									
Completed Description: repair danger drywall. remove trash patch wall. repair cabinets repair drywall, repair walls and close applied sheet rock. Disconnected lighting front room closet so john can cover it applied joint compound. reconnect bathroom and closet light fuel in hard light replaced bathroom and closet light fixtures replaced smoke alarm and remove emergency pull coord. and install block plate repair walls repair closeting clean repair cabinets closet repair bedroom door clean install medicine cabinets deliver new stove. Installed sheet rock bedroom closet applies joint compound prime. paint install closet door caulking out tub clean unit. caulking tub wash wax floor									
Task Description: 507 - Rec vacancy for repair									

W/O #	Priority	Unit Address	Tenant Name	Created Date	Completed Date	Mat.	Labor	Actual	Billed
<b>Program: Federal Public Housing</b>									
<b>Project: Federal Elderly: Barton and Zisson</b>									

<b>Federal Elderly: Barton and Zisson</b>	<b>Incomplete: 0</b>	<b>Complete: 1</b>	<b>\$0.00</b>	<b>\$3,688.45</b>	<b>\$3,688.45</b>	<b>\$0.00</b>
<b>Federal Public Housing</b>	<b>Incomplete: 0</b>	<b>Complete: 2</b>	<b>\$0.00</b>	<b>\$3,697.29</b>	<b>\$3,697.29</b>	<b>\$0.00</b>

<b>Program: State 667</b>									
<b>Project: State Elderly 667-5: 27 Charter St.</b>									

75722	Vacant	27 Charter St Unit: 708		05/30/2025 08:00 AM	12/22/2025 04:00 PM	\$0.00	\$8.84	\$8.84	\$0.00
Description: repair vacancy									
Completed Description: this unit is done									

Task Description: 507 - Rec vacancy for repair

76175	Vacant	27 Charter St Unit: 805		08/22/2025 08:00 AM	12/08/2025 04:00 PM	\$0.00	\$2,389.24	\$2,389.24	\$0.00
Description: repair vacancy									

Completed Description: remove fridge, remove furniture's other items 2 trips to dump. remove furniture's other item 2 trips to dump. Demo lashed the kitchen cabinets .trash .prep upper cabinets for paint removed dispol switch replaced undoor cabinets remove cabinets doors. cabinets light install shade repair drywall install cabinets remove stove 4372 to pit Morency cut counter install sink hard work install medice cabinets was wax floor open wall repair toilet deliver new stove .

Task Description: 507 - Rec vacancy for repair

77411	Vacant	27 Charter St Unit: 607		12/08/2025 07:39 AM	12/29/2025 08:10 AM	\$0.00	\$282.72	\$282.72	\$0.00
Description: repair vacancy and cleaning									

Completed Description: Replaced the kitchen faucet, touch up paint throughout the apartment. Installed 4 new shades, washed windows, swept and washed floors. Cleaned kitchen and backsplash

Task Description: 507 - Rec vacancy for repair

<b>State Elderly 667-5: 27 Charter St.</b>	<b>Incomplete: 0</b>	<b>Complete: 3</b>	<b>\$0.00</b>	<b>\$2,680.80</b>	<b>\$2,680.80</b>	<b>\$0.00</b>
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W/O #	Priority	Unit Address	Tenant Name	Created Date	Completed Date	Mat.	Labor	Actual	Billed
<b>Program: State 667</b>									
<b>Project: State Elderly 667-3: Norton (3A) and Bates (3B)</b>									
76413	Vacant	2H Norton Terrace		09/22/2025 08:00 AM	12/01/2025 04:00 PM	\$0.00	\$1,783.23	\$1,783.23	\$0.00
Description: repair vacancy									
Completed Description: takeout boxspring mattress kitchen table make punch list repair cut and install shades. wash window clean plane closet door replaced handle repair window track and frame clean stove paint sink base shelf poly cabinets shaves wash bathroom kitchen floor applies 1 sit coat of floor finish pick up floors sand equip sand floors sand floors return sanding equip wipe down unit clean kitchen and bathroom floors apply 2 Nd coat of floor fist to bathroom and kitchen floors apply poly have to 4 floor paperwork close completer work order needs tub surround kitchen faucets rebuild ok shut off kitchen and bathroom sinks repair screen bedroom and bathroom wall assist ken plumbing install plywood installed tub surround									
Task Description: 507 - Rec vacancy for repair									
State Elderly 667-3: Norton (3A) and Bates (3B)			Incomplete: 0	Complete: 1		\$0.00	\$1,783.23	\$1,783.23	\$0.00
<b>Project: State Elderly 667-4: Pioneer Terrace</b>									
76642	Vacant	7B Pioneer Terrace		09/25/2025 08:00 AM	12/01/2025 04:00 PM	\$0.00	\$2,683.20	\$2,683.20	\$0.00
Description: repair vacancy									
Completed Description: remove bathroom ceiling installed new sheetrock joint componer remove cabinets closet door clean apt asiste ken with plumbing. repair sheetrock in kitchen installs cabinets remove bathroom heater unit. install bathroom heater new unit. install new range hood. install cabinets cut counter install sink install back splash paint kitchen install hardware. install shade cabinets clean apt installed closet doors repair base cabinets wash wax floor clean. install shower head wax floor									
Task Description: 507 - Rec vacancy for repair									
State Elderly 667-4: Pioneer Terrace			Incomplete: 0	Complete: 1		\$0.00	\$2,683.20	\$2,683.20	\$0.00
State 667			Incomplete: 0	Complete: 5		\$0.00	\$7,147.23	\$7,147.23	\$0.00
<b>Program: State 200</b>									
<b>Project: State Family 200-2: Rainbow Terrace</b>									
76643	Vacant	70 Rainbow Terrace		10/02/2025 08:00 AM	12/08/2025 04:00 PM	\$0.00	\$2,643.90	\$2,643.90	\$0.00
Description: repair vacancy									
Completed Description: repair windows remove trash, remove stove 4134 washing. repair closet door clean. sand scrape hardwood floors sans hardwoods floor sand floor vacuum hardwood floors poly sand 2 nd coat of poly Polay hardwood floor. repair cabinets door repair storm door sand cabinet poly clean. repair bathroom fan clean install plywood to mount range plug o loose braker. fan to stop the blower wheel from rebuking ,replaced second floor light fixtires ,replaced plug and bathroom plug									
Task Description: 507 - Rec vacancy for repair									
State Family 200-2: Rainbow Terrace			Incomplete: 0	Complete: 1		\$0.00	\$2,643.90	\$2,643.90	\$0.00
State 200			Incomplete: 0	Complete: 1		\$0.00	\$2,643.90	\$2,643.90	\$0.00
<b>Grand Totals:</b>			<b>Incomplete: 0</b>	<b>Complete: 8</b>		<b>\$0.00</b>	<b>\$13,488.42</b>	<b>\$13,488.42</b>	<b>\$0.00</b>

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

OFFICE: (781) 444-6630  
FAX (781) 444-6836  
E-MAIL: [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 **October 31, 2025**, and the related statements of Revenues and Expenses for the **1** month 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 Nonroutine 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 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 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.***

*Fenton, Ewald & Associates P.C.*

Needham, Massachusetts  
Dated: December 29, 2025

Salem Housing Authority  
1 month ending  
October 31, 2025

AGENCY WIDE OPERATING STATEMENT  
Year To Date Actual

Fenton, Ewald & Associates, P.C.

12/29/2025

Account Number	Classification	Federal Conventional	Section 8 HCVP	State Consolidated 400-1	Admin. Management Program	MRVP	Total	Pro-Rated Budget	\$ Favorable (Unfavorable)	% Favorable (Unfavorable)
<b>OPERATING RECEIPTS</b>										
3110	Shelter Rent - Tenant	15,724		293,670			309,394	335,247	(25,853)	-8%
3115	Shelter Rent - Federal Sect. 8			0			0	0	0	0%
3190	Non Dwelling Rentals	0		0			0	0	0	0%
3400	Administrative Fees (S8, MOB, MRVP)		156,824	0	10,961	2,750	170,535	176,072	(5,537)	-3%
3610	Interest on Investments - Unrestricted	2,237	1,754	1,757	0	19	5,767	9,217	(3,450)	-37%
3611	Interest on Investments - Restricted			0		0	0	0	0	0%
3690	Other Revenue	3,075	8,093	5,417	0	0	16,585	23,932	(7,347)	-31%
3950	Operating Grants			0			0	0	0	0%
3691	Other Revenue Retained			23,514		0	23,514	11,610	11,904	103%
3801	Operating Subsidy	0		316,994		80,751	397,745	374,246	23,500	6%
<b>TOTAL OPERATING RECEIPTS</b>		<b>21,036</b>	<b>166,671</b>	<b>641,352</b>	<b>10,961</b>	<b>83,520</b>	<b>923,539</b>	<b>930,323</b>	<b>(6,784)</b>	<b>-1%</b>
<b>OPERATING EXPENDITURES</b>										
<b>ADMINISTRATIVE</b>										
4110	Administration Salaries	4,055	113,774	90,783	6,414	1,454	216,481	161,746	(54,735)	-34%
4120	Compensated Absences	0	0	0	0	0	0	1,917	1,917	100%
4130	Legal	716	7,188	27,987	1,290	2	37,183	32,292	(4,891)	-15%
4140	Compensation-Board Members			0		0	0	2,194	2,194	100%
4150	Travel And Related Expenses	14	3,292	232	0	0	3,537	1,667	(1,871)	-112%
4170	Accounting Services	1,664	4,532	3,182	876	278	10,532	5,387	(5,145)	-96%
4171	Audit Services	0	0	0	0	0	0	3,000	3,000	100%
4180	Office Rent	0	10,088	0	0	0	10,088	5,711	(4,377)	-77%
4190	Administrative Other	1,169	18,048	15,688	2,240	200	37,345	51,845	14,500	28%
4190.1	Mixed Population Salary		0	0	0	0	0	12,315	12,315	100%
<b>TOTAL ADMINISTRATIVE EXPENSE</b>		<b>7,617</b>	<b>156,922</b>	<b>137,872</b>	<b>10,820</b>	<b>1,935</b>	<b>315,166</b>	<b>278,073</b>	<b>(37,093)</b>	<b>-13%</b>
4230	Resident Services	0		0		0	0	946	946	100%
<b>UTILITIES</b>										
4310	Water & Sewer	1,788		45,090			46,878	44,461	(2,417)	-5%
4320	Electricity	6,817		5,519			12,337	73,643	61,307	83%
4330	Gas	415		3,172			3,587	10,814	7,227	67%
4340	Fuel	0		0		0	0	0	0	0%
4360	Energy Conservation	0		0		0	0	0	0	0%
4390	Other	0		64,425			64,425	0	(64,425)	#DIV/0!
<b>TOTAL UTILITIES EXPENSE</b>		<b>9,021</b>	<b>0</b>	<b>118,206</b>	<b>0</b>	<b>0</b>	<b>127,227</b>	<b>128,918</b>	<b>1,691</b>	<b>1%</b>
<b>ORDINARY MAINTENANCE</b>										
4410	Maintenance Labor	4,382		83,099			87,481	76,176	(11,305)	-15%
4420	Materials And Supplies	1,010		22,422			23,431	26,500	3,069	12%
4430	Contract Costs	15,759		57,325			73,084	41,833	(31,251)	-75%
<b>TOTAL ORDINARY MAINTENANCE</b>		<b>21,151</b>	<b>0</b>	<b>162,846</b>	<b>0</b>	<b>0</b>	<b>183,997</b>	<b>144,509</b>	<b>(39,488)</b>	<b>-27%</b>
<b>GENERAL EXPENSE</b>										
4510	Insurance	10,298	3,932	20,462	178	32	34,902	163,791	128,889	79%
4520	Pilot	670		1,024			1,694	2,115	421	20%
4540	Employee Benefits	7,022	67,029	114,916	6,143	683	195,793	95,907	(99,887)	-104%
4570	Collection Losses	0		0		0	0	3,417	3,417	100%
4590	COVID related Costs	0		0		0	0	0	0	0%
4580/90	Other General Expenses - Port Out Fees	0	14,415				14,415	13,333	(1,082)	-8%
<b>TOTAL GENERAL EXPENSES</b>		<b>17,991</b>	<b>85,376</b>	<b>136,402</b>	<b>6,321</b>	<b>715</b>	<b>246,805</b>	<b>278,563</b>	<b>31,758</b>	<b>11%</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>55,780</b>	<b>242,298</b>	<b>555,326</b>	<b>17,141</b>	<b>2,650</b>	<b>873,195</b>	<b>831,009</b>	<b>(42,186)</b>	<b>-5%</b>
<b>NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE EXPENSES</b>		<b>(34,744)</b>	<b>(75,627)</b>	<b>(230,968)</b>	<b>(6,180)</b>	<b>119</b>	<b>(347,401)</b>	<b>(274,931)</b>	<b>(72,470)</b>	<b>26%</b>
<b>NET INCOME (DEFICIT) BEFORE NON-ROUTINE, and INCLUDING SUBSIDY</b>		<b>(34,744)</b>	<b>(75,627)</b>	<b>86,026</b>	<b>(6,180)</b>	<b>80,870</b>	<b>50,344</b>	<b>99,315</b>	<b>(48,970)</b>	<b>-49%</b>
<b>NONROUTINE EXPENSES AND (CREDITS)</b>										
4610	Extraordinary Maintenance / Direct Use of Reserves	0	0	27,952		0	27,952	27,917	(35)	0%
4611	Equip. Purchased - Non Capitalized			10,853		0	10,853	6,250	(4,603)	-74%
4612	Restricted Reserve Expenditures			0		0	0	0	0	0%
4715	Housing Assistance Payments			0		80,751	80,751	80,751	0	0%
7520	Replacement of Equipment	0	0	16,513			16,513	9,000	(7,513)	-83%
7540	Betterments & Additions	0		0		0	0	0	0	0%
4801	Depreciation Expense			0		0	0	0	0	0%
<b>TOTAL NONROUTINE EXPENSES</b>		<b>0</b>	<b>0</b>	<b>55,318</b>	<b>0</b>	<b>80,751</b>	<b>136,069</b>	<b>123,918</b>	<b>(12,152)</b>	<b>-10%</b>
<b>2700 NET INCOME (DEFICIT)</b>		<b>(34,744)</b>	<b>(75,627)</b>	<b>30,707</b>	<b>(6,180)</b>	<b>119</b>	<b>(85,725)</b>	<b>(24,603)</b>	<b>(61,122)</b>	<b>248%</b>

See Accountants' Compilation Report

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

ASSETS

CASH - GENERAL FUND - DEV AND/OR OPS	\$ 896,565.51	
PETTY CASH	0.00	\$ 896,565.51
ACCOUNTS RECEIVABLE TENANTS - Net	12,059.17	
ALLOWANCE FOR DOUBTFUL ACCOUNTS - TENANTS	(4,120.24)	
ACCOUNTS RECEIVABLE - HUD	0.00	
ACCOUNTS RECEIVABLE - Other	0.00	7,938.93
ADVANCE - LIMITED REV FUND		25,000.00
PREPAID INSURANCE	71,075.00	
INVENTORY - MATERIALS	0.00	
DEFERRED CHARGES - OTHER	0.00	
DEFERRED CHARGES - RETIREMENT	12,704.00	
INTERPROGRAM DUE TO / DUE FROM	0.00	83,779.00
ACCUMULATED DEPRECIATION - STRUCTURES & EQUIP	(3,301,338.66)	
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	561,516.56	
BUILDINGS - EQ. TRANSFERRED IN	0.00	
DEFERRED OUTFLOW OF RESOURCES	45,482.00	1,006,669.18
<u>TOTAL ASSETS</u>		<u>\$ 2,019,952.62</u>

