



Cathy Sheehan, Executive Director

2026 MAR -5 AM 8:39

CITY CLERK  
SALEM, MASS

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

March 4, 2025

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

Dear Ms. Simons:

In accordance with Chapter 30A, Section 20 of the General Laws, as amended, Notice of an **SPECIAL ANNUAL MEETING** immediately followed by a **REGULAR MEETING** of the **SALEM HOUSING AUTHORITY** to be held on **WEDNESDAY, MARCH 11, 2026 at 6:00 p.m.** at the office of the Authority located at 27 Charter Street, Community Room, Salem, Massachusetts is hereby posted.

**Hybrid Meeting Notice:** Members of the public are welcome to attend this in-person at the Salem Housing Authority's 27 Charter Street, Community Room, Salem, MA 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 Link:

**You are invited to a Zoom webinar!**

**When: Mar 11, 2026 06:00 PM Eastern Time (US and Canada)**

**Topic: 77th Special Annual Meeting and Regular Board of Directors Meeting of March 11, 2026 at 6:00 p.m.**

**Join from PC, Mac, iPad, or Android:**

**<https://us02web.zoom.us/j/87470390673?pwd=FDhHLMRCLmtboV1DpBu6RQaJ7pJdST.1>**

**Passcode:054482**

**Phone one-tap:**

**+13126266799,,87470390673#,,,,\*054482# US (Chicago)**

**+16465588656,,87470390673#,,,,\*054482# US (New York)**

**Join via audio:**

**+1 312 626 6799 US (Chicago)**



+1 646 558 8656 US (New York)  
+1 646 931 3860 US  
+1 301 715 8592 US (Washington DC)  
+1 305 224 1968 US  
+1 309 205 3325 US  
+1 507 473 4847 US  
+1 564 217 2000 US  
+1 669 444 9171 US  
+1 669 900 9128 US (San Jose)  
+1 689 278 1000 US  
+1 719 359 4580 US  
+1 253 205 0468 US  
+1 253 215 8782 US (Tacoma)  
+1 346 248 7799 US (Houston)  
+1 360 209 5623 US  
+1 386 347 5053 US

**Webinar ID: 874 7039 0673**

**Passcode: 054482**

**International numbers available: <https://us02web.zoom.us/j/kqyD3aeSc>**

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  
SEVENTY-SEVENTH (77TH) SPECIAL ANNUAL MEETING  
WEDNESDAY, MARCH 11, 2026 at 6:00 p.m.**

---

- I. Call Meeting to Order**
- II. Roll Call**
- III. Election of Officers**
- Office of Chair (The term limit is 2 years per SHA By-laws for the current Chair. The Chair, Aaron Paternoster's term will expire in August of 2027)
  - Office of Vice-Chair
  - Office of Second Vice-Chair
  - Office of Treasurer
  - Office of Assistant Treasurer
- IV. Board Member Signature Stamp -Paper Check Signers with Alternates (The current signature stamps – Romell Kidd and Aaron Paternoster)**
- Designate Check Signers and Alternates (Current Alternates are Romell Kidd/Aaron Paternoster, Aaron Paternoster/Romell Kidd)
- VI. Release of Executive Session Minutes**

(After review, there are no Executive Session Minutes for Release)

- VII. Presentation of By-Laws**
- VIII. Order of Voting for Roll Call Votes**
- IX. Adjournment into Regular Meeting**

**AGENDA FOR THE  
REGULAR BOARD OF DIRECTORS' MEETING  
WEDNESDAY, MARCH 11, 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 January 14, 2026;
- IV. Tenant/Public Engagement**
- V. Report of the Executive Director**
  - Executive Director Report – February 2026
- VI. Communications**
  - Mass NAHRO News Letter – January/February 2026
  - Updated Waitlist
  - SHA Department Reports ( Move In, Move Out, State and Federal, CHAMP Report, State Self-Sufficiency Report (Future Forward), Modernization Report, Voucher Report, Family Self-Sufficiency Program Report (Quarterly), Resident Service Coordinator Reports and Completed Work Orders for Month of January 2026) Section 8 Management Assessment Program
  - (SEMAP) Score The over all Section 8 Management Assessment Program score is 97%. The Authority is designated as a High Performer
  - Housing AI – SHA's New 24/7 Housing Assistant
  - Women's Money Matters – Financial Wellness Programs
  - Women's Money Matters – The Heart of WMM Programs – Volunteers, Coaches and Presenters