LIABILITIES AND SURPLUS

ACCOUNTS PAYABLE	\$ -	
BID DEPOSIT	0.00	
TENANT PET DEPOSITS	522.48	
ACCOUNTS PAYABLE - HUD	0.00	
PREPAID RENTS	720.00	
ACCOUNTS PAYABLE REV FUND	863,562.94	\$ 864,805.42
ACCRUED PAYROLL	2,227.02	
ACCRUED OTHER	33,522.37	
ACCRUED COMPENSATED ABSCENCES	7,136.56	
ACCRUED PILOT	12,224.52	55,110.47
DEFERRED INFLOWS	54,717.00	54,717.00
ACCRUED OPEB LIABILITY	130,631.00	
NET PENSION LIABILITY	124,799.00	255,430.00
INVESTMENT IN CAPITAL ASSETS, NET OF RELATED DEBT	961,187.18	
UNRESTRICTED NET ASSETS 40% of Max	128,111.88	
UNRESTRICTED NET ASSETS - OPEB	(164,958.00)	
UNRESTRICTED NET ASSETS - Pension Liab	(99,707.00)	
OPERATING TRANSFERS IN		824,634.06
CURRENT YEAR NET INCOME (DEFICIT)		(34,744.33)
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>\$ 2,019,952.62</u>

See Accountants' Compilation Report

**Salem Housing Authority**  
1 month ending

MA06-P055-003.7  
10/31/2025

39 units  
39 unit months

FENTON, EWALD & ASSOCIATES, P.C.  
29-Dec-25  
PSP

ACCOUNT NUMBER CLASSIFICATION	APPROVED BUDGET AMOUNT	PRO RATA BUDGET 1 Months	BUDGET P.U.M.	ACTUAL TO DATE P.U.M.	ACTUAL TO DATE AMOUNT	Favorable (Unfavorable)	ACTUAL AS A FACTOR OF PRO RATA	AVAILABLE REMAINDER OF YEAR
<b>OPERATING RECEIPTS</b>								
3110 Dwelling Receipts	183,783	15,315	392.70	403.17	15,723.75	409	1.027	168,059
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	2,500	64.10	57.35	2,236.81	(263)	0.895	27,763
3690 Other Income	22,200	1,850	47.44	78.85	3,075.00	1,225	1.662	19,125
7530 Sale of Equipment	0	0	0.00	0.00	0.00	0		0
<b>TOTAL OPERATING RECEIPTS</b>	<b>235,983</b>	<b>19,665</b>	<b>504.24</b>	<b>539.37</b>	<b>21,035.56</b>	<b>1,370</b>	<b>1.070</b>	<b>214,947</b>
<b>OPERATING EXPENDITURES</b>								
<b>ADMINISTRATIVE</b>								
4110 Salaries	39,891	3,324	85.24	103.98	4,055.06	(731)	1.220	35,836
4120 Compensated Absences	937	78	2.00	0.00	0.00	78	0.000	937
4130 Legal	5,000	417	10.68	18.35	715.82	(299)	1.718	4,284
4150 Travel	370	31	0.79	0.35	13.56	17	0.440	356
4170 Accounting Services	9,984	832	21.33	42.67	1,664.00	(832)	2.000	8,320
4171 Audit Fees	555	46	1.19	0.00	0.00	46	0.000	555
4180 Office Rent	0	0	0.00	0.00	0.00	0		0
4190 Sundry Admin	12,585	1,049	26.89	29.97	1,169.01	(120)	1.115	11,416
<b>TOTAL ADMINISTRATIVE EXPENSE</b>	<b>69,322</b>	<b>5,777</b>	<b>148.12</b>	<b>195.32</b>	<b>7,617.45</b>	<b>(1,841)</b>	<b>1.319</b>	<b>61,705</b>
4230 RESIDENT SERVICES UTILITIES	975	81	2.08	0.00	0.00	81	0.000	975
4310 Water	24,663	2,055	52.70	45.86	1,788.47	267	0.870	22,875
4320 Electricity	24,474	2,040	52.29	174.81	6,817.45	(4,778)	3.343	17,657
4330 Gas	15,821	1,318	33.81	10.63	414.65	904	0.315	15,406
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
<b>TOTAL UTILITIES EXPENSE</b>	<b>64,958</b>	<b>5,413</b>	<b>138.80</b>	<b>231.30</b>	<b>9,020.57</b>	<b>(3,607)</b>	<b>1.666</b>	<b>55,937</b>
<b>ORDINARY MAINTENANCE</b>								
4410 Labor	53,771	4,481	114.90	112.36	4,382.00	99	0.978	49,389
4420 Materials And Supplies	18,000	1,500	38.46	25.90	1,009.91	490	0.673	16,990
4430 Contract Costs	41,000	3,417	87.61	404.09	15,759.37	(12,343)	4.612	25,241
<b>TOTAL ORDINARY MAINTENANCE</b>	<b>112,771</b>	<b>9,398</b>	<b>240.96</b>	<b>542.34</b>	<b>21,151.28</b>	<b>(11,754)</b>	<b>2.251</b>	<b>91,620</b>
4480 PROTECTIVE SERVICES GENERAL EXPENSES	0	0	0.00	0.00	0.00	0		0
4510 Insurance	128,309	10,692	274.16	264.05	10,298.00	394	0.963	118,011
4520 Pilot	11,883	990	25.39	17.19	670.32	320	0.677	11,213
4530 Terminal Leave Payments	0	0	0.00	0.00	0.00	0		0
4540 Employee Benefits	37,749	3,146	80.66	180.06	7,022.27	(3,877)	2.232	30,727
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	83	2.14	0.00	0.00	83	0.000	1,000
4590 Sundry	0	0	0.00	0.00	0.00	0		0
<b>TOTAL GENERAL EXPENSES</b>	<b>178,941</b>	<b>14,912</b>	<b>382.35</b>	<b>461.30</b>	<b>17,990.59</b>	<b>(3,079)</b>	<b>1.206</b>	<b>160,950</b>
<b>TOTAL ROUTINE EXPENSES</b>	<b>426,967</b>	<b>35,581</b>	<b>912.32</b>	<b>1,430.25</b>	<b>55,779.89</b>	<b>(20,199)</b>	<b>1.568</b>	<b>371,187</b>
<b>NONROUTINE EXPENSES</b>								
4610 Nonroutine Maintenance	35,000	2,917	74.79	0.00	0.00	2,917	0.000	35,000
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
<b>TOTAL NONROUTINE EXPENDITURES</b>	<b>35,000</b>	<b>2,917</b>	<b>74.79</b>	<b>0.00</b>	<b>0.00</b>	<b>2,917</b>	<b>0.000</b>	<b>35,000</b>
Prior Yr. Adj. Affect Res. Rec.	0	0	0.00	0.00	0.00	0		0
<b>TOTAL OPERATING EXPENSES</b>	<b>461,967</b>	<b>38,497</b>	<b>987.11</b>	<b>1,430.25</b>	<b>55,779.89</b>	<b>(17,283)</b>	<b>1.449</b>	<b>406,187</b>
<b>NET INCOME(DEFICIT) BEFORE SUBSIDY</b>	<b>(225,984)</b>	<b>(18,832)</b>	<b>(482.87)</b>	<b>(890.88)</b>	<b>(34,744.33)</b>	<b>(15,912)</b>		
8020 Operating Subsidy	180,162	15,014	384.96	0.00	0.00	(15,014)	0.000	180,162
8020 Capital Fund	0	0	0.00	0.00	0.00	0		0
<b>RESIDUAL RECEIPTS (DEFICIT)</b>	<b>(45,822)</b>	<b>(3,819)</b>	<b>(97.91)</b>	<b>(890.88)</b>	<b>(34,744.33)</b>	<b>(30,926)</b>		

See Accountants' Compilation Report

HUD-52598

**ANALYSIS OF NONROUTINE EXPENDITURES**

Name of Local Authority <b>Salem Housing Authority</b>	Fiscal Year Ending Date <b>9/30/26</b>
Locality <b>27 Charter Street</b>	Report for Period Ended <b>10/31/2025</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	MA06-P055-003,7	TOTAL BUDGETED COST	ACTUAL COST	% Complete
	JOB DESCRIPTION	PROJECT NUMBER		Current Year	
	EXTRAORDINARY MAINTENANCE - ACCOUNT 4610				
	Turnover		30,000	0.00	
	Total - Account 4610		30,000	0.00	
	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 & Associates, PC  
 Title: Fee Accountants Date 12/29/25

HUD-52598

**ANALYSIS OF NONROUTINE EXPENDITURES**

Name of Local Authority <b>Salem Housing Authority</b>	Fiscal Year Ending Date <b>9/30/26</b>
Locality <b>27 Charter Street</b>	Report for Period Ended <b>10/31/2025</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	MA06-P055-003,7	TOTAL BUDGETED COST	ACTUAL COST	% Complete
	JOB DESCRIPTION	PROJECT NUMBER		Current Year	
	EXTRAORDINARY MAINTENANCE - ACCOUNT 4610				
	Turnover	Turnover	30,000	0.00	
	Total - Account 4610		30,000	0.00	
	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 & Associates, PC  
 Title: Fee Accountants Date 12/29/25

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

ASSETS

Cash - Voucher	\$1,658,445.98	
Petty Cash	0.00	\$1,658,445.98
<hr/>		
Accounts Receivable - Hud	0.00	
Accounts Receivable (Payable) - Mobilities	6,750.02	
Accounts Receivable -Fraud	226,463.00	
Accounts Receivable -Interprogram	0.00	233,213.02
<hr/>		
Advances To Revolving Fund		706,929.73
Investments	0.00	
FSS Escrow Balances	93,284.84	93,284.84
<hr/>		
Prepaid Insurance	10,408.00	
Deferred Outflows - Retirement	149,696.00	
Deferred Charges -Other	10,087.80	
Deferred Expenses - COVID-19 Related	0.00	170,191.80
<hr/>		
Land, Structures And Equipment - Net		465,704.46
Deferred Outflow of Resources		453,735.00
<hr/>		
<u>TOTAL ASSETS</u>		<u>\$3,781,504.83</u>

LIABILITIES AND SURPLUS

Accounts Payable - Revolving Fund	\$0.00	
Accounts Payable - HUD	277,721.00	
Current Portion Capital Project/Mortgage	40,870.00	\$318,591.00
<hr/>		
Accrued Compensated Absences - Current	73,789.18	
Accrued Payroll	31,824.49	
Accrued Liabilities	72,650.54	
Fss Escrow	93,284.84	271,549.05
<hr/>		
Deferred Fraud Income Charges	226,463.00	
Accrued Compensated Absences - Non-Current	87,150.45	
Long Term Portion Capital Project/Mortgage	286,911.00	
Accrued OPEB Liability	1,538,902.00	
Accrued Pension Liability	1,242,889.00	
Deferred Inflows of resources	629,933.00	4,012,248.45
<hr/>		
Invested in Capital Assets - net	137,923.46	
Unrestricted Net Assets - Admin	1,887,267.94	
Unrestricted Net Assets - OPEB	(1,943,284.00)	
Unrestricted Net Assets - Pension	(1,014,705.00)	
Restricted Net Assets - HAPs	147,738.00	(785,059.60)
<hr/>		
HUD PHA Grants - HAPs	2,133,364.00	
Less HAP Expenses	(2,099,494.00)	
Plus: Interest on HAP Reserves		
Plus: Fraud Receipts - HAP portion	5,932.50	39,802.50
<hr/>		
Expenditures for Equipment - Contra		0.00
Depreciation Expense		0.00
Net Surplus (Deficit) from Operations		(75,626.57)
<hr/>		
<u>TOTAL LIABILITIES AND SURPLUS</u>		<u>\$3,781,504.83</u>

See Accountants' Compilation Report

PSP  
29-Dec-25

SALEM HOUSING AUTHORITY  
SECTION 8 VOUCHER  
MONTHLY OPERATING STATEMENT  
1 Month Ending October 31, 2025

12/29/25

PSP  
Fenton, Ewald & Associates, P.C.

COMPUTATION OF ADMINISTRATIVE FEE EARNED:						Leasing %		
1st 600	rate	HUD % funding	> 600	rate	HUD % funding	Current Month:	86.68%	
Oct	600	157.17	88.513%	565	146.68	88.513%	Year to Date:	86.68%
Nov	-	157.17	88.513%	-	146.68	88.513%	Total	156,824.00
Dec	-	157.17	88.513%	-	146.68	88.513%		0.00
Jan	-	157.17	88.513%	-	146.68	88.513%		0.00
Feb	-	157.17	88.513%	-	146.68	88.513%		0.00
Mar	-	157.17	88.513%	-	146.68	88.513%		0.00
Apr	-	157.17	88.513%	-	146.68	88.513%		0.00
May	-	157.17	88.513%	-	146.68	88.513%		0.00
Jun	-	157.17	88.513%	-	146.68	88.513%		0.00
Jul	-	157.17	88.513%	-	146.68	88.513%		0.00
Aug	-	157.17	88.513%	-	146.68	88.513%		0.00
Sep	-	157.17	88.513%	-	146.68	88.513%		0.00
HUD Retro admin Fee - prior year								0.00
								<u>156,824.00</u>
600			1,165	565				
CARES Act Administrative Fees								0.00
TOTAL ADMINISTRATIVE FEE EARNED								<u>156,824.00</u>

	BUDGET		ACTUAL	Favorable	%
	BUDGET	BUDGET	1 months	(Unfavorable)	favorable
ADMINISTRATIVE FEE EARNED	1,951,630	162,636	156,824.00	(5,811.83)	-3.6%
INTEREST ON RESERVE FUNDS INVESTED	20,000	1,667	1,753.73	87.06	5.2%
MOBILITY FEE INCOME	24,738	2,062	2,160.81	99.31	4.8%
FRAUD RECOVERY RECEIPTS	80,000	6,667	5,932.50	(734.17)	-11.0%
FSS COORDINATOR	110,250	9,188	0.00	(9,187.50)	-100.0%
OTHER INCOME	0	0	0.00	0.00	
TOTAL OPERATING RECEIPTS	<u>2,186,618</u>	<u>182,218</u>	<u>166,671.04</u>	<u>(15,547.13)</u>	-8.5%
ADMINISTRATIVE SALARIES	1,103,338	91,945	113,774.28	(21,829.45)	-19.2%
COMPENSATED ABSENCES	22,067	1,839	0.00	1,838.92	
LEGAL	110,000	9,167	7,187.54	1,979.13	27.5%
TRAVEL	12,782	1,065	3,291.50	(2,226.33)	-67.6%
ACCOUNTING	28,192	2,349	4,532.00	(2,182.67)	-48.2%
AUDIT FEE	19,173	1,598	0.00	1,597.75	
OFFICE RENT	68,528	5,711	10,087.80	(4,377.13)	-43.4%
SUNDRY ADMINISTRATIVE	393,152	32,763	18,048.40	14,714.27	81.5%
DIRECT CHARGES TO PRE 2004 RESERVES	0	0	0.00	0.00	
INSURANCE	52,283	4,357	3,932.00	424.92	10.8%
EMPLOYEE BENEFITS	444,700	37,058	67,028.79	(29,970.46)	-44.7%
COVID19-related expenses	0	0	0.00	0.00	
OTHER GENERAL EXPENSES Ports Out Admin Fee	160,000	13,333	14,415.30	(1,081.97)	-7.5%
TOTAL ROUTINE NON-HAP EXPENSES	<u>2,414,215</u>	<u>201,185</u>	<u>242,297.61</u>	<u>(41,113.03)</u>	-17.0%
NET INCOME BEFORE NONROUTINE	<u>(227,597)</u>	<u>(18,966)</u>	<u>(75,626.57)</u>	<u>(56,660.15)</u>	298.7%
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>(18,966)</u>	<u>(75,626.57)</u>	<u>(56,660.15)</u>	

(75,626.57)

COMPUTATION OF EXCESS OR DEFICIENCY OF FUNDS RECEIVED			Voucher	
4715	HOUSING ASSISTANCE PAYMENTS (HAPs)			2,099,494.00
	less: Fraud Receipts - HAP portion	Max ACC		(5,932.50)
	less: Interest Earned on Excess Funds - HAP portion			
	TOTAL ANNUAL CONTRIBUTION USED TO DATE	percent used	98.1%	2,093,561.50
3801	AMOUNT OF ACC GRANT RECEIVED FROM HUD			2,133,364.00
	Amount (OVER) / UNDER Utilized			<u>39,802.50</u>



DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT  
BALANCE SHEET

Salem Housing Authority  
10/31/2025 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	420,655.02	
1112.1	Cash Administration Fund - Restricted	0.00	
1113	Cash - Escrow	0.00	
1114	Pet Deposit Fund Cash	8,157.69	
1117	Petty Cash	100.00	
1118	Change Fund	0.00	428,912.71
<b>ACCOUNTS RECEIVABLE</b>			
1121	Federal and DHCD--Section 8 Subsidy-Shelter Rent	0.00	
1122	Tenants Accounts Receivable	68,636.45	
1122.1	Tenants Accounts Receivable - Repayment (Contra)	0.00	
1123	Allowance for Doubtful Accounts - Dwelling Rents	(47,054.73)	
1124	Accounts Receivable - Fraud/Retroactive	249,603.83	
1124.1	Fraud/Retroactive- Contra	(249,603.83)	
1125	Accounts Receivable Subsidy	0.00	
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	371,581.72
<b>INVESTMENTS</b>			
1162	Investments - Unrestricted		3,373,957.31
<b>DEFERRED CHARGES</b>			
1211	Prepaid Expenses	33,854.00	
1212	Inventory/Net - Supplies	0.00	
1290	Deferred Charges - Other	912,155.00	946,009.00
<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	702,932.37	
1405	Leasehold Improvements	0.00	
1406	Accumulated Depreciation	(39,052,056.91)	
1407	Infrastructure	0.00	
1408	Capital Leases		4,731,564.00
<b>TOTAL ASSETS</b>			<b>9,852,024.74</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	8,157.69	
2115	Bid Deposits	0.00	
2117	Employee 's Payroll Deductions	0.00	
2118	Accounts Payable - Subsidy Overpayment	731,157.00	
2119	Accounts Payable - Interfund	657,279.83	
2120	Accounts Payable - Other	0.00	1,396,594.52
<b>ACCRUED LIABILITIES</b>			
2130.2	Accrued Contingent Liability	0.00	
2135	Accrued Compensated Absences - Current Portion	97,120.50	
2137	Payment in Lieu of Taxes (PILOT)	1,024.00	
2138	Accrued Payroll	47,624.85	
2139	Accrued Liabilities - Other	371,199.41	516,968.76
<b>DEFERRED CREDITS</b>			
2240	Tenants Prepaid Rents	0.00	
2290	Undistributed Credits	13,371.86	
2291	Deferred Revenue - Subsidy	0.00	
2292	Deferred Revenue - Other	902,240.00	915,611.86
<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	114,706.45	
2339	Other Non-Current Liabilities	0.00	
2339.1	Accrued OPEB Liability	4,119,864.00	4,234,570.45
<b>EQUITY (NET ASSETS)</b>			
2700	Net Income (Deficit)	47,220.56	
2802	Invested in Capital Assets, net of Related Debt	4,715,050.75	
2805	Net Assets - Restricted	0.00	
2806	Net Assets - Unrestricted	Max % 65.24%	2,348,644.84
2806.1	Net Assets - OPEB	(4,322,637.00)	2,788,279.15
<b>TOTAL LIABILITIES AND EQUITY</b>			<b>9,852,024.74</b>

See Accountants' Compilation Report

Salem Housing Authority  
1 month ending  
October 31, 2025

4001

676 units  
676 unit months

Fenton, Ewald & Associates, P.C.  
PSP 12/29/25

Number	Account Classification	Approved Budget Amount	Pro Rata Budget 1 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	319,932	473.27	434.42	293,669.96	(26,262)	0.918	3,545,511
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	5,000	7.40	2.60	1,757.46	(3,243)	0.351	58,243
3611	Interest on Investments - Restricted	0	0	0.00	0.00	0.00	0		0
3690	Other Revenue	30,000	2,500	3.70	8.01	5,416.67	2,917	2.167	24,583
3950	Operating Grants	0	0	0.00	0.00	0.00	0		0
3691	Other Revenue Retained	139,321	11,610	17.17	34.78	23,513.73	11,904	2.025	115,807
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	278,481	411.95	468.93	316,994.00	38,513	1.138	3,024,778
<b>TOTAL OPERATING RECEIPTS</b>		<b>7,410,274</b>	<b>617,523</b>	<b>913.50</b>	<b>948.75</b>	<b>641,351.82</b>	<b>23,829</b>	<b>1.039</b>	<b>6,768,922</b>
<b>OPERATING EXPENDITURES</b>									
<b>ADMINISTRATIVE</b>									
4110	Administration Salaries	706,989	58,916	87.15	134.29	90,783.09	(31,867)	1.541	616,206
4120	Compensated Absences	0	0	0.00	0.00	0.00	0		0
4130	Legal	270,000	22,500	33.28	41.40	27,987.01	(5,487)	1.244	242,013
4140	Compensation-Board Members	26,325	2,194	3.25	0.00	0.00	2,194	0.000	26,325
4150	Travel And Related Expenses	6,848	571	0.84	0.34	232.21	338	0.407	6,616
4170	Accounting Services	19,542	1,629	2.41	4.71	3,182.00	(1,554)	1.954	16,360
4171	Audit Services	15,630	1,303	1.93	0.00	0.00	1,303	0.000	15,630
4180	Penalties & Interest	0	0	0.00	0.00	0.00	0		0
4190	Administrative Other	195,900	16,325	24.15	23.21	15,687.82	637	0.961	180,212
4190.1	Mixed Population	147,782	12,315	18.22	0.00	0.00	12,315	0.000	147,782
4191	Resident Services	10,375	865	1.28	0.00	0.00	865	0.000	10,375
<b>TOTAL ADMINISTRATIVE EXPENSE</b>		<b>1,399,391</b>	<b>116,616</b>	<b>172.51</b>	<b>203.95</b>	<b>137,872.13</b>	<b>(21,256)</b>	<b>1.182</b>	<b>1,261,519</b>
<b>UTILITIES</b>									
4310	Water & Sewer	508,869	42,406	62.73	66.70	45,089.50	(2,684)	1.063	463,780
4320	Electricity	859,245	71,604	105.92	8.16	5,519.09	66,085	0.077	853,726
4330	Gas	113,944	9,495	14.05	4.69	3,172.46	6,323	0.334	110,772
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	95.30	64,425.26	(64,425)		
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>123,505</b>	<b>182.70</b>	<b>174.86</b>	<b>118,206.31</b>	<b>5,299</b>	<b>0.957</b>	<b>1,428,277</b>
<b>ORDINARY MAINTENANCE</b>									
4410	Maintenance Labor	860,342	71,695	106.06	122.93	83,099.48	(11,404)	1.159	777,243
4420	Materials And Supplies	300,000	25,000	36.98	33.17	22,421.58	2,578	0.897	277,578
4430	Contract Costs	461,000	38,417	56.83	84.80	57,324.64	(18,908)	1.492	403,675
<b>TOTAL ORDINARY MAINTENANCE</b>		<b>1,621,342</b>	<b>135,112</b>	<b>199.87</b>	<b>240.90</b>	<b>162,845.70</b>	<b>(27,734)</b>	<b>1.205</b>	<b>1,458,496</b>
<b>GENERAL EXPENSE</b>									
4510	Insurance	1,781,993	148,499	219.67	30.27	20,462.00	128,037	0.138	1,761,531
4520	Pilot	13,500	1,125	1.66	1.51	1,024.00	101	0.910	12,476
4540	Employee Benefit Contr.	631,833	52,653	77.89	169.99	114,916.03	(62,263)	2.183	516,917
4541	Employee Benefit Contr. OPEB	0	0	0.00	0.00	0.00	0		0
4570	Collection Losses	40,000	3,333	4.93	0.00	0.00	3,333	0.000	40,000
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>205,611</b>	<b>304.16</b>	<b>201.78</b>	<b>136,402.03</b>	<b>69,208</b>	<b>0.663</b>	<b>2,330,924</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>6,970,117</b>	<b>580,843</b>	<b>859.24</b>	<b>821.49</b>	<b>555,326.17</b>	<b>25,517</b>	<b>0.956</b>	<b>6,479,216</b>
<b>NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE Expenses</b>									
		<b>(2,901,615)</b>	<b>(241,801)</b>	<b>-357.69</b>	<b>-341.67</b>	<b>(230,968.35)</b>	<b>10,833</b>	<b>0.955</b>	<b>(2,735,072)</b>
<b>NET INCOME (DEFICIT) before NON-ROUTINE, and INCLUDING SUBSIDY</b>									
		<b>440,157</b>	<b>36,680</b>	<b>54.26</b>	<b>127.26</b>	<b>86,025.65</b>	<b>49,346</b>	<b>2.345</b>	<b>289,706</b>
<b>NONROUTINE EXPENSES AND (CREDITS)</b>									
4610	Extraordinary Maintenance	300,000	25,000	36.98	41.35	27,952.00	(2,952)	1.118	272,048
4611	Equip. Purchased - Non Capitalized	75,000	6,250	9.25	16.05	10,853.09	(4,603)	1.736	64,147
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>31,250</b>	<b>46.23</b>	<b>57.40</b>	<b>38,805.09</b>	<b>(7,555)</b>		
<b>CAPITAL EXPENDITURES</b>									
7520	Replacement of Equipment-Capitalized	108,000	9,000	13.31	24.43	16,513.25	(7,513)		
7540	Betterments & Additions - Capitalized	0	0	0.00	0.00	0.00	0		
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>108,000</b>	<b>9,000</b>	<b>13.31</b>	<b>24.43</b>	<b>16,513.25</b>	<b>(7,513)</b>		
<b>NET INCOME (DEFICIT) FROM OPERATIONS</b>									
		<b>(42,843)</b>	<b>(3,570)</b>	<b>-5.28</b>	<b>45.43</b>	<b>30,707.31</b>	<b>34,278</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>(3,570)</b>	<b>-5.28</b>	<b>45.43</b>	<b>30,707.31</b>	<b>34,278</b>		

Operating Subsidy Earned year-to-date	\$316,994
Operating Subsidy Rec'd year-to-date	\$1,048,151
Amount (Over) or Under Subsidized	(\$731,157)

**ANALYSIS OF NONROUTINE EXPENDITURES AND CREDITS**

Name of Local Authority <b>Salem Housing Authority</b>				Fiscal Year Ending Date <b>9/30/2026</b>		
Development Nos. <b>4001</b>				Report for Period Ended <b>October 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		27,952.00
		November				0.00
		December				0.00
		January				0.00
		February				0.00
		March				0.00
		April				0.00
		May				0.00
		June				0.00
		July				0.00
		August				0.00
		September				0.00
	<b>Total - Account 4610</b>			<b>300,000</b>		<b>27,952.00</b>
	<b>Non-Capitalized Equipment - Account 4611</b>					
	Appliances			25,000		2,006.09
	Equipment			20,000		8,847.00
	Dumpsters			30,000		0.00
	<b>Total - Account 4611</b>			<b>75,000</b>		<b>10,853.09</b>
	<b>Restricted Reserve Expenditures - Account 4612</b>					
	<b>Total - Account 4612</b>			<b>-</b>		<b>0.00</b>
	<b>Replacement of Nonexpendable Equip. - Account 7520</b>					
	Pickup Truck			48,000		
	Spider Lift			40,000		
	Snow Machine			20,000		
	Utility Cart					16,513.25
	<b>Total - Account 7520</b>			<b>108,000</b>		<b>16,513.25</b>
	<b>Property Betterments and Additions - Account 7540</b>					
	<b>Total - Account 7540</b>			<b>0</b>		<b>0.00</b>

Fenton, Ewald & Associates, PC  
PSP 12/29/25

See Accountants' Compilation Report

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

**Assets**

Cash - Management Services		\$0.00
A/R - Marblehead Housing Authority	10,961.00	
A/R - Revolving Fund	<u>737,689.42</u>	748,650.42
Deferred Charges - Prepaid Expenses		10,990.00
Fixed Assets - Net		0.00
Deferred Outflows of Resources		9,400.00
		<hr/>
Total Assets		<u><u>\$769,040.42</u></u>

**Liabilities and Surplus**

Accounts Payable - Vendors		0.00
Accounts Payable - Revolving Fund		0.00
Accrued Compensated Absences	8,521.91	
Accrued Payroll	1,480.23	
Other Accrued Liabilities	<u>8,128.52</u>	18,130.66
Accrued OPEB Liability		107,532.00
Accrued Pension Liability		(7,909.00)
Deferred Inflows of Resources		40,188.00
Unrestricted Net Assets	747,689.92	
Invested in Capital Assets	0.00	
OPEB Reserves - GASB 75	(135,789.00)	
Pension Reserves - GASB 68	<u>5,378.00</u>	617,278.92
Net Income (Deficit) - Current Year		(6,180.16)
		<hr/>
Total Liabilities and Surplus		<u><u>\$769,040.42</u></u>

See Accountants' Compilation Report

**Salem Housing Authority  
Management Fund  
Monthly Operating Statement  
1 month ending October 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	10,961.00	10,961.00	-
3110.2	Developer Fees	-	-	-	-
3690	Other Operating Receipts	20,000.00	1,667.00	-	(1,667.00)
<b>Total Operating Receipts</b>		<u>151,532.00</u>	<u>12,628.00</u>	<u>10,961.00</u>	<u>(1,667.00)</u>
<b>Operating Expenditures</b>					
4110	Administration Salaries	76,972.00	6,414.00	6,414.34	(0.34)
4120	Compensated Absences	-	-	-	-
4130	Legal	2,000.00	167.00	1,290.00	(1,123.00)
4150	Travel and Related Expenses	-	-	-	-
4170	Accounting Services	5,256.00	438.00	876.00	(438.00)
4171	Audit Services	-	-	-	-
4190	Administrative Other	18,000.00	1,500.00	2,239.97	(739.97)
4510	Insurance	2,468.00	206.00	178.00	28.00
4540	Employee Benefits	31,074.00	2,590.00	6,142.85	(3,552.85)
<b>Total Administrative Expenses</b>		<u>135,770.00</u>	<u>11,315.00</u>	<u>17,141.16</u>	<u>(5,826.16)</u>
<b>Net Income (Deficit) before Non Cash Expenses</b>		<b>15,762.00</b>	<b>1,313.00</b>	<b>(6,180.16)</b>	<b>(7,493.16)</b>
4541	Post Employment Benefits - OPEB	-	-	-	-
4542	Pension Expense - GASB 68	-	-	-	-
4801	Depreciation Expense	-	-	-	-
<b>Net Income (Deficit) after Non Cash Expenses</b>		<u>15,762.00</u>	<u>1,313.00</u>	<u>(6,180.16)</u>	<u>(7,493.16)</u>

See Accountants' Compilation Report

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT  
BALANCE SHEET

Salem Housing Authority  
10/31/2025 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	227,336.54	
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	227,336.54
<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	37,493.29	
1131	Allowance for Doubtful Accounts - Other	0.00	
1145	Accrued Interest Receivable	0.00	37,493.29
<b>INVESTMENTS</b>			
1162	Investments - Unrestricted		0.00
<b>DEFERRED CHARGES</b>			
1211	Prepaid Expenses	96.00	
1212	Inventory/Net - Supplies and Fuel	0.00	
1290	Deferred Charges - Other	6,445.00	6,541.00
<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>271,370.83</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	14,559.00	
2119	Accounts Payable - Interfund	0.00	
2120	Accounts Payable - Other	0.00	14,559.00
<b>ACCRUED LIABILITIES</b>			
2130.2	Accrued Contingent Liability	0.00	
2135	Accrued Compensated Absences - Current Portion	986.73	
2137	Payment in Lieu of Taxes (PILOT)	0.00	
2138	Accrued Payroll	406.00	
2139	Accrued Liabilities - Other	710.03	2,102.76
<b>DEFERRED CREDITS</b>			
2240	Tenants Prepaid Rents	0.00	
2290	Undistributed Credits	0.00	
2291	Deferred Revenue - Subsidy	84,370.00	
2292	Deferred Revenue - Other	7,754.00	92,124.00
<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	1,165.40	
2339	Other Non-Current Liabilities	28,344.00	29,509.40
<b>EQUITY (NET ASSETS)</b>			
2700	Net Income (Deficit)	118.84	
2802	Invested in Capital Assets, net of Related Debt	0.00	
2805	Net Assets - Restricted	0.00	
2806	Net Assets - Unrestricted	Max % 33.11% 164,465.83	
2806.1/2	Net Assets - Unrestricted for OPEB & Pension Liability	(31,509.00)	133,075.67
<b>TOTAL LIABILITIES AND EQUITY</b>			<b>271,370.83</b>

See Accountants' Compilation Report

Salem Housing Authority MRVP/DMH  
1 month ending  
October 31, 2025

16 units  
50 unit months

Fenton, Ewald & Associates, P.C.  
PSP 12/29/25

Account Number	Classification	Approved Budget Amount	Pro Rata Budget 1 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	2,475	49.50	55.00	2,750.00	275	1.111	26,950
3610	Interest on Investments - Unrestricted	600	50	1.00	0.37	18.65	(31)	0.373	581
3611	Interest on Investments - Restricted	-	-	-	-	-	0	-	0
3690	Other Revenue	-	-	-	-	-	0	-	0
3691	Other Revenue Retained	-	-	-	-	-	0	-	0
3802	Operating Subsidy - MRVP Landlords	969,012	80,751	1,615.02	1,615.02	80,751.00	0	1.000	888,261
<b>TOTAL OPERATING RECEIPTS</b>		<b>999,312</b>	<b>83,276</b>	<b>1,665.52</b>	<b>1,670.39</b>	<b>83,519.65</b>	<b>244</b>	<b>1.003</b>	<b>915,792</b>
<b>OPERATING EXPENDITURES</b>									
<b>ADMINISTRATIVE</b>									
4110	Administration Salaries	13,765	1,147	22.94	29.08	1,454.21	(307)	1.268	12,311
4120	Compensated Absences	-	-	-	-	-	0	-	0
4130	Legal	500	42	0.83	0.05	2.40	39	0.058	498
4140	Compensation-Board Members	-	-	-	-	-	0	-	0
4150	Travel And Related Expenses	-	-	-	-	-	0	-	0
4170	Accounting Services	1,668	139	2.78	5.56	278.00	(139)	2.000	1,390
4171	Audit Services	642	54	1.07	-	-	54	0.000	642
4180	Penalties & Interest	-	-	-	-	-	0	-	0
4190	Administrative Other	2,500	208	4.17	4.00	199.97	8	0.960	2,300
4190.1	Mixed Population Salary	-	-	-	-	-	0	-	0
4191	Resident Services	-	-	-	-	-	0	-	0
<b>TOTAL ADMINISTRATIVE EXPENSE</b>		<b>19,075</b>	<b>1,590</b>	<b>31.79</b>	<b>38.69</b>	<b>1,934.58</b>	<b>(345)</b>	<b>1.217</b>	<b>17,140</b>
<b>GENERAL EXPENSE</b>									
4510	Insurance	439	37	0.73	0.64	32.00	5	0.875	407
4540	Employee Benefit Contr.	5,524	460	9.21	13.66	683.23	(223)	1.484	4,841
4570	Collection Losses	-	-	-	-	-	0	-	0
4580/90	Interest & Other General Expenses	-	-	-	-	-	0	-	0
<b>TOTAL GENERAL EXPENSES</b>		<b>5,963</b>	<b>497</b>	<b>9.94</b>	<b>14.30</b>	<b>715.23</b>	<b>(218)</b>	<b>1.439</b>	<b>5,248</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>25,038</b>	<b>2,087</b>	<b>41.73</b>	<b>53.00</b>	<b>2,649.81</b>	<b>(563)</b>	<b>1.270</b>	<b>22,388</b>
<b>NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE EXPENSES</b>		<b>5,262</b>	<b>439</b>	<b>8.77</b>	<b>2.38</b>	<b>118.84</b>	<b>(320)</b>	<b>0.271</b>	<b>5,143</b>
<b>NET INCOME (DEFICIT) before NON-ROUTINE, and INCLUDING SUBSIDY</b>		<b>974,274</b>	<b>81,190</b>	<b>1,623.79</b>	<b>1,617.40</b>	<b>80,869.84</b>	<b>(320)</b>	<b>0.996</b>	<b>893,404</b>
<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	969,012	80,751	1,615.02	1,615.02	80,751.00	0	1.000	888,261
<b>TOTAL NONROUTINE EXPENSES</b>		<b>969,012</b>	<b>80,751</b>	<b>1,615.02</b>	<b>1,615.02</b>	<b>80,751.00</b>	<b>0</b>	<b>1.000</b>	<b>888,261</b>
<b>NET INCOME (DEFICIT) FROM OPERATIONS</b>		<b>5,262</b>	<b>439</b>	<b>8.77</b>	<b>2.38</b>	<b>118.84</b>	<b>(320)</b>	<b>0.271</b>	<b>5,143</b>
2700	Depreciation Expense	-	-	-	-	-	-	-	-
4541	Employee Benefits - GASB 45	-	-	-	-	-	-	-	-
4542	Pension Expense - GASB 68	-	-	-	-	-	-	-	-
<b>NET CHANGE IN UNRESTRICTED NET ASSET:</b>		<b>5,262</b>	<b>439</b>	<b>8.77</b>	<b>2.38</b>	<b>118.84</b>	<b>(320)</b>	<b>0.271</b>	<b>5,143</b>

See Accountants' Compilation Report

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

**OFFICE: (781) 444-6630**  
**FAX (781) 444-6836**  
**E-MAIL: 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 **November 30, 2025**, and the related statements of Revenues and Expenses for the **2** 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 Nonroutine 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 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 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.***

*Fenton, Ewald & Associates P.C.*

Needham, Massachusetts  
Dated: December 31, 2025

Salem Housing Authority  
2 months ending  
November 30, 2025

AGENCY WIDE OPERATING STATEMENT  
Year To Date Actual

Fenton, Ewald & Associates, P.C.

12/31/2025

Account Number	Classification	Federal Conventional	Section 8 HCVP	State Consolidated 409-1	Admin. Management Program	MRVP	Total	Pro-Rated Budget	% Favorable (Unfavorable)	% Favorable (Unfavorable)
<b>OPERATING RECEIPTS</b>										
3110	Shelter Rent - Tenant	31,244		642,069			673,312	670,494	2,818	0%
3115	Shelter Rent - Federal Sect. 8			0			0	0	0	0%
3190	Non Dwelling Rentals	0		0			0	0	0	0%
3400	Administrative Fees (S8, MOB, MRVP)		312,999	0	21,922	5,500	340,421	352,144	(11,723)	-3%
3610	Interest on Investments - Unrestricted	4,166	3,341	3,232	0	39	10,778	13,433	(7,656)	-42%
3611	Interest on Investments - Restricted			0		0	0	0	0	0%
3690	Other Revenue	3,150	13,870	10,954	4,503	0	32,476	47,865	(15,389)	-32%
3950	Operating Grants			0			0	0	0	0%
3691	Other Revenue Retained			42,522		0	42,522	23,220	19,302	83%
3801	Operating Subsidy	22,098		585,753		163,947	771,798	750,936	20,862	3%
<b>TOTAL OPERATING RECEIPTS</b>		<b>60,657</b>	<b>330,210</b>	<b>1,284,530</b>	<b>26,425</b>	<b>169,436</b>	<b>1,871,308</b>	<b>1,863,092</b>	<b>8,216</b>	<b>0%</b>
<b>OPERATING EXPENDITURES</b>										
<b>ADMINISTRATIVE</b>										
4110	Administration Salaries	7,291	217,617	163,014	12,829	2,804	403,554	323,493	(80,062)	-25%
4120	Compensated Absences	0	0	0	0	0	0	3,834	3,834	100%
4130	Legal	922	18,981	31,737	1,568	111	53,318	64,583	11,265	17%
4140	Compensation-Board Members			7,336		0	7,336	4,388	(2,949)	-67%
4150	Travel And Related Expenses	14	4,816	247	0	0	5,078	3,333	(1,744)	-52%
4170	Accounting Services	1,564	4,532	3,182	876	278	10,532	10,774	242	2%
4171	Audit Services	0	0	0	0	0	0	6,000	6,000	100%
4180	Office Rent	0	15,643	0	0	0	15,643	11,421	(4,221)	-37%
4190	Administrative Other	4,181	36,216	31,276	4,833	374	76,880	103,690	26,810	26%
4190.1	Mixed Population Salary		0	0	0	0	0	24,630	24,630	100%
<b>TOTAL ADMINISTRATIVE EXPENSE</b>		<b>14,072</b>	<b>297,804</b>	<b>236,793</b>	<b>20,105</b>	<b>3,567</b>	<b>572,340</b>	<b>556,146</b>	<b>(16,195)</b>	<b>-3%</b>
4230	Resident Services	0		0		0	0	1,892	1,892	100%
<b>UTILITIES</b>										
4310	Water & Sewer	3,732		78,193			81,924	88,922	6,998	8%
4320	Electricity	6,969		6,697			13,666	147,287	133,621	91%
4330	Gas	1,277		8,407			9,684	21,628	11,944	55%
4340	Fuel	0		0			0	0	0	0%
4360	Energy Conservation	0		0			0	0	0	0%
4390	Other	0		149,445			149,445	0	(149,445)	#DIV/0!
<b>TOTAL UTILITIES EXPENSE</b>		<b>11,978</b>	<b>0</b>	<b>242,741</b>	<b>0</b>	<b>0</b>	<b>254,719</b>	<b>257,836</b>	<b>3,117</b>	<b>1%</b>
<b>ORDINARY MAINTENANCE</b>										
4410	Maintenance Labor	8,807		147,914			156,721	152,352	(4,369)	-3%
4420	Materials And Supplies	2,878		23,119			25,998	53,000	27,002	51%
4430	Contract Costs	21,534		75,227			96,761	83,667	(13,094)	-16%
<b>TOTAL ORDINARY MAINTENANCE</b>		<b>33,219</b>	<b>0</b>	<b>246,261</b>	<b>0</b>	<b>0</b>	<b>279,480</b>	<b>289,019</b>	<b>9,539</b>	<b>3%</b>
<b>GENERAL EXPENSE</b>										
4510	Insurance	20,594	7,864	26,168	356	64	55,046	327,582	272,536	83%
4520	Pilot	1,927		2,048			3,975	4,231	256	6%
4540	Employee Benefits	8,858	89,287	145,569	7,661	944	252,319	191,813	(60,506)	-32%
4570	Collection Losses	0		4,130		0	4,130	6,833	2,703	40%
4590	COVID related Costs		0	0		0	0	0	0	0%
4580/90	Other General Expenses - Port Out Fees	0	28,724				28,724	26,667	(2,057)	-8%
<b>TOTAL GENERAL EXPENSES</b>		<b>31,378</b>	<b>125,875</b>	<b>177,915</b>	<b>8,017</b>	<b>1,008</b>	<b>344,193</b>	<b>557,126</b>	<b>212,933</b>	<b>38%</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>90,648</b>	<b>423,678</b>	<b>903,710</b>	<b>28,122</b>	<b>4,575</b>	<b>1,450,733</b>	<b>1,662,018</b>	<b>211,285</b>	<b>13%</b>
<b>NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE EXPENSES</b>										
		<b>(52,089)</b>	<b>(93,468)</b>	<b>(204,933)</b>	<b>(1,698)</b>	<b>964</b>	<b>(351,223)</b>	<b>(549,862)</b>	<b>198,639</b>	<b>-36%</b>
<b>NET INCOME (DEFICIT) BEFORE NON-ROUTINE, and INCLUDING SUBSIDY</b>										
		<b>(29,990)</b>	<b>(93,468)</b>	<b>380,820</b>	<b>(1,698)</b>	<b>164,911</b>	<b>420,575</b>	<b>201,074</b>	<b>219,501</b>	<b>109%</b>
<b>NONROUTINE EXPENSES AND (CREDITS)</b>										
4610	Extraordinary Maintenance / Direct Use of Reserves	0	0	27,952		0	27,952	55,833	27,881	50%
4611	Equip. Purchased - Non Capitalized			16,041		0	16,041	12,500	(3,541)	-28%
4612	Restricted Reserve Expenditures			0		0	0	0	0	0%
4715	Housing Assistance Payments			0		163,947	163,947	163,947	0	0%
7520	Replacement of Equipment	0	0	16,513			16,513	18,000	1,487	8%
7540	Betterments & Additions	0		0			0	0	0	0%
4801	Depreciation Expense			0			0	0	0	0%
<b>TOTAL NONROUTINE EXPENSES</b>		<b>0</b>	<b>0</b>	<b>60,506</b>	<b>0</b>	<b>163,947</b>	<b>224,453</b>	<b>250,280</b>	<b>25,827</b>	<b>10%</b>
<b>2700 NET INCOME (DEFICIT)</b>		<b>(29,990)</b>	<b>(93,468)</b>	<b>320,314</b>	<b>(1,698)</b>	<b>964</b>	<b>196,122</b>	<b>(49,206)</b>	<b>245,328</b>	<b>-499%</b>

See Accountants' Compilation Report

**Salem Housing Authority**  
 PROJECT MA06-P055-003,7  
 BALANCE SHEET - November 30, 2025

ASSETS

CASH - GENERAL FUND - DEV AND/OR OPS	\$ 841,263.59	
PETTY CASH	0.00	\$ 841,263.59
ACCOUNTS RECEIVABLE TENANTS - Net	9,721.57	
ALLOWANCE FOR DOUBTFUL ACCOUNTS - TENANTS	(4,120.24)	
ACCOUNTS RECEIVABLE - HUD	0.00	
ACCOUNTS RECEIVABLE - Other	0.00	5,601.33
ADVANCE - LIMITED REV FUND		25,000.00
PREPAID INSURANCE	60,779.00	
INVENTORY - MATERIALS	0.00	
DEFERRED CHARGES - OTHER	0.00	
DEFERRED CHARGES - RETIREMENT	11,116.00	
INTERPROGRAM DUE TO / DUE FROM	0.00	71,895.00
ACCUMULATED DEPRECIATION - STRUCTURES & EQUIP	(3,301,338.66)	
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	777,945.11	
BUILDINGS - EQ. TRANSFERRED IN	0.00	
DEFERRED OUTFLOW OF RESOURCES	45,482.00	1,223,097.73
<u>TOTAL ASSETS</u>		<u>\$ 2,166,857.65</u>

LIABILITIES AND SURPLUS

ACCOUNTS PAYABLE	\$ -	
BID DEPOSIT	0.00	
TENANT PET DEPOSITS	522.48	
ACCOUNTS PAYABLE - HUD	0.00	
PREPAID RENTS	720.00	
ACCOUNTS PAYABLE REV FUND	885,347.80	\$ 886,590.28
ACCRUED PAYROLL	2,227.02	
ACCRUED OTHER	52,632.37	
ACCRUED COMPENSATED ABSCENCES	7,136.56	
ACCRUED PILOT	13,480.71	75,476.66
DEFERRED INFLOWS	54,717.00	54,717.00
ACCRUED OPEB LIABILITY	130,631.00	
NET PENSION LIABILITY	124,799.00	255,430.00
INVESTMENT IN CAPITAL ASSETS, NET OF RELATED DEBT	961,187.18	
UNRESTRICTED NET ASSETS 86% of Max	128,111.88	
UNRESTRICTED NET ASSETS - OPEB	(164,958.00)	
UNRESTRICTED NET ASSETS - Pension Liab	(99,707.00)	
OPERATING TRANSFERS IN		824,634.06
CURRENT YEAR NET INCOME (DEFICIT)		70,009.65
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>\$ 2,166,857.65</u>