**VII. Reports of the Committees**

**VIII. Recommendations of the Chair**

**IX. Report of the Treasurer**

- Bills for the period January 1, 2026 to January 31, 2026
- Balance Sheet and Statements of Revenues and Expenses for month ending December 31, 2025

**X. Unfinished Business**

**XI. New Business**

- Management Services Agreement Amendment with Marblehead Housing Authority
- New Hire – Director of Operations
- Budget Presentation – Fiscal Year Ending September 30, 2026
- Executive Director Calculation Sheet
- Vote to Elect Patricia Morsillo as a Director of Housing Opportunities of Salems, Inc.
- Votes for Section 18 Conversion Closing for Federal Public Properties
- Change Order #1 for Project Low-Slope Roof Replacement at 292 Essex Street
- Certificate of Substantial Completion for Project Low-Slope Roof Replacement at 292 Essex Street

**XII. Other Business /Late Communications**

**XIII. Adjournment**

Very truly yours,



Cathy Sheehan  
Executive Director

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

This notice posted on "official Bulletin Board"  
City Hall, Salem, Mass. on 2026 MAR 5 at 8:39A  
in accordance with MGL Chap. 30A Sections 18-25.

4 de marzo de 2025

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

2026 MAR -5 AM 8:39

CITY CLERK  
SALEM, MASS

Estimada Sra. Simons:

De conformidad con el Capítulo 30A, Sección 20 de las Leyes Generales, y sus enmiendas, se publica la convocatoria para una REUNIÓN ANUAL EXTRAORDINARIA, seguida inmediatamente de una REUNIÓN ORDINARIA de la AUTORIDAD DE VIVIENDA DE SALEM, que se celebrará el MIÉRCOLES 11 DE MARZO DE 2026 a las 18:00 h en la oficina de la Autoridad, ubicada en 27 Charter Street, Sala Comunitaria, Salem, Massachusetts.

Aviso de reunión híbrida: El público puede asistir presencialmente en la Sala Comunitaria de la Autoridad de Vivienda de Salem, ubicada en 27 Charter Street, Salem, MA, 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 la conexión remota se ve interrumpida por problemas tecnológicos.

Enlace del seminario web de Zoom:

¡Le invitamos a un seminario web de Zoom!

Cuándo: 11 de marzo de 2026, 18:00 h, hora del este (EE. UU. y Canadá)

Tema: 77.ª Reunión Anual Extraordinaria y Reunión Ordinaria de la Junta Directiva, 11 de marzo de 2026, 18:00 h.

Únase desde PC, Mac, iPad o Android:

<https://us02web.zoom.us/j/87470390673?pwd=FDhHLMRCLmtboV1DpBu6RQaJ7pJdST.1>

Código de acceso: 054482

Contactos telefónicos:

+13126266799,,87470390673#,,,,\*054482# EE. UU. (Chicago)

+16465588656,,87470390673#,,,,\*054482# EE. UU. (Nueva York)

Únase por audio:

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

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

+1 646 931 3860 EE. UU.

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

+1 305 224 1968 EE. UU.

+1 309 205 3325 EE. UU.

+1 507 473 4847 EE. UU.

+1 564 217 2000 EE. UU.

+1 669 444 9171 EE. UU.

+1 669 900 9128 EE. UU. (San José)

+1 689 278 1000 EE. UU.

+1 719 359 4580 EE. UU.

+1 253 205 0468 EE. UU.

+1 253 215 8782 EE. UU. (Tacoma)  
+1 346 248 7799 EE. UU. (Houston)  
+1 360 209 5623 EE. UU.  
+1 386 347 5053 EE. UU.  
ID del seminario web: 874 7039 0673  
Contraseña: 054482  
Números internacionales disponibles: <https://us02web.zoom.us/j/87470390673>

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.

ORDEN DEL DÍA DE LA SEPTUAGÉSIMA SÉPTIMA (77.<sup>a</sup>) REUNIÓN ANUAL  
EXTRAORDINARIA  
MIÉRCOLES, 11 DE MARZO DE 2026 @ 6:00 P.M.