See Accountants' Compilation Report

**Salem Housing Authority**  
2 months ending

MA06-P055-003,7  
11/30/2025

39 units  
78 unit months

FENTON, EWALD & ASSOCIATES, P.C.  
31-Dec-25

PSP

ACCOUNT NUMBER CLASSIFICATION	APPROVED BUDGET AMOUNT	PRO RATA BUDGET 2 Months	BUDGET P.U.M.	ACTUAL TO DATE P.U.M.	ACTUAL TO DATE AMOUNT	Favorable (Unfavorable)	ACTUAL AS A FACTOR OF PRO RATA	AVAILABLE REMAINDER OF YEAR
<b>OPERATING RECEIPTS</b>								
3110 Dwelling Receipts	183,783	30,631	392.70	400.56	31,243.50	613	1.020	152,540
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	5,000	64.10	53.40	4,165.52	(834)	0.833	25,834
3690 Other Income	22,200	3,700	47.44	40.38	3,150.00	(550)	0.851	19,050
7530 Sale of Equipment	0	0	0.00	0.00	0.00	0		0
<b>TOTAL OPERATING RECEIPTS</b>	<b>235,983</b>	<b>39,331</b>	<b>504.24</b>	<b>494.35</b>	<b>38,559.02</b>	<b>(771)</b>	<b>0.980</b>	<b>197,424</b>
<b>OPERATING EXPENDITURES</b>								
<b>ADMINISTRATIVE</b>								
4110 Salaries	39,891	6,649	85.24	93.48	7,291.25	(643)	1.097	32,600
4120 Compensated Absences	937	156	2.00	0.00	0.00	156	0.000	937
4130 Legal	5,000	833	10.68	11.82	921.81	(88)	1.106	4,078
4150 Travel	370	62	0.79	0.18	14.33	47	0.232	356
4170 Accounting Services	9,984	1,664	21.33	21.33	1,664.00	0	1.000	8,320
4171 Audit Fees	555	93	1.19	0.00	0.00	93	0.000	555
4180 Office Rent	0	0	0.00	0.00	0.00	0		0
4190 Sundry Admin	12,585	2,098	26.89	53.60	4,181.02	(2,084)	1.993	8,404
<b>TOTAL ADMINISTRATIVE EXPENSE</b>	<b>69,322</b>	<b>11,554</b>	<b>148.12</b>	<b>180.42</b>	<b>14,072.41</b>	<b>(2,519)</b>	<b>1.218</b>	<b>55,250</b>
4230 RESIDENT SERVICES UTILITIES	975	163	2.08	0.00	0.00	163	0.000	975
4310 Water	24,663	4,111	52.70	47.84	3,731.78	379	0.908	20,931
4320 Electricity	24,474	4,079	52.29	89.35	6,969.48	(2,890)	1.709	17,505
4330 Gas	15,821	2,637	33.81	16.37	1,277.16	1,360	0.484	14,544
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
<b>TOTAL UTILITIES EXPENSE</b>	<b>64,958</b>	<b>10,826</b>	<b>138.80</b>	<b>153.57</b>	<b>11,978.42</b>	<b>(1,152)</b>	<b>1.106</b>	<b>52,980</b>
<b>ORDINARY MAINTENANCE</b>								
4410 Labor	53,771	8,962	114.90	112.91	8,806.88	155	0.983	44,964
4420 Materials And Supplies	18,000	3,000	38.46	36.90	2,878.25	122	0.959	15,122
4430 Contract Costs	41,000	6,833	87.61	276.07	21,533.75	(14,700)	3.151	19,466
<b>TOTAL ORDINARY MAINTENANCE</b>	<b>112,771</b>	<b>18,795</b>	<b>240.96</b>	<b>425.88</b>	<b>33,218.88</b>	<b>(14,424)</b>	<b>1.767</b>	<b>79,552</b>
4480 PROTECTIVE SERVICES GENERAL EXPENSES	0	0	0.00	0.00	0.00	0		0
4510 Insurance	128,309	21,385	274.16	264.03	20,594.00	791	0.963	107,715
4520 Pilot	11,883	1,981	25.39	24.70	1,926.51	54	0.973	9,956
4530 Terminal Leave Payments	0	0	0.00	0.00	0.00	0		0
4540 Employee Benefits	37,749	6,292	80.66	113.56	8,857.57	(2,566)	1.408	28,891
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	167	2.14	0.00	0.00	167	0.000	1,000
4590 Sundry	0	0	0.00	0.00	0.00	0		0
<b>TOTAL GENERAL EXPENSES</b>	<b>178,941</b>	<b>29,824</b>	<b>382.35</b>	<b>402.28</b>	<b>31,378.08</b>	<b>(1,555)</b>	<b>1.052</b>	<b>147,563</b>
<b>TOTAL ROUTINE EXPENSES</b>	<b>426,967</b>	<b>71,161</b>	<b>912.32</b>	<b>1,162.15</b>	<b>90,647.79</b>	<b>(19,487)</b>	<b>1.274</b>	<b>336,319</b>
<b>NONROUTINE EXPENSES</b>								
4610 Nonroutine Maintenance	35,000	5,833	74.79	0.00	0.00	5,833	0.000	35,000
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
<b>TOTAL NONROUTINE EXPENDITURES</b>	<b>35,000</b>	<b>5,833</b>	<b>74.79</b>	<b>0.00</b>	<b>0.00</b>	<b>5,833</b>	<b>0.000</b>	<b>35,000</b>
Prior Yr. Adj. Affect Res. Rec.	0	0	0.00	0.00	0.00	0		0
<b>TOTAL OPERATING EXPENSES</b>	<b>461,967</b>	<b>76,995</b>	<b>987.11</b>	<b>1,162.15</b>	<b>90,647.79</b>	<b>(13,653)</b>	<b>1.177</b>	<b>371,319</b>
<b>NET INCOME(DEFICIT)BEFORE SUBSIDY</b>	<b>(225,984)</b>	<b>(37,664)</b>	<b>(482.87)</b>	<b>(667.80)</b>	<b>(52,088.77)</b>	<b>(14,425)</b>		
8020 Operating Subsidy	180,162	30,027	384.96	283.31	22,098.42	(7,929)	0.736	158,064
8020 Capital Fund	0	0	0.00	1,282.05	100,000.00	100,000		(100,000)
<b>RESIDUAL RECEIPTS (DEFICIT)</b>	<b>(45,822)</b>	<b>(7,637)</b>	<b>(97.91)</b>	<b>897.56</b>	<b>70,009.65</b>	<b>77,647</b>		

See Accountants' Compilation Report

HUD-52598

## ANALYSIS OF NONROUTINE EXPENDITURES

Name of Local Authority <b>Salem Housing Authority</b>	Fiscal Year Ending Date <b>9/30/26</b>
Locality <b>27 Charter Street</b>	Report for Period Ended <b>11/30/2025</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 MA06-P055-003.7	TOTAL BUDGETED COST	ACTUAL COST	% Complete
				Current Year	
	EXTRAORDINARY MAINTENANCE - ACCOUNT 4610				
	Turnover		30,000	0.00	
	Total - Account 4610		30,000	0.00	
	PRIOR YEAR ADJUSTMENTS - ACCOUNT 6010				
	Total - Account 6010			0.00	
	REPLACEMENT OF NONEXPENDABLE EQUIP. - ACCT. 7520				
	Appliances		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 & Associates, PC

Title: Fee Accountants Date: 12/31/25

SALEM HOUSING AUTHORITY  
SECTION 8 VOUCHER  
BALANCE SHEET - NOVEMBER 30, 2025

ASSETS

Cash - Voucher	\$1,825,960.86	
Petty Cash	0.00	\$1,825,960.86
<hr/>		
Accounts Receivable - Hud	0.00	
Accounts Receivable (Payable) - Mobilities	10,909.07	
Accounts Receivable -Fraud	218,783.00	
Accounts Receivable -Interprogram	0.00	229,692.07
<hr/>		
Advances To Revolving Fund		562,501.87
Investments	0.00	
FSS Escrow Balancès	97,233.78	97,233.78
<hr/>		
Prepaid Insurance	6,476.00	
Deferred Outflows - Retirement	130,984.00	
Deferred Charges -Other	10,087.80	
Deferred Expenses - COVID-19 Related	0.00	147,547.80
<hr/>		
Land, Structures And Equipment - Net		465,704.46
Deferred Outflow of Resources		453,735.00
<hr/>		
<u>TOTAL ASSETS</u>		<u>\$3,782,375.84</u>

LIABILITIES AND SURPLUS

Accounts Payable - Revolving Fund	\$0.00	
Accounts Payable - HUD	274,112.00	
Current Portion Capital Project/Mortgage	40,870.00	\$314,982.00
<hr/>		
Accrued Compensated Absences - Current	73,789.18	
Accrued Payroll	31,824.49	
Accrued Liabilities	72,650.54	
Fss Escrow	97,233.78	275,497.99
<hr/>		
Deferred Fraud Income Charges	218,783.00	
Accrued Compensated Absences - Non-Current	87,150.45	
Long Term Portion Capital Project/Mortgage	286,911.00	
Accrued OPEB Liability	1,538,902.00	
Accrued Pension Liability	1,242,889.00	
Deferred Inflows of resources	629,933.00	4,004,568.45
<hr/>		
Invested in Capital Assets - net	137,923.46	
Unrestricted Net Assets - Admin	1,887,267.94	
Unrestricted Net Assets - OPEB	(1,943,284.00)	
Unrestricted Net Assets - Pension	(1,014,705.00)	
Restricted Net Assets - HAPs	147,738.00	(785,059.60)
<hr/>		
HUD PHA Grants - HAPs	4,261,778.00	
Less HAP Expenses	(4,205,447.00)	
Plus: Interest on HAP Reserves		
Plus: Fraud Receipts - HAP portion	9,524.00	65,855.00
<hr/>		
Expenditures for Equipment - Contra		0.00
Depreciation Expense		0.00
Net Surplus (Deficit) from Operations		(93,468.00)
<hr/>		
<u>TOTAL LIABILITIES AND SURPLUS</u>		<u>\$3,782,375.84</u>

See Accountants' Compilation Report

PSP  
31-Dec-25

SALEM HOUSING AUTHORITY  
SECTION 8 VOUCHER  
MONTHLY OPERATING STATEMENT  
2 Months Ending November 30, 2025

12/31/25

PSP  
Fenton, Ewald & Associates, P.C.

COMPUTATION OF ADMINISTRATIVE FEE EARNED:								Leasing %
1st 600	rate	HUD % funding	> 600	rate	HUD % funding			Current Month:
Oct	600	157.17	88.513%	565	146.68	88.513%		86.31%
Nov	600	157.17	88.513%	560	146.68	88.513%		Year to Date:
Dec	-	157.17	88.513%	-	146.68	88.513%		86.50%
Jan	-	157.17	88.513%	-	146.68	88.513%		Total
Feb	-	157.17	88.513%	-	146.68	88.513%		156,824.00
Mar	-	157.17	88.513%	-	146.68	88.513%		156,175.00
Apr	-	157.17	88.513%	-	146.68	88.513%		0.00
May	-	157.17	88.513%	-	146.68	88.513%		0.00
Jun	-	157.17	88.513%	-	146.68	88.513%		0.00
Jul	-	157.17	88.513%	-	146.68	88.513%		0.00
Aug	-	157.17	88.513%	-	146.68	88.513%		0.00
Sep	-	157.17	88.513%	-	146.68	88.513%		0.00
HUD Retro admin Fee - prior year								0.00
								<u>312,999.00</u>
1,200			2,325	1,125				
CARES Act Administrative Fees								0.00
TOTAL ADMINISTRATIVE FEE EARNED								<u>312,999.00</u>

	BUDGET		PRO RATA	ACTUAL	Favorable	%	
	BUDGET	2 months	BUDGET	2 months	(Unfavorable)	favorable (unfavorable)	
ADMINISTRATIVE FEE EARNED	1,951,630	325,272	325,272	312,999.00	(12,272.67)	-3.8%	
INTEREST ON RESERVE FUNDS INVESTED	20,000	3,333	3,333	3,341.47	8.14	0.2%	
MOBILITY FEE INCOME	24,738	4,123	4,123	4,345.82	222.82	5.4%	
FRAUD RECOVERY RECEIPTS	80,000	13,333	13,333	9,524.00	(3,809.33)	-28.6%	
FSS COORDINATOR	110,250	18,375	18,375	0.00	(18,375.00)	-100.0%	
OTHER INCOME	0	0	0	0.00	0.00		
TOTAL OPERATING RECEIPTS	<u>2,186,618</u>	<u>364,436</u>	<u>364,436</u>	<u>330,210.29</u>	<u>(34,226.04)</u>	-9.4%	
ADMINISTRATIVE SALARIES	1,103,338	183,890	183,890	217,616.59	(33,726.92)	-15.5%	
COMPENSATED ABSENCES	22,067	3,678	3,678	0.00	3,677.83		
LEGAL	110,000	18,333	18,333	18,980.71	(647.38)	-3.4%	
TRAVEL	12,782	2,130	2,130	4,815.78	(2,685.45)	-55.8%	
ACCOUNTING	28,192	4,699	4,699	4,532.00	166.67	3.7%	
AUDIT FEE	19,173	3,196	3,196	0.00	3,195.50		
OFFICE RENT	68,528	11,421	11,421	15,642.68	(4,221.35)	-27.0%	
SUNDRY ADMINISTRATIVE	393,152	65,525	65,525	36,215.88	29,309.45	80.9%	
DIRECT CHARGES TO PRE 2004 RESERVES	0	0	0	0.00	0.00		
INSURANCE	52,283	8,714	8,714	7,864.00	849.83	10.8%	
EMPLOYEE BENEFITS	444,700	74,117	74,117	89,286.83	(15,170.16)	-17.0%	
COVID19-related expenses	0	0	0	0.00	0.00		
OTHER GENERAL EXPENSES Ports Out Admin Fee	160,000	26,667	26,667	28,723.82	(2,057.15)	-7.2%	
TOTAL ROUTINE NON-HAP EXPENSES	<u>2,414,215</u>	<u>402,369</u>	<u>402,369</u>	<u>423,678.29</u>	<u>(21,309.12)</u>	-5.0%	
NET INCOME BEFORE NONROUTINE	<u>(227,597)</u>	<u>(37,933)</u>	<u>(37,933)</u>	<u>(93,468.00)</u>	<u>(55,535.17)</u>	146.4%	
DIRECT CHARGES TO PRE 2004 RESERVES	0	0	0	0.00	0.00		
EMPLOYEE BENEFITS OPEB	0	0	0	0.00	0.00		
EMPLOYEE BENEFITS Pension	0	0	0	0.00	0.00		
EXPENDITURES FOR EQUIPMENT	0	0	0	0.00	0.00		
TOTAL NONROUTINE EXPENSES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00</u>	<u>0.00</u>		
NET OPERATING INCOME (LOSS)	<u>(227,597)</u>	<u>(37,933)</u>	<u>(37,933)</u>	<u>(93,468.00)</u>	<u>(55,535.17)</u>		
							(93,468.00)

COMPUTATION OF EXCESS OR DEFICIENCY OF FUNDS RECEIVED			Voucher
4715	HOUSING ASSISTANCE PAYMENTS (HAPs)		4,205,447.00
	less: Fraud Receipts - HAP portion	Max ACC	(9,524.00)
	less: Interest Earned on Excess Funds - HAP portion		
	TOTAL ANNUAL CONTRIBUTION USED TO DATE	percent used	4,195,923.00
		98.5%	
3801	AMOUNT OF ACC GRANT RECEIVED FROM HUD		<u>4,261,778.00</u>
	Amount (OVER) / UNDER Utilized		<u>65,855.00</u>



DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT  
BALANCE SHEET

Salem Housing Authority  
11/30/2025 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	269,183.01	
1112.1	Cash Administration Fund - Restricted	0.00	
1113	Cash - Escrow	0.00	
1114	Pet Deposit Fund Cash	8,157.69	
1117	Petty Cash	100.00	
1118	Change Fund	0.00	277,440.70
<b>ACCOUNTS RECEIVABLE</b>			
1121	Federal and DHCD--Section 8 Subsidy-Shelter Rent	0.00	
1122	Tenants Accounts Receivable	81,958.93	
1122.1	Tenants Accounts Receivable - Repayment (Contra)	0.00	
1123	Allowance for Doubtful Accounts - Dwelling Rents	(47,054.73)	
1124	Accounts Receivable - Fraud/Retroactive	249,603.83	
1124.1	Fraud/Retroactive- Contra	(249,603.83)	
1125	Accounts Receivable Subsidy	0.00	
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	384,904.20
<b>INVESTMENTS</b>			
1162	Investments - Unrestricted		3,384,734.06
<b>DEFERRED CHARGES</b>			
1211	Prepaid Expenses	28,148.00	
1212	Inventory/Net - Supplies	0.00	
1290	Deferred Charges - Other	885,569.00	913,717.00
<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	702,932.37	
1405	Leasehold Improvements	0.00	
1406	Accumulated Depreciation	(39,052,056.91)	
1407	Infrastructure	0.00	
1408	Capital Leases		4,731,564.00
<b>TOTAL ASSETS</b>			<b>9,692,359.96</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	8,157.69	
2115	Bid Deposits	0.00	
2117	Employee 's Payroll Deductions	0.00	
2118	Accounts Payable - Subsidy Overpayment	462,398.00	
2119	Accounts Payable - Interfund	473,399.13	
2120	Accounts Payable - Other	0.00	943,954.82
<b>ACCRUED LIABILITIES</b>			
2130.2	Accrued Contingent Liability	0.00	
2135	Accrued Compensated Absences - Current Portion	97,120.50	
2137	Payment in Lieu of Taxes (PILOT)	2,048.00	
2138	Accrued Payroll	47,624.85	
2139	Accrued Liabilities - Other	371,199.41	517,992.76
<b>DEFERRED CREDITS</b>			
2240	Tenants Prepaid Rents	0.00	
2290	Undistributed Credits	15,715.93	
2291	Deferred Revenue - Subsidy	0.00	
2292	Deferred Revenue - Other	902,240.00	917,955.93
<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	114,706.45	
2339	Other Non-Current Liabilities	0.00	
2339.1	Accrued OPEB Liability	4,119,864.00	4,234,570.45
<b>EQUITY (NET ASSETS)</b>			
2700	Net Income (Deficit)	336,827.41	
2802	Invested in Capital Assets, net of Related Debt	4,715,050.75	
2805	Net Assets - Restricted	0.00	
2806	Net Assets - Unrestricted	73.12%	2,348,644.84
2806.1	Net Assets - OPEB	(4,322,637.00)	3,077,886.00
<b>TOTAL LIABILITIES AND EQUITY</b>			<b>9,692,359.96</b>

See Accountants' Compilation Report

Salem Housing Authority  
2 months ending  
November 30, 2025

4001

676 units  
1352 unit months

Fenton, Ewald & Associates, P.C.  
PSP 12/31/25

Number	Account Classification	Approved Budget Amount	Pro Rata Budget 2 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	639,864	473.27	474.90	642,068.96	2,205	1.003	3,197,112
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	10,000	7.40	2.39	3,231.81	(6,768)	0.323	56,768
3611	Interest on Investments - Restricted	0	0	0.00	0.00	0.00	0		0
3690	Other Revenue	30,000	5,000	3.70	8.10	10,953.60	5,954	2.191	19,046
3950	Operating Grants	0	0	0.00	0.00	0.00	0		0
3691	Other Revenue Retained	139,321	23,220	17.17	31.45	42,522.43	19,302	1.831	96,799
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	556,962	411.95	433.25	585,753.00	28,791	1.052	2,756,019
<b>TOTAL OPERATING RECEIPTS</b>		<b>7,410,274</b>	<b>1,235,046</b>	<b>913.50</b>	<b>950.10</b>	<b>1,284,529.80</b>	<b>49,484</b>	<b>1.040</b>	<b>6,125,744</b>
<b>OPERATING EXPENDITURES</b>									
<b>ADMINISTRATIVE</b>									
4110	Administration Salaries	706,989	117,832	87.15	120.57	163,013.86	(45,182)	1.383	543,975
4120	Compensated Absences	0	0	0.00	0.00	0.00	0		0
4130	Legal	270,000	45,000	33.28	23.47	31,737.48	13,263	0.705	238,263
4140	Compensation-Board Members	26,325	4,388	3.25	5.43	7,336.00	(2,949)	1.672	18,989
4150	Travel And Related Expenses	6,848	1,141	0.84	0.18	247.43	894	0.217	6,601
4170	Accounting Services	19,542	3,257	2.41	2.35	3,182.00	75	0.977	16,360
4171	Audit Services	15,630	2,605	1.93	0.00	0.00	2,605	0.000	15,630
4180	Penalties & Interest	0	0	0.00	0.00	0.00	0		0
4190	Administrative Other	195,900	32,650	24.15	23.13	31,275.96	1,374	0.958	164,624
4190.1	Mixed Population	147,782	24,630	18.22	0.00	0.00	24,630	0.000	147,782
4191	Resident Services	10,375	1,729	1.28	0.00	0.00	1,729	0.000	10,375
<b>TOTAL ADMINISTRATIVE EXPENSE</b>		<b>1,399,391</b>	<b>233,232</b>	<b>172.51</b>	<b>175.14</b>	<b>236,792.73</b>	<b>(3,561)</b>	<b>1.015</b>	<b>1,162,598</b>
<b>UTILITIES</b>									
4310	Water & Sewer	508,869	84,812	62.73	57.83	78,192.64	6,619	0.922	430,676
4320	Electricity	859,245	143,208	105.92	4.95	6,696.52	136,511	0.047	852,548
4330	Gas	113,944	18,991	14.05	6.22	8,406.62	10,584	0.443	105,537
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	110.54	149,445.18	(149,445)		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>247,010</b>	<b>182.70</b>	<b>179.54</b>	<b>242,740.96</b>	<b>4,269</b>	<b>0.983</b>	<b>1,388,762</b>
<b>ORDINARY MAINTENANCE</b>									
4410	Maintenance Labor	860,342	143,390	106.06	109.40	147,914.31	(4,524)	1.032	712,428
4420	Materials And Supplies	300,000	50,000	36.98	17.10	23,119.26	26,881	0.462	276,881
4430	Contract Costs	461,000	76,833	56.83	55.64	75,227.24	1,606	0.979	385,773
<b>TOTAL ORDINARY MAINTENANCE</b>		<b>1,621,342</b>	<b>270,224</b>	<b>199.87</b>	<b>182.15</b>	<b>246,260.81</b>	<b>23,963</b>	<b>0.911</b>	<b>1,375,081</b>
<b>GENERAL EXPENSE</b>									
4510	Insurance	1,781,993	296,999	219.67	19.36	26,168.00	270,831	0.088	1,755,825
4520	Pilot	13,500	2,250	1.66	1.51	2,048.00	202	0.910	11,452
4540	Employee Benefit Contr.	631,833	105,306	77.89	107.67	145,569.26	(40,264)	1.382	486,264
4541	Employee Benefit Contr. OPEB	0	0	0.00	0.00	0.00	0		0
4570	Collection Losses	40,000	6,667	4.93	3.05	4,129.91	2,537	0.619	35,870
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>411,221</b>	<b>304.16</b>	<b>131.59</b>	<b>177,915.17</b>	<b>233,306</b>	<b>0.433</b>	<b>2,289,411</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>6,970,117</b>	<b>1,161,686</b>	<b>859.24</b>	<b>668.42</b>	<b>903,709.67</b>	<b>257,976</b>	<b>0.778</b>	<b>6,215,853</b>
<b>NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE Expenses</b>		<b>(2,901,615)</b>	<b>(483,603)</b>	<b>-357.69</b>	<b>-151.58</b>	<b>(204,932.87)</b>	<b>278,670</b>	<b>0.424</b>	<b>(2,846,127)</b>
<b>NET INCOME (DEFICIT) before NON-ROUTINE, and INCLUDING SUBSIDY</b>		<b>440,157</b>	<b>73,359</b>	<b>54.26</b>	<b>281.67</b>	<b>380,820.13</b>	<b>307,461</b>	<b>5.191</b>	<b>(90,108)</b>
<b>NONROUTINE EXPENSES AND (CREDITS)</b>									
4610	Extraordinary Maintenance	300,000	50,000	36.98	20.67	27,952.00	22,048	0.559	272,048
4611	Equip. Purchased - Non Capitalized	75,000	12,500	9.25	11.86	16,040.72	(3,541)	1.283	58,959
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>62,500</b>	<b>46.23</b>	<b>32.54</b>	<b>43,992.72</b>	<b>18,507</b>		
<b>CAPITAL EXPENDITURES</b>									
7520	Replacement of Equipment-Capitalized	108,000	18,000	13.31	12.21	16,513.25	1,487		
7540	Betterments & Additions - Capitalized	0	0	0.00	0.00	0.00	0		
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>108,000</b>	<b>18,000</b>	<b>13.31</b>	<b>12.21</b>	<b>16,513.25</b>	<b>1,487</b>		
<b>2700 NET INCOME (DEFICIT) FROM OPERATIONS</b>		<b>(42,843)</b>	<b>(7,141)</b>	<b>-5.28</b>	<b>236.92</b>	<b>320,314.16</b>	<b>327,455</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>(7,141)</b>	<b>-5.28</b>	<b>236.92</b>	<b>320,314.16</b>	<b>327,455</b>		

Operating Subsidy Earned year-to-date	\$585,753
Operating Subsidy Rec'd year-to-date	\$1,048,151
Amount (Over) or Under Subsidized	(\$462,398)

**ANALYSIS OF NONROUTINE EXPENDITURES AND CREDITS**

Name of Local Authority <b>Salem Housing Authority</b>				Fiscal Year Ending Date <b>9/30/2026</b>		
Development Nos. <b>4001</b>				Report for Period Ended <b>November 30, 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		27,952.00
		November				0.00
		December				0.00
		January				0.00
		February				0.00
		March				0.00
		April				0.00
		May				0.00
		June				0.00
		July				0.00
		August				0.00
		September				0.00
	<b>Total - Account 4610</b>			<b>300,000</b>		<b>27,952.00</b>
	<b>Non-Capitalized Equipment - Account 4611</b>					
	Appliances			25,000		7,193.72
	Equipment			20,000		8,847.00
	Dumpsters			30,000		0.00
	<b>Total - Account 4611</b>			<b>75,000</b>		<b>16,040.72</b>
	<b>Restricted Reserve Expenditures - Account 4612</b>					
	<b>Total - Account 4612</b>			<b>-</b>		<b>0.00</b>
	<b>Replacement of Nonexpendable Equip. - Account 7520</b>					
	Pickup Truck			48,000		
	Spider Lift			40,000		
	Snow Machine			20,000		
	Utility Cart					16,513.25
	<b>Total - Account 7520</b>			<b>108,000</b>		<b>16,513.25</b>
	<b>Property Betterments and Additions - Account 7540</b>					
	<b>Total - Account 7540</b>			<b>0</b>		<b>0.00</b>
Fenton, Ewald & Associates, PC PSP 12/31/25 See Accountants' Compilation Report						

**Salem Housing Authority  
Management Fund  
Balance Sheet - November 30, 2025**

**Assets**

Cash - Management Services		\$0.00
A/R - Marblehead Housing Authority	0.00	
A/R - Revolving Fund	<u>754,617.90</u>	754,617.90
Deferred Charges - Prepaid Expenses		9,505.00
Fixed Assets - Net		0.00
Deferred Outflows of Resources		9,400.00
		<hr/>
Total Assets		<u><u>\$773,522.90</u></u>

**Liabilities and Surplus**

Accounts Payable - Vendors		0.00
Accounts Payable - Revolving Fund		0.00
Accrued Compensated Absences	8,521.91	
Accrued Payroll	1,480.23	
Other Accrued Liabilities	<u>8,128.52</u>	18,130.66
Accrued OPEB Liability		107,532.00
Accrued Pension Liability		(7,909.00)
Deferred Inflows of Resources		40,188.00
Unrestricted Net Assets	747,689.92	
Invested in Capital Assets	0.00	
OPEB Reserves - GASB 75	(135,789.00)	
Pension Reserves - GASB 68	<u>5,378.00</u>	617,278.92
Net Income (Deficit) - Current Year		(1,697.68)
		<hr/>
Total Liabilities and Surplus		<u><u>\$773,522.90</u></u>

See Accountants' Compilation Report

**Salem Housing Authority  
Management Fund  
Monthly Operating Statement  
2 months ending November 30, 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	21,922.00	21,922.00	-
3110.2	Developer Fees	-	-	-	-
3690	Other Operating Receipts	20,000.00	3,333.00	4,502.50	1,169.50
<b>Total Operating Receipts</b>		<u>151,532.00</u>	<u>25,255.00</u>	<u>26,424.50</u>	<u>1,169.50</u>
<b>Operating Expenditures</b>					
4110	Administration Salaries	76,972.00	12,829.00	12,828.68	0.32
4120	Compensated Absences	-	-	-	-
4130	Legal	2,000.00	333.00	1,567.50	(1,234.50)
4150	Travel and Related Expenses	-	-	-	-
4170	Accounting Services	5,256.00	876.00	876.00	-
4171	Audit Services	-	-	-	-
4190	Administrative Other	18,000.00	3,000.00	4,832.83	(1,832.83)
4510	Insurance	2,468.00	411.00	356.00	55.00
4540	Employee Benefits	31,074.00	5,179.00	7,661.17	(2,482.17)
<b>Total Administrative Expenses</b>		<u>135,770.00</u>	<u>22,628.00</u>	<u>28,122.18</u>	<u>(5,494.18)</u>
<b>Net Income (Deficit) before Non Cash Expenses</b>		<b>15,762.00</b>	<b>2,627.00</b>	<b>(1,697.68)</b>	<b>(4,324.68)</b>
4541	Post Employment Benefits - OPEB	-	-	-	-
4542	Pension Expense - GASB 68	-	-	-	-
4801	Depreciation Expense	-	-	-	-
<b>Net Income (Deficit) after Non Cash Expenses</b>		<u>15,762.00</u>	<u>2,627.00</u>	<u>(1,697.68)</u>	<u>(4,324.68)</u>

See Accountants' Compilation Report

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT  
BALANCE SHEET

Salem Housing Authority  
11/30/2025 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	230,302.59	
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	230,302.59
<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	35,832.37	
1131	Allowance for Doubtful Accounts - Other	0.00	
1145	Accrued Interest Receivable	0.00	35,832.37
<b>INVESTMENTS</b>			
1162	Investments - Unrestricted		0.00
<b>DEFERRED CHARGES</b>			
1211	Prepaid Expenses	64.00	
1212	Inventory/Net - Supplies and Fuel	0.00	
1290	Deferred Charges - Other	6,213.00	6,277.00
<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>272,411.96</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	12,983.00	
2119	Accounts Payable - Interfund	0.00	
2120	Accounts Payable - Other	0.00	12,983.00
<b>ACCRUED LIABILITIES</b>			
2130.2	Accrued Contingent Liability	0.00	
2135	Accrued Compensated Absences - Current Portion	986.73	
2137	Payment in Lieu of Taxes (PILOT)	0.00	
2138	Accrued Payroll	406.00	
2139	Accrued Liabilities - Other	710.03	2,102.76
<b>DEFERRED CREDITS</b>			
2240	Tenants Prepaid Rents	0.00	
2290	Undistributed Credits	0.00	
2291	Deferred Revenue - Subsidy	86,142.00	
2292	Deferred Revenue - Other	7,754.00	93,896.00
<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	1,165.40	
2339	Other Non-Current Liabilities	28,344.00	29,509.40
<b>EQUITY (NET ASSETS)</b>			
2700	Net Income (Deficit)	963.97	
2802	Invested in Capital Assets, net of Related Debt	0.00	
2805	Net Assets - Restricted	0.00	
2806	Net Assets - Unrestricted	Max % 32.80%	164,465.83
2806.1/2	Net Assets - Unrestricted for OPEB & Pension Liability	(31,509.00)	133,920.80
<b>TOTAL LIABILITIES AND EQUITY</b>			<b>272,411.96</b>