I. Apertura de la sesión

II. Lista de asistencia

III. Elección de Directivos

- Cargo de Presidente (El mandato del actual Presidente, Aaron Paternoster, tiene un límite de 2 años según los Estatutos de la SHA). El mandato del Presidente, Aaron Paternoster, expira en agosto de 2027.
- Cargo de Vicepresidente
- Cargo de Segundo Vicepresidente
- Cargo de Tesorero
- Cargo de Tesorero Adjunto

IV. Sello de Firma de los Miembros de la Junta Directiva - Firmantes de Cheques con Suplentes (Los sellos de firma actuales son Romell Kidd y Aaron Paternoster).

- Designación de Firmantes de Cheques y Suplentes (Los suplentes actuales son Romell Kidd/Aaron Paternoster, Aaron Paternoster/Romell Kidd).

VI. Publicación de las Actas de la Sesión Ejecutiva

VII. Presentación de los Estatutos

VIII. Orden de Votación para las Votaciones Nominales

IX. Aplazamiento de la Sesión Ordinaria

ORDEN DEL DÍA DE LA REUNIÓN ORDINARIA DE LA JUNTA DIRECTIVA  
MIÉRCOLES, 11 DE MARZO DE 2026  
18:00 h

I. Apertura de la reunión

II. Lista de asistencia

III. Aceptación de las actas de las reuniones anteriores

- Aceptación de las actas de la reunión ordinaria del 14 de enero de 2026

#### IV. Participación de los inquilinos y el público

#### V. Informe del Director Ejecutivo

- Informe del Director Ejecutivo – Febrero de 2026

#### VI. Comunicaciones

- Boletín informativo de Mass NAHRO – Enero/Febrero de 2026
- Lista de espera actualizada
- Informes del Departamento de Vivienda y Desarrollo Urbano (SHA) (Ingreso, Salida, Estatal y Federal, Informe CHAMP, Informe de Autosuficiencia Estatal (Future Forward), Informe de Modernización, Informe de Cupones, Informe del Programa de Autosuficiencia Familiar (Trimestral), Informes del Coordinador de Servicios para Residentes y Órdenes de Trabajo Completadas para el mes de enero de 2026). Sección 8 Evaluación de la gestión Programa
- Puntuación (SEMAP) La puntuación general del programa de la Evaluación de Gestión de la Sección 8 es del 97 %. La Autoridad está designada como de Alto Rendimiento.
- Asistente de Vivienda (AI) de la SHA: Nuevo Asistente de Vivienda 24/7
- Asuntos Financieros para Mujeres: Programas de Bienestar Financiero
- Asuntos Financieros para Mujeres: El Corazón de los Programas de WMM: Voluntarios, Asesores y Presentadores

#### VII. Informes de los Comités

#### VIII. Recomendaciones del Presidente

#### IX. Informe del Tesorero

- Facturas del período del 1 al 31 de enero de 2026
- Balance General y Estados de Ingresos y Gastos del mes que finaliza el 31 de diciembre de 2025

#### X. Asuntos Pendientes

#### XI. Nuevos Asuntos

- Enmienda al Contrato de Servicios de Gestión con Marblehead Autoridad de Vivienda
- Nueva Contratación: Director de Operaciones
- Presentación del Presupuesto: Año Fiscal que finaliza el 30 de septiembre de 2026
- Cálculo del Director Ejecutivo Hoja informativa
- Votación para elegir a Patricia Morsillo como Directora de Oportunidades de Vivienda de Salems, Inc.
- Votación para el cierre de la conversión de la Sección 18 para propiedades públicas federales
- Orden de cambio n.º 1 para el proyecto de reemplazo de techo de baja pendiente en Certificado de Finalización Sustancial del Proyecto de Reemplazo de Techo de Pendiente Baja en 292 Essex Street

#### XII. Otros Asuntos / Comunicaciones Atrasadas

XIII. Levantamiento de la Sesión

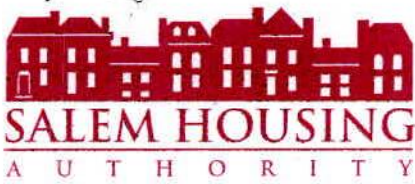
Atentamente,



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

This notice posted on "official Bulletin Board"  
City Hall, Salem, Mass. on 2020 MAR-5 at 8:39 AM  
in accordance with MGL Chap. 30A Sections 18-25.



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

**DISCUSSIONS FOR THE  
SEVENTY-SEVENTH (77TH) SPECIAL ANNUAL MEETING  
WEDNESDAY, MARCH 11, 2026  
AT 6:00 P.M.**

**I. Call Meeting to Order**

**II. Roll Call**

Present

Absent

Also Present:

**III. Election of Officers**

Office of the Chair

The term limit is 2 years per the SHA By-Laws for the current Chair. The Chair, Aaron Paternoster term will expire in August of 2027.

( ) moves to nominate ( ) for the Office of Chair. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

( ) moves that the nominations for the Office of Chair be closed. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

( ) moves that ( ) be elected to the Office of Chair. ( ) seconds the motion and the vote is as follows:

Ayes

Nays



Office of the Vice-Chair

( ) moves to nominate ( ) for the Office of Vice-Chair. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

( ) moves that the nominations for the Office of Vice-Chair be closed. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

( ) moves that ( ) be elected to the Office of Vice-Chair. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

Office of the Second Vice-Chair

( ) moves to nominate ( ) for the Office of Second Vice-Chair. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

( ) moves that the nominations for the Office of Second Vice-Chair be closed.

( ) seconds the motion and the vote is as follows:

Ayes

Nays

( ) moves that ( ) be elected to the Office of Second Vice-Chair. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

Office of the Treasurer

( ) moves to nominate ( ) for the Office of Treasurer. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

( ) moves that the nominations for the Office of Treasurer be closed. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

( ) moves that ( ) be elected to the Office of Treasurer. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

#### Office of Assistant Treasurer

( ) moves to nominate ( ) for the Office of Assistant Treasurer. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

( ) moves that the nominations for the Office of Assistant Treasurer be closed. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

( ) moves that ( ) be elected to the Office of Assistant Treasurer. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

#### **IV. Board Member Signature Stamp -Paper Check Signers with Alternates**

The current signature stamps – Romell Kidd and Aaron Paternoster

The current alternates are Romell Kidd/Aaron Paternoster and Aaron Paternoster/Romell Kidd

( ) moves that the following are designated as check signers and alternates:

Check Signer:

Alternate:

Counter Signer:

Alternate:

( ) seconds the motion and the vote is as follows:

Ayes

Nays

**VI. Release of Executive Session Minutes**

Pursuant to the Attorney General's recommendation, the Salem Housing Authority reviews the Executive Session Meeting Minutes annually. The Executive Session Minutes may be released once the purpose for going into Executive Session no longer exists. After review, by Cathy Sheehan, Executive Director and Anne Cameron, Executive Assistant, there are no Executive Session Minutes to be released at this time.

**VII. Presentation of By-Laws**

The By-Laws of the Salem Housing Authority will be distributed for review and will be discussed at the May 2026 Board Meeting.

**VIII. Order of Voting For Roll Call Votes**

- ( ) moves that the first member to vote will be ( )
- ( ) moves that the second member to vote will be ( )
- ( ) moves that the third member to vote will be the ( )
- ( ) moves that the fourth member to vote will be ( )
- ( ) moves that the fifth member to vote will be ( )
- ( ) seconds the motions and the vote is as follows:

Ayes

Nays

**IX. Adjournment into the Special Meeting of March 11, 2026**

( ) moves that the Board convene into the Regular Meeting of March 11, 2026 at ( ) and will adjourn the meeting from the Regular Board of Directors Meeting. The Board will not reconvene into the Special Annual Meeting. ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays



## BY-LAWS OF THE SALEM HOUSING AUTHORITY

### ARTICLE 1: NAME, SEAL, LOCATION, AND PURPOSE

Section 1: Name The name of the Authority shall be "Salem Housing Authority".

Section 2: Seal of Authority The seal of the Authority shall consist of a flat faced circular die with the name of the Authority, the word "Massachusetts" and the year of its organization (1948).

Section 3: Office of Authority The office of the Authority shall be in Salem, in the Commonwealth of Massachusetts, at such place as the Authority may from time to time designate by vote of the Authority.

Section 4: Purpose of the Authority The Salem Housing Authority (SHA) exists to provide stable, quality, safe, and affordable housing. They seek to empower residents to exercise choice, power and autonomy over their lives, while confronting the historical harms caused by structural racism and systems of oppression. SHA is committed to a housing justice model; forming productive partnerships to maximize social, economic, and educational opportunities for its residents and staff. This mission shall be accomplished in a fiscally responsible manner by a compassionate, ethical, and professional staff and Board of Commissioners ("Board"). The Salem Housing Authority and its Board are committed to the personal growth of board, staff, and tenants, excellence in public service, and being accountable and transparent to all of our stakeholders. The Housing Authority and its Board are committed to advocating for truly affordable housing and the interests of the tenants, as well as forming partnerships within the Salem Community in order to create and support quality affordable housing with dignity for residents of the city.

### ARTICLE 11: OFFICERS

Section 1: Officers The officers of the Authority shall be a Chair, a Vice-Chair, a Second Vice-Chair, a Treasurer, and a Secretary.

Section 2: Chair The Chair shall preside at all meetings of the Authority. Except as otherwise authorized by vote of the Authority, the Chair shall sign all contracts, deeds, leases, and other instruments entered into by the Authority. At each meeting, the Chair shall submit such recommendations and information as they may consider proper concerning the business, affairs, and policies of the Authority.

Section 3: Vice-Chair The Vice Chair shall perform the duties of the Chair in the absence or incapacity of the Chair; and in the case of the resignation or death of the Chair, the Vice Chair shall perform such duties as are imposed on the Chair, until such time as the Authority shall appoint a new Chair.

Section 4: Second Vice Chair The Second Vice Chair shall perform the duties of the Vice Chair in the absence or incapacity of the Vice Chair; and in the case of the resignation or death of the Vice Chair, the Second Vice Chair shall perform such duties as are imposed on the Vice Chair, until such time as the Authority shall appoint a new Chair.

Section 5: Treasurer The Treasurer shall have the care and custody of all funds of the Authority in such bank or banks as the Authority may by vote designate. The Treasurer shall sign all orders and checks for the payment of money and shall pay out and disburse such moneys under the direction of the Authority. Except as otherwise authorized by votes of the Authority, all such orders and checks shall be countersigned by the Chair.

Section 6 : Secretary Upon the appointment of an Executive Director, they assume the role of Secretary and may delegate their duties. The Secretary shall keep the records of the Authority, shall act as clerk of the meetings of the Authority and record all votes, and shall keep records of the minutes of meetings of the Authority in a record book to be kept for such purposes, and shall perform all duties incident to this office. The Secretary shall keep in safe custody the seal of the Authority and shall have the power to affix such seal to all contracts and the instruments authorized to be executed by the Authority.

In the absence of the Secretary at any meeting, a temporary Secretary shall be chosen who shall record the proceedings of such meetings in the record book.

Section 7 : Executive Director The Authority may appoint an Executive Director who shall have general supervision over the administration of the business and affairs of the Authority and who shall be charged with the management of housing developments of the Authority, subject to the direction of the Authority.

Section 8 : Additional Duties The officers of the Authority shall perform such other duties and functions as may from time to time be required by the Authority, or the bylaws, or rules and regulations of the Authority.

Section 9: Election or Appointment The Officers of the Authority shall be elected at the annual meeting from among the members of the Authority, and shall hold office for one year until their successors are elected and qualified.

Section 10 : Vacancies Upon a vacancy in any of the offices, the Authority shall elect a successor from its membership at the next regular meeting, and such election shall be for the unexpired term of said office. Upon a vacancy in the office of Treasurer and if such person is not a member of the Authority, the Authority shall appoint a successor for such term as it shall determine, but not to exceed the term of one year.

Section 11: Additional Personnel The Authority may from time to time employ such personnel as it deems necessary to exercise its powers and perform its duties as set forth in the Housing Authority Law of the Commonwealth of Massachusetts, as amended, and all other provisions of law of the Commonwealth of Massachusetts applicable thereto.

## Section 12: Chairperson Term Limit

The Chairperson shall not serve more than two (2) consecutive terms. A commissioner may serve more than two (2) terms as Chairperson if separated by at least two (2) years in another role on the Board.

## ARTICLE III: MEETINGS

Section 1: Annual Meeting The annual meeting of the Authority shall be held at the regular meeting place of the Authority on the day and at the time appointed for the first regular meeting in February each year. If the annual meeting is omitted on the day herein provided therefore, a special meeting may be held in place thereof and any business transacted or elections held at such meeting shall have the same effect as if transacted or held at the annual meeting. The annual report of the Authority shall be considered and adopted at the annual meeting. The order of voting for roll-call votes shall be determined by the Board at the Annual Meeting.

Section 2: Regular Meetings Regular meetings shall be held on the second Wednesday of each month and must be publicly posted in compliance with the Open Meeting Law of the Commonwealth of Massachusetts (Chapter 30A 18-25).

Section 3: Special Meetings The Chair of the Authority may, when they deem it expedient, call a special meeting of the Authority for the purpose of transacting any business designated in the notice. The notice for a special meeting must be delivered to each member of the Authority and posted in compliance with the Open Meeting Law of the Commonwealth of Massachusetts (Chapter 30A 18-25). At such special meetings no business shall be considered other than as designated in the notice or any other business that may lawfully come before it.

Section 4: Quorum At all meetings of the Authority a majority of the members of the Authority shall constitute a quorum for the purpose of transacting business; provided that a smaller number may meet and adjourn to some other time or until a quorum is obtained.

Section 5: Order of Business At the regular meeting of the Authority, the following shall be the order of business:

- I. Call the Meeting to Order
- II. Roll Call
- III. Public Comment
- IV. Consent Agenda
- V. Acceptance of the minutes of Previous Meeting(s) Communications
- VI. Report of the Executive Director
- VII. Reports of the Committees
- VIII. Recommendations of the Chair
- IX. Report of the Treasurer
- X. Unfinished Business
- XI. New Business
- XII. Other Business/Late Communications
- XIII. Adjournment

## ARTICLE IV: AMENDMENTS

Section 1: Amendments to By-Laws The by-laws of the Authority shall be amended only with the approval of a majority of the Authority at a regular or a special meeting, but no such amendment shall be adopted unless at least seven days' notice of such proposed amendment has been previously given to all of the members of the Authority.

Revised 2/28/78 (Added Assistant Treasurer)

Revised 3/29/94 ((Added Second Vice-Chair)

Revised 11/08/07 (Change meeting from fourth to third Tuesdays)

Revised 11/26/08 (Change meeting from third Tuesday to second Wednesday)

Reviewed by the Board 3/10/10 (No changes made)

Reviewed by the Board 2/09/11 (No changes made)

Revised by the Board 4/13/11 (housekeeping corrections)

Reviewed by the Board 3/21/12 (No changes made)

Reviewed by the Board 3/13/13 (No changes made)

Reviewed by the Board 3/12/14 (No changes made)

Reviewed by the Board 3/11/15 (No changes made)

Reviewed by the Board 3/09/16 (No changes made)

Reviewed by the Board 3/08/17 (No changes made)

Reviewed by the Board 3/20/18 (No changes made)

Reviewed by the Board 3/13/19 (No changes made)

Reviewed by the Board 3/25/20 (Change made at May 13, 2020 Special Board Meeting-adding Chairperson Term Limit)

Reviewed by the Board 3/10/2021 (No Changes made)

Reviewed by the Board 6/08/2022 (Pronoun changes made)

Reviewed by the Board (6/14/2023) (Deleted Chainman and added Chair)

Reviewed by the Board (11/15/23) Changes made: New Article I, Section 4. and revision to Article III, Section 5.

Reviewed by the Board (05/8/24) Changes made: Pronoun changes and revision to Article III, Section 2.

Reviewed by the Board (8/14/24) Changes made to Section 7 adding a new sentence and Section 8 deleting last sentence of Section 8.

Reviewed by the Board (04/09/25) Changes made: revision to order of business, removal of Assistant Treasurer, revision to Article I.

File: ac SHA Bylaws (Revised April 09, 2025)



Cathy Hoog, Executive Director

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

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

Telephone: 978-744-4431 Fax: 978-744-9614  
Website: www.salemha.org

EXTRACT FROM THE MINUTES OF THE  
REGULAR MEETING OF THE BOARD MEMBERS OF THE  
SALEM HOUSING AUTHORITY HELD ON  
WEDNESDAY, APRIL 9, 2025 at 6:00 p.m.

The BOARD MEMBERS of the SALEM HOUSING AUTHORITY met in a REGULAR MEETING at the Pioneer Terrace Community Room, Pioneer Terrace, Salem, Massachusetts on WEDNESDAY, April 9, 2025, the place, hour, and date duly established for the holding of such meeting.

This meeting was a hybrid Meeting.

The meeting was called to order at 6:12 p.m. by Veronica Miranda, Chair and upon a roll call, the following answered present:

Present

Romell Kidd  
Doneeca Thurston-Chavez  
Veronica Miranda

Absent

Aaron Paternoster  
Vacant Seat

Also Present: Cathy Hoog, Executive Director, Debra Tucker, Assistant Executive Director, Anne Cameron, Executive Assistant, Massiel Garcia, Finance Director, Jacqueline Guzman, Director of Leased Housing, Joshua Bocko, Assistant Director of Public Housing and Luis Lopez, Maintenance Facilities Manager

Some maintenance staff members of the Salem Housing Authority were also present at the meeting.

The Chair declared a quorum present.

---

MOTION

The following resolution was introduced by Veronica Miranda, Chair, read in full, and considered:

Veronica Miranda moved to make changes to the SHA By-Laws to wit: Removal of Assistant Treasurer, moving public comment before meeting minutes, adding consent agendas and some minor grammatical edits. Romell Kidd seconded the motion and the roll call vote was as follows:

Ayes

Romell Kidd  
Doneeca Thurston-Chavez  
Veronica Miranda

Nays

The Chair thereupon declared the motion carried.





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](http://www.salemha.org)

**DISCUSSIONS FOR THE  
REGULAR MEETING  
WEDNESDAY, MARCH 11, 2026  
6:00 p.m.**

---

**This meeting will be a hybrid meeting.**

**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 held on Wednesday, January 14, 2026. ( ) seconds the motion and the vote is as follows:

Ayes

Nays

**IV. Tenant/Public Engagement**

**V. Executive Director Report**

**VI. Communications**

- Mass NAHRO News Letter – January/February 2026
- Updated Waitlist



- SHA Department Reports ( Move In, Move Out, State and Federal, CHAMP Report, State Self-Sufficiency Report (Future Forward) Modernization Report, Voucher Report, Family Self-Sufficiency Program Report (Quarterly), Resident Service Coordinator Reports and Completed Work Orders for Month of January 2025)
- Section 8 Management Assessment Program (SEMAP) Score  
The over all Section 8 Management Assessment Program score is 97%. The Authority is designated as a High Performer-
- Housing AI – SHA’s New 24/7 Housing Assistant
- Women’s Money Matters – Financial Wellness Programs
- Women’s Money Matters – The Heart of WMM Programs – Volunteers, Coaches and Presenters

**VII. Reports of the Committees**

**VIII. Recommendations of the Chair**

**IX. Report of the Treasurer**

Bills and Transfers

( ) moves to approve the bills and transfers for the period January 1, 2026 through January 31, 2026 as presented. ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

Balance Sheet and Statements of Revenues and Expenses

( ) moves to accept the Balance Sheet and Statements of Revenues and Expenses prepared by Rick Fenton of Fenton, Ewald & Associates, P.C. for three (3) months ending December 31, 2026 ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

**X. Unfinished Business**

**XI. New Business**

Management Services Agreement Amendment

Cathy Sheehan will present and explain to the Board of Directors the Management Services Agreement Amendment to the Board of Directors.

( ) moves to approve and extend the Management Services Agreement Amendment dated February , 2026 between Marblehead Housing Authority and the Salem Housing Authority from December 31, 2026 to December 31, 2031 with an annual contract sum of \$135,287.50, prorated monthly at a rate of \$11,273.96. Payments will increase annually as according to the Budget Guidelines for allowable Executive Director salary increases/management services agreement. ( ) seconds the motion and the roll call vote is as follows:

Ayes

Nays

New Hire – Director of Operations

There were three (3) candidates chosen to be interviewed for the open position of Director of Operations. One of the chosen candidates withdrew her applications Cathy Sheehan interviewed the two candidates. Cathy Sheehan will present the candidate of her choice.

( ) moves to make a conditional offer of employment to Gary Dean for the full-time position as Director of Operations at an annual salary of \$180,000.00 with a start date TBD. ( ) seconds the motion and the **roll call** vote was as follows:

Ayes

Nays

Budget Presentation – Fiscal Year Ending September 30, 2026

Paul Pavia, Certified Public Accountant, from Fenton, Ewald & Associates, P.C. will present in detail the State 4001 and MRVP/DMH budgets for fiscal year ending September 30, 2026.

( ) moves to approve the **MRVP/DMH** Budget for fiscal year ending September 30, 2026.. ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

( ) moves to approve the **Program 4001** Budget for fiscal year ending September 30, 2026. ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

#### Executive Director Calculation Sheet

Cathy Sheehan will present to the Board, the Executive Director's Salary Calculation Sheet to the Board of Directors.

( ) moves to approve the Executive Director's Salary Calculation Sheet as presented.

( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

#### Vote to Elect Patricia Morsillo as a Director of Housing Opportunities of Salems, Inc.

( ) moves to elect Patricia Morsillo as a Director of Housing Opportunities Salem Inc.

( ) seconds the motion and the roll call is as follows:

Ayes

Nays

#### Section 18 Conversion Closing for Federal Public Properties

Cathy Sheehan will present and explain to the Board of Directors the Section 18 Closing Procedure and purpose of the following votes necessary to effectuate the Section 18 Closing.

The Salem Housing Authority Board of Directors does hereby approve the following resolutions relative to the Section 18 Closing:

#### DECLARATION OF TRUST

Resolved: That the authority enter into and record a Declaration of Trust for the public housing units located at 121 ½ Bridge Street, 122 ½ Boston Street, 73 Boston Street, and 2 Hathorn Crescent, which Declaration of Trust

shall be released by HUD upon the conveyance of the Property and execution of the HAP Documents and Use Agreement in connection therewith.

#### CONVEYANCE

Resolved: That the Authority sell the Property to HOS, and that Cathy Sheehan, as Executive Director of the Authority, and/or any other officer of the Authority (each an "Authorized Agent"), either acting jointly or singly, are authorized, empowered and directed by the Authority to execute, acknowledge and deliver a quitclaim deed and/or any other document relating to the transfer of the Property to HOS (the "Conveyance") upon such terms and conditions as may be approved by the Authorized Agent in his/her sole discretion.

#### USE AGREEMENT

Resolved: That in connection with the Project, the Authority shall cause itself to enter into a Use Restriction Agreement (the "Use Agreement") with HOS, along with any amendments to the foregoing or other documents deemed necessary or convenient in connection with the Use Agreement as may be approved by the Authorized Agent in his/her sole discretion.

#### SUBSIDY CONTRACTS

Resolved: That in connection with the Project, the Authority shall enter into a Section 8 Housing Assistance Payments Contract relating to Section 8 Project-Based Vouchers that will benefit 39 units of the Project (together, the "HAP Contract") along with amendments to any of the foregoing or other documents deemed necessary or convenient in connection with the HAP Contract as may be approved by the Authorized Agent in his/her sole discretion (the "HAP Documents").

#### MISCELLANEOUS AND GENERAL AUTHORIZATIONS

Resolved: That the Authorized Agent is hereby authorized, empowered and directed by the Authority to execute, acknowledge and deliver any such documents or instruments as he/she may deem necessary or desirable in connection with the Acquisition, the Use Agreement, HAP Documents, and any other matters necessary or desirable in connection therewith and that the execution of any of the foregoing shall be conclusively deemed to have been authorized by this Resolution.

Resolved: That all actions previously taken by any officer or employee of the Authority or by any Authorized Agent with respect to the foregoing, be, and hereby are, ratified and approved.

( ) moves to approve the above resolutions including Declaration of Trust, Conveyance, Use Agreements, Subsidy Contracts and Miscellaneous and General Authorizations as presented above. ( ) seconds the motion and the roll call vote is as follows:

Ayes

Nays

Change Order #1 for Project Low-Slope Roof Replacement at 292 Essex Street

Cathy Sheehan will present and explain to the Board of Directors Change Order #1 for Project Low-Slope Roof Replacement at 292 Essex Street.

( ) moved to approve