See Accountants' Compilation Report

Salem Housing Authority MRVP/DMH 16 units Fenton, Ewald & Associates, P.C.  
 2 months ending 100 unit months PSP 12/31/25  
 November 30, 2025

Account Number	Classification	Approved Budget Amount	Pro Rata Budget 2 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	4,950	49.50	55.00	5,500.00	550	1.111	24,200
3610	Interest on Investments - Unrestricted	600	100	1.00	0.39	38.70	(61)	0.387	561
3611	Interest on Investments - Restricted	-	-	-	-	-	0	-	0
3690	Other Revenue	-	-	-	-	-	0	-	0
3691	Other Revenue Retained	-	-	-	-	-	0	-	0
3802	Operating Subsidy - MRVP Landlords	983,682	163,947	1,639.47	1,639.47	163,947.00	0	1.000	819,735
<b>TOTAL OPERATING RECEIPTS</b>		<b>###</b>	<b>168,997</b>	<b>1,689.97</b>	<b>1,694.86</b>	<b>169,485.70</b>	<b>489</b>	<b>1.003</b>	<b>844,496</b>
<b>OPERATING EXPENDITURES</b>									
<b>ADMINISTRATIVE</b>									
4110	Administration Salaries	13,765	2,294	22.94	28.04	2,803.73	(510)	1.222	10,961
4120	Compensated Absences	-	-	-	-	-	0	-	0
4130	Legal	500	83	0.83	1.11	110.80	(27)	1.330	389
4140	Compensation-Board Members	-	-	-	-	-	0	-	0
4150	Travel And Related Expenses	-	-	-	-	-	0	-	0
4170	Accounting Services	1,668	278	2.78	2.78	278.00	0	1.000	1,390
4171	Audit Services	642	107	1.07	-	-	107	0.000	642
4180	Penalties & Interest	-	-	-	-	-	0	-	0
4190	Administrative Other	2,500	417	4.17	3.74	373.99	43	0.898	2,126
4190.1	Mixed Population Salary	-	-	-	-	-	0	-	0
4191	Resident Services	-	-	-	-	-	0	-	0
<b>TOTAL ADMINISTRATIVE EXPENSE</b>		<b>19,075</b>	<b>3,179</b>	<b>31.79</b>	<b>35.67</b>	<b>3,566.52</b>	<b>(387)</b>	<b>1.122</b>	<b>15,508</b>
<b>GENERAL EXPENSE</b>									
4510	Insurance	439	73	0.73	0.64	64.00	9	0.875	375
4540	Employee Benefit Contr.	5,524	921	9.21	9.44	944.21	(24)	1.026	4,580
4570	Collection Losses	-	-	-	-	-	0	-	0
4580/90	Interest & Other General Expenses	-	-	-	-	-	0	-	0
<b>TOTAL GENERAL EXPENSES</b>		<b>5,963</b>	<b>994</b>	<b>9.94</b>	<b>10.08</b>	<b>1,008.21</b>	<b>(14)</b>	<b>1.014</b>	<b>4,955</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>25,038</b>	<b>4,173</b>	<b>41.73</b>	<b>45.75</b>	<b>4,574.73</b>	<b>(402)</b>	<b>1.096</b>	<b>20,463</b>
<b>NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE EXPENSES</b>		<b>5,262</b>	<b>877</b>	<b>8.77</b>	<b>9.64</b>	<b>963.97</b>	<b>87</b>	<b>1.099</b>	<b>4,298</b>
<b>NET INCOME (DEFICIT) before NON-ROUTINE, and INCLUDING SUBSIDY</b>		<b>988,944</b>	<b>164,824</b>	<b>1,648.24</b>	<b>1,649.11</b>	<b>164,910.97</b>	<b>87</b>	<b>1.001</b>	<b>824,033</b>
<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	983,682	163,947	1,639.47	1,639.47	163,947.00	0	1.000	819,735
<b>TOTAL NONROUTINE EXPENSES</b>		<b>983,682</b>	<b>163,947</b>	<b>1,639.47</b>	<b>1,639.47</b>	<b>163,947.00</b>	<b>0</b>	<b>1.000</b>	<b>819,735</b>
<b>NET INCOME (DEFICIT) FROM OPERATIONS</b>									
2700		5,262	877	8.77	9.64	963.97	87	1.099	4,298
4801	Depreciation Expense	-	-	-	-	-	-	-	-
4541	Employee Benefits - GASB 45	-	-	-	-	-	-	-	-
4542	Pension Expense - GASB 68	-	-	-	-	-	-	-	-
<b>NET CHANGE IN UNRESTRICTED NET ASSET:</b>		<b>5,262</b>	<b>877</b>	<b>8.77</b>	<b>9.64</b>	<b>963.97</b>	<b>87</b>	<b>1.099</b>	<b>4,298</b>

See Accountants' Compilation Report

# Salem Housing Authority December 2025 Bills Report

<b>All Exterminators, Inc.</b>			<b>\$650.00</b>
		FC: Exterior Stations	
		FC: Sentinel Stations	
<b>Aflac</b>			<b>\$562.95</b>
1	CHK	12-25: Aflac	
<b>AFSCME Council 93</b>			<b>\$520.65</b>
		11-30-25: Union Dues	\$104.13
		12-07-25: Union Dues	\$104.13
		12-14-25: Union Dues	\$104.13
		12-21-25: Union Dues	\$104.13
		12-28-25: Union Dues	\$104.13
<b>Andrew M. Brockway</b>			<b>\$2,500.00</b>
		#258187#6 Extra	
<b>Appliance Parts Center</b>			<b>\$1,992.70</b>
		Stove Parts	
		Appliance Parts	
<b>Baystate Interpreters, Inc.</b>			<b>\$110.00</b>
2	CHK	11-17: FSS: Y. Gomez	
<b>BC Jaden Tower Limited</b>			<b>\$3,340.00</b>
		12-25: Rents	\$1,670.00
		01-26: Rents	\$1,670.00
<b>Bell Fund VI Salem LLC</b>			<b>\$22,450.57</b>
		12-25: Rents	\$10,806.93
		01-26: Rents	\$11,643.64
<b>Blue Triton Brands, Inc.</b>			<b>\$103.64</b>
		Sec. 8: 3/5 Gal. Water	
		667-5: 5/5 Gal. Water & 2/Sleeve Cups	
		16A RT: 6/5 Gal. Water	
<b>BLW Engineers, Inc.</b>			<b>\$7,200.00</b>
		258200 #3	\$7,200.00
<b>Boston Mutual Life Ins. Co.</b>			<b>\$367.68</b>
		12-25: Add'l Life	
<b>Brown &amp; Brown Insurance</b>			<b>\$192,490.00</b>
3	CHK	YR 25-26: State Aided Policy	
<b>Canal Realty Development</b>			

01-26: Rent	\$5,165.73
10-02/11-03: Sec.8: Water & Sewer	
11-03/12-08: Sec. 8: Water & Sewer	\$45.86
	<b>\$5,211.59</b>

**Casey Lundregan Burns, P.C.**

All: Legal Matters **\$32,674.90**

**Charter Street Tenants**

4	CHK	08-25/10-25: Laundry Share	\$770.83
5	CHK	2026 Annual Funds	\$2,750.00
			<b>\$3,520.83</b>

**City Of Salem**

200: 99,026 Cu. Ft.  
 667: 80,755 Cu. Ft.  
 705: 13,714 Cu. Ft.  
 705-4: 30,046 Cu. Ft.  
 30: 13,135 Cu. Ft.

**\$32,680.34**

**City Of Salem**

FY25: 30: Federal PH Pilot Tax **\$11,554.20**

**Comcast**

6	CHK	Various Sites: Cable, Wifi Camera Connection	\$333.59
7	CHK	Various Sites: Cable, Wifi Camera Connection	\$1,137.77
8	CHK	Various Sites: Cable, Wifi Camera Connection	\$1,463.16
9	CHK	Various Sites: Cable, Wifi Camera Connection	\$888.02
			<b>\$3,822.54</b>

**Commonwealth of**

10	CHK	12-05-25: Toll	\$3.15
11	CHK	12-04-25: Sec.8: Toll	\$6.50
			<b>\$9.65</b>

**Commonwealth Of**

12	CHK	12-25: Health, Opins .& LTD	
			<b>\$14,442.65</b>

**Crowley Cottrell, LLC**

#258164 A/E #13 **\$4,000.00**

**Dalton House Tenants**

13	CHK	08-25/10-25: Laundry Share	
			<b>\$238.96</b>

Dearborn Life Insurance	14	CHK	12-25: STD	\$447.50
Employee			Notary Renewal	\$60.00
Delta Beckwith Elevator			10-25: Maintenance 11-25: Maintenance	\$5,490.00
DeStefano Landscaping, LLC			25-26 Snow Management	\$24,990.00
Dodge Tree Service, Inc			FC: Emergency Tree Work RT: Emergency Tree Work	\$9,040.00
Donald R. Famico d/b/a			9 constable services	\$270.00
Elan Financial Services	INV		Credit Card : 10/28/25-11/25/25	\$2,547.79
Emily Achtenberg			11-25/12-25: Consulting Services	\$9,735.00
Essex County Collision, Inc.	15	CHK	#237: Repair Door	\$125.00
F. W. Webb Company			RT: Boiler Parts FC: Blower Moter 122.5 Bos: HTWT & Parts 667-5: Maintenance Supplies FC: Maintenance Supplies GT: HTWT & Accessories GT: HTWT and Accessories Kitchen, Bathroom Faucets & Strainers RT: Plumbing Supplies	\$6,341.41
Fairweather Preservation Assoc. Lmt. Partnership			12-25: Rents 01-26: Rents	\$16,000.00
Fenton Ewald & Associates			2024 Federal 900 & State Forms & Filing Fees	

11-25: Accounting

\$5,424.00

\$7,592.99

\$7,592.99

**Forshaw, Inc.**

Extermination Supplies

\$884.95

**Employee**

Reimbursement:  
Sound System Supplies

\$203.99

**Greater Salem Employees  
Federal Credit Union**

11-30-25: Credit Union

12-07-25: Credit Union

12-14-25: Credit Union

12-21-25: Credit Union

12-28-25: Credit Union

\$4,000.00

**H.T. Berry Company, LLC a  
Brady PLUS company**

Maintenance Supplies

\$1,634.98

**Haier US Appliance**

200 & 667: 6/20", 6/30"  
Stoves

\$6,156.00

**Hayden's Safe & Lock Co.**

1/PT: Mail Box Key  
RT: 4 Lock Sets  
1/ PT: Rekey & Master  
Cylinder

\$1,269.84

**Hayden's Systems, Inc.**

677-7A: Sprinkler  
Repair  
PT: Troubleshoot Fire  
Alarm

\$1,500.00

**HD Supply Facilities**

16     CHK     Maintenance Supplies

\$3,920.55

17     CHK     Maintenance Supplies

\$2,891.37

18     CHK     6/Kitchen Sinks &  
Supplies

\$674.68

\$7,486.60

**Home Decor Group, LLC**

1 Gal. Paint  
705-4: 2/Gal. Paint  
Maintenance Supplies

\$346.92

**Home Depot Commercial**

19     CHK     PT: Maintenance  
Supplies

667-5: Maintenance  
Supplies  
PT: Maintenance  
Supplies

\$411.99

Intellibeam LLC

11-25: 3 Lines, 911,  
Caller Id  
10-25: 3 Lines, 911,  
Caller ID, 1 Duration  
11-25: Computer  
Maintenance  
10-25: Computer  
Maintenance  
RSC: Laptop

\$6,807.24

Jilcraft Inc.

Sec. 8: 5,000 Regular  
Envelops  
5,000 Window  
Envelopes  
Sec. 8: Biz cards: E.  
Gomez & K. Tejada-  
Haseltine

\$1,685.00

Employee

12-27-25: Reimburse.  
Boots

\$119.98

John Skouras & Co., Inc.

1/RT: 3 Bedroom  
1/PT: 1 Bedroom

\$1,650.00

Employee

Reimburse Boots

\$150.00

Employee

RT: 2025 Holiday Party

\$23.72

Kelley Annese

PRE2004: 11-05/12-03:  
Wellness Program  
12-10/12-17: RSC Flex  
Funds: Wellness  
Wednesday

\$2,000.00

Klein Hornig LLP

10-07/11-26: Section  
18 Disposition

\$3,798.00

Labor Logic LLC d/b/a  
Harpers Time & Attendance

11:25: Monthly Service

\$133.00

Leading Way Construction

Zisson Roof #2

\$150,025.90

Management Computer  
Services, Inc.

**\$43,873.00**

**Mass Floors, Inc.**

Zisson Com. Room:  
LVT Flooring  
PT: VCT Flooring  
**\$11,098.35**  
**\$11,098.35**

**Employee**

Tuition Reimbursement  
**\$1,837.00**

**Massnaro Insurance Group**

20      CHK      26-27 Worker's Comp.  
**\$76,023.00**

**McCarthy & Son**

11-25: Landscape  
PT,RT,GT: Add'l Clean  
up  
**\$6,951.75**  
**\$2,110.00**  
**\$9,061.75**

**Michael Russo Plumbing & Heating Co**

1/unit PT: Emergency  
Hot Water Heater  
Replace  
121.5: Service Boiler  
and Repair  
88 Essex St: Boiler  
Maintenance & Repair  
88 Essex St: Boiler  
Maint: Repair  
Expansion Tanks  
84 Essex Boiler  
Maintenance  
17 FC/1 unit: Replace  
Boiler Trap  
17 FC/1 unit: Replace  
Condensate Pump  
19 FC/1 unit: Replace  
Valve & Tank  
21 FC/1 unit: Replace  
Parts & Test  
73 Boston: Annual  
Boiler Service 1&2  
**\$8,858.80**

**Mini Warehousing, Inc.**

12-02/01-01: 1/unit RT  
Storage  
12-12/01-11: 1/unit RT:  
Storage  
**\$235.00**

**National Grid**

21	CHK	337: 338 KWH	
		200: 219 KWH	\$158.19
22	CHK	667: 1,203 KWH	
		200: 85 KWH	
		705-4: 173 KWH	
		Sec.8: 1,170 KWH	\$1,122.92
23	CHK	667: 480 KWH	
		200: 141 KWH	
		705-4: 127 KWH	

**National Grid**

24	CHK	667: 4,334 Therms. 200: 89 Therms. 705-4: 4.40 Therms.	\$9,371.97
25	CHK	30: 1,151 Therms. 667: 844.70 Therms. 200: 2,020 Therms. 30: 1 Therm	\$3,288.51
			<b>\$12,660.48</b>

**NERC/NAHRO**

26	CHK	2025/2026 Membership	<b>\$268.00</b>
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**New England Mobile Systems, Inc.**

		11-25: GPS Monitoring	<b>\$237.86</b>
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**NRG Business Marketing**

27	CHK	667: 2,784.40 Therms.	
28	CHK	667: 664.9 Therms. 200: 2,101.9 Therms.	
			<b>\$3,103.73</b>

**O'D Answering Services, LLC**

		11-21/12-20: Answering Service	<b>\$2,084.00</b>
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**OnLine Information Services**

		10 Criminal Reports 10 Income Verifications  Sec.8: 6 Criminal Reports Sec.8: 36 Income Verifications	<b>\$2,217.30</b>
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**Employee**

		11-7/11-19: Reimbursement Parking 11-20/12-17: Parking	<b>\$72.00</b>
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**Pioneer Bertram Tenants Association**

29	CHK	08-25/10-25: Laundry Share	<b>\$662.90</b>
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**Pitney Bowes Bank Inc. Reserve Account**

30	CHK	Sec.8: Postage	<b>\$8,000.00</b>
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**Principal Bank as Custodian FBO Commonwealth of MA**

31	CHK	11-30-25: Deferred Comp. "OBRA"	\$175.14
32	CHK	12-04-25: Deferred Comp. "OBRA"	\$183.19

33	CHK	12-14-25: Deferred Comp. "OBRA"	\$192.51
34	CHK	12-21-25: Deferred Comp. "OBRA"	\$197.46
35	CHK	12-28-25: Deferred Comp. "OBRA"	\$200.71
			<b>\$949.01</b>

**Principal Bank/As Custodian  
FBO Commonwealth of MA**

36	CHK	11-30-25: Deferred Comp.	\$1,390.00
37	CHK	12-07-25: Deferred Comp.	\$1,390.00
38	CHK	12-14-25: Deferred Comp.	\$1,390.00
39	CHK	12-21-25: Deferred Comp.	\$1,390.00
40	CHK	12-28-25: Deferred Comp.	\$1,390.00
			<b>\$6,950.00</b>

**PureSky Payment Services**

09-01/09-30 & 02-01/02-28 Solar	<b>\$157,127.55</b>
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**Quadrant Health Strategies**

Physical: 3/ Employee	<b>\$387.00</b>
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**Rafael Batista**

11-25: Maintenance	<b>\$3,500.00</b>
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**Raymond T. Guertin**

#258173/#03: A/E Basic	<b>\$6,250.00</b>
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**Recap Advisors LLC D/B/A**

11-01/11-30: Public Asset Reposition	<b>\$221.25</b>
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**Reworld Sustainable Solution**

11-17/11-26: Trash Disposal	<b>\$591.51</b>
12-1/12-15: Trash Disposal	

**Rogue Engineering and**

#258171 #3 Reimbursables	<b>\$3,500.00</b>
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**Safeway Safety Step LLC**

Power #305: Install 1 Step	<b>\$1,395.00</b>
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**Salem Contributory**

11-30-25: Retirement	<b>\$28,728.90</b>
12-07-25: Retirement	
12-14-25: Retirement	
12-21-25: Retirement	
12-28-25: Retirement	

**Salem State University**

NOW: SHA 2025  
Holiday Event

\$100.00

Stephen G. Ahmed

07-01-25/12-17-25:  
Review

\$1,800.00

TASC

41 CHK 12-04-25: TASC:  
42 CHK 12-31-25: TASC:

\$5.00

\$10.00

The Guardian Life Insurance

43 CHK 12-25: Admin.  
12-25: Dental

\$3,152.40

The Sherwin-Williams

44 CHK Paint Supplies

\$228.05

The W. W. Williams  
Company LLC

667-5: Elevator Test

\$968.00

Toshiba America Business

06-15/04-15: 667-5 &  
16A RT Copiers  
11-15/12-14: 667-5 &  
16A RT Copiers  
12-14/01-14: Sec.8 &  
667 Scanners  
12-15/01-14: Sec.8 &  
667 Copiers

\$608.00

\$608.00

\$1,155.00

\$2,371.00

Toshiba Business Solutions

6/Color Toner & 2/  
Waste Toner

\$1,814.89

Total Administrative Services  
Corp. Medical

12-04-25: TASC:  
12-11-25: TASC:  
12-18-25: TASC:  
12-24-25: TASC:  
12-31-25: TASC:

\$903.75

Total Administrative Services  
Corporation (TASC)  
Dependent

12-04-25: TASC:  
12-11-25: TASC:  
12-18-25: TASC:  
12-24-25: TASC:  
12-31-25: TASC:

\$96.15

\$96.15

\$96.15

\$96.15

\$480.75

Town of Marblehead

45 CHK 11-01/11-30: Trash  
Disposal

\$224.00

Uline, Inc.			Maintenance Supplies	
			Zisson: Furniture Supplies	
				<b>\$13,108.32</b>
Verizon				
46	CHK		11-11/12-10: Cell Phones	
				<b>\$1,157.73</b>
W. B. Mason Co. Inc.				
			Office Supplies	
				<b>\$6,099.66</b>
Windows In Stock Com				
			Power/1 unit: Window Repair	
			RT: Repair Basement Window	
			CT: Repair Garage Window	
			RT: Repair Window	
			RT: Repair Window	
				<b>\$1,089.00</b>
Winer Bros				
			3/6.4 Oz. Oil	
			RT: Seafoam	
			1/PT : Hardware	
				<b>\$71.30</b>
Xcell Fire Protection, Inc.				
			667-7A: Sprinkler Repair	
				<b>\$11,725.00</b>
Harpers Payroll				
			12-04-25 Payroll	<b>\$46,741.36</b>
			State & Federal Withholding	<b>\$12,490.19</b>
			Harpers Invoice	<b>\$103.63</b>
			12-11-25 Payroll	<b>\$44,812.34</b>
			State & Federal Withholding	<b>\$11,151.72</b>
			Harpers Invoice	<b>\$107.63</b>
			12-18-25 Payroll	<b>\$42,074.87</b>
			State & Federal Withholding	<b>\$10,494.29</b>
			Harpers Invoice	<b>\$105.53</b>
			12-24-25 Payroll	<b>\$48,912.72</b>
			State & Federal Withholding	<b>\$13,248.32</b>
			Harpers Invoice	<b>\$109.53</b>
			12-31-25 Payroll	<b>\$40,798.74</b>
			State & Federal Withholding	<b>\$10,151.28</b>
			Harpers Invoice	<b>\$105.53</b>
				<b>\$292,049.75</b>

Grand Totals:

**\$1,400,688.94**

101 payments

Emily P. Achtenberg  
Housing Policy & Development Consultant  
47 Halifax Street  
Boston, MA 02130  
617-365-3775  
ejpa@aol.com

**MEMORANDUM**

December 26, 2025

TO: Cathy Sheehan, SHA  
FROM: Emily Achtenberg  
RE: Development Team Scoring Summary - First Street

The Review Committee analyzed the 3 proposals received for First Street, from Beacon Communities, Harborlight Homes, and Pennrose, in accordance with the criteria outlined in the RFP. The proposals are summarized in Exhibit 1. The individual, average, and composite average review scores are presented in Exhibit 2. The Committee's findings are summarized below.

**1. BEACON COMMUNITIES - SCORE: 95**

**Experience & Capacity**

Beacon has extensive development and property management experience, with 19,000 mostly affordable units in 130 developments, in 11 states. They also have the most extensive and varied experience working with PHAs, including Leefort Terrace, developed in partnership with SHA by the same team, as well as a continuing relationship with the City of Salem.

**Affordability**

The proposal provides for the full range of affordable income groups, with 76% of the units targeted to households at/below 60% AMI.

**Site Design**

The site design is responsive to location and context, and is highly functional, as the only proposal providing for access via Farrell Court (and including a fire lane second egress to Front Street). The design features an open courtyard, and well defined public spaces that support family and community interaction.

**Building Design**

The single building design (unique among the proposals) maximizes preservation of the landscape and minimizes execution risk, by allowing construction completion in a single phase. The building layout demonstrates a strong focus on livability and family needs, and includes the largest-sized units (as well as a day-care space).

### **Financial Feasibility**

The proposal reflects a sophisticated understanding of affordable housing finance, with creative approaches including the proposed use of UCH-TIF property tax relief, to maximize the supportable mortgage debt and reduce reliance on scarce state and local capital resources. The proposed costs, sources, and uses are well-supported by internal documentation as well as preliminary underwriting from lenders and investors.

### **Sales Price**

Beacon offers the highest price at \$1.42 million (\$10,000 per unit). In addition, they are offering SHA a co-ownership and co-development role, with a 30% share of the developer fee, cash flow, and residuals from sale or refinancing, as well as a Right of First Refusal to purchase the property at a below-market price at the end of the Tax Credit period.

### **References**

Beacon has an excellent reputation as well as a direct positive experience with SHA and the City of Salem through Leefort Terrace.

### **Summary**

Beacon offers the strongest experience and qualifications, the soundest financial plan, the most functional site plan, and the most feasible and least risky development concept of the 3 proposers. They present a collaborative approach which provides, by far, the greatest financial benefit to SHA. The proposal is detailed, thorough, and transparent, demonstrating the company's competence and commitment to the project. The SHA's and the City's prior favorable experience with the same team enhances the potential for a successful project.

## **2. HARBORLIGHT - SCORE; 74**

### **Experience & Capacity**

Harborlight has considerable experience with affordable housing development and management, a positive local track record, and a strong mission alignment with SHA and City objectives. However, the team lacks the depth of experience with large-scale and PHA-involved projects demonstrated by the other proposers.

### **Affordability**

The proposal maximizes affordability, with 100% of the units targeted to households with incomes at/below 60% AMI.

### **Site Design**

The flow of the site is appealing, with strategic placement of the senior and family buildings at opposite corners of the site. There is some concern that creation of the proposed new access off Front Street could be problematic for abutters.

### **Building Design**

The massing of the buildings is attractive, with height variations maximizing advantages of the topography. Harborlight is the only proposer to include a day-care operator on its team, in addition to providing day care space in one of the buildings.

#### **Financial Feasibility**

The proposal includes high operating expenses (without itemization) as well as reliance on substantial HLC soft loan contributions which exceed per-unit guidelines. The local funding request is also high and not itemized by source. Debt and equity financing terms are not provided.

#### **Sales Price**

The sales price of \$750,000, for the family project only, is contingent on the commitment of 18 PBVs, whose availability is highly problematic.

#### **References**

Harborlight and SV Design, the proposed architect, have positive track records, especially locally.

#### **Summary**

Harborlight's strengths--in terms of local experience, mission alignment, an attractive site plan, and commitment of a day-care provider--are offset by deficiencies in their financial proposal and the developer's relative lack of experience with comparable projects. This proposal also offers the most delayed execution schedule.

#### **PENNROSE - SCORE: 76**

##### **Experience & Capacity**

Pennrose has extensive affordable housing development and management experience, with 13,000 units in 160 properties in 11 states, and demonstrated experience with multi-phase development and challenging site conditions. They have some experience with PHA-involved projects.

##### **Affordability**

Both scenarios offer a range of affordability and a high percentage of units (81-84%) available to households with incomes at/below 60% AMI.

##### **Site Design**

The site design and positioning of the T- and Y-shaped buildings is attractive and functional. There is some concern that creation of the proposed new access off Front Street, including the location of construction staging, could be problematic for abutters'.

##### **Building Design**

The building design and layouts are attractive and functional. The addition of 4BR units in the Intergenerational option is advantageous, but Pennrose offers the lowest square footage for 1-3 BR units.

##### **Financial Feasibility**

This proposal has the lowest construction and total development costs, but also projects relatively high operating costs and a heavy reliance on local funds, without sufficient itemization. The Intergenerational option is difficult to evaluate due to a spreadsheet error which understates net operating income, resulting in conservative debt sizing and reliance on non-traditional state funding sources.

**Sales Price**

The proposed price of \$1 million combined for the 2 phases is neither lowest nor highest.

**References**

Pennrose has strong references inside and outside MA.

**Summary**

Pennrose has strong experience and qualifications, but their financial and pricing proposals are less advantageous than other proposers, and more risky due to heavy reliance on local sources and the proposed 2-phase funding/ construction plan. The Intergenerational option, while socially beneficial, is not sufficiently developed or backed by this developer's experience, and its feasibility is not demonstrated.

		BEACON	HARBORLIGHT		PENNROSE	
<b>Team</b>	Developer	Beacon, SHA	Harborlight		Pennrose	
	Architect	ICON	SV Design		Dimella Shaffer	
	Landscape Architect	Bohler			Crowley Cottrell	
	Civil Engineer	Bohler			Bohler	
	Environmental	LEC Environmental				
	Construction Management/ Pot. G	Callahan	Delphi		Innova/ Delbrook, Haynes	
	Property Management	Beacon	Harborlight		Pennrose	
	Legal	Nixon Peabody	KJP			
<b>Program</b>	Units	142 Family	<u>Phase 1</u> 60 Senior	<u>Phase 2</u> 92 Family	<u>Phase 1</u> 77 Family OR 80 Interger.	<u>Phase 2</u> 74 family
	Buildings	5-story, L-shape	4/5 story	5/6 story	4-story, T-shape	4 story, Y-shape
	BRs	1-3BR	1BR	0-3BR	1-3BR OR 1-4BR	1-3BR
	Income Mix	30%-80% SMI	30%-60% AMI	30%-60% AMI	30-80% AMI	30-80% AMI
	Parking	139 spaces	175 spaces			156 spaces
	Day Care	yes		yes, with provider	yes	
<b>Timeline</b>	EOHLC Funding Award	Jul 2027	Jun 2028	Jun 2028	Jun 2027	Jun 2028
	Closing	Jan-Feb 2028	Oct 2028	Oct 2028	Feb 2028	Feb 2029
	Construction Start	Apr 2028	Oct 2028	Oct 2028	Feb 2028	Feb 2029
	Construction Completion	Feb 2030	Jan 2031	Jan 2031	Aug 2029	Aug 2030
	Lease-Up Start	Feb 2030	Jan 2031	Jan 2031	Apr 2029	Apr 2030

Evaluator #	1	2	3	4	5	Average	Rating*
<b>BEACON</b>							
1 Experience & Capacity	15	14	15	15	15	14.8	HA
2 Affordability	15	12	12	10	13	12.4	HA
3 Site Design	12	14	14	15	15	14.0	HA
4 Building Design	15	13	14	15	12	13.8	HA
5 Financial Feasibility	15	14	15	15	15	14.8	HA
6 Sales Price	15	15	15	15	15	15.0	HA
7 References, Site Visits, Interviews+	10	10	10	10	10	10.0	HA
<b>Total</b>	<b>97</b>	<b>92</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>94.8</b>	
<b>HARBORLIGHT</b>							
1 Experience & Capacity	10	12	12	14	7	11.0	HA
2 Affordability	15	12	12	15	13	13.4	HA
3 Site Design	12	13	10	14	15	12.8	HA
4 Building Design	14	13	14	15	15	14.2	HA
5 Financial Feasibility	7	10	7	8	7	7.8	A
6 Sales Price	1	7	7	8	3	5.2	A
7 References, Site Visits, Interviews+	10	10	10	10	10	10.0	HA
<b>Total</b>	<b>69</b>	<b>77</b>	<b>72</b>	<b>84</b>	<b>70</b>	<b>74.4</b>	
<b>PENNROSE</b>							
1 Experience & Capacity	15	14	15	15	13	14.4	HA
2 Affordability	10	12	10	15	15	12.4	HA
3 Site Design	10	12	7	14	15	11.6	HA
4 Building Design	7	13	10	15	14	11.8	HA
5 Financial Feasibility	0	8	8	8	10	6.8	A
6 Sales Price	7	10	14	9	7	9.4	HA
7 References, Site Visits, Interviews+	10	10	10	10	10	10.0	HA
<b>Total</b>	<b>59</b>	<b>79</b>	<b>74</b>	<b>86</b>	<b>84</b>	<b>76.4</b>	
<b>Notes</b>							
* HA = Highly Advantageous (8-15); Advantageous (1-7); Unacceptable (0), except for category #7; see below.							
+ HA = 6-10; A = 1-5; U = 0. Site visits and interviews were not conducted.							



Cathy Sheehan, 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

## COLLECTION OF LOSSES – WRITE OFFS THROUGH 12/31/2025

<u>Tenant</u>	<u>Accounts Receivable</u>	<u>Reason</u>
<u>667</u>	\$ 789.00	Deceased, on own, Family
<u>200</u>	\$ 21,589.08	2 Evictions
<b>Total</b>	<b>\$ 22,378.08</b>	

mrtwriteoff



Equal Opportunity Employer

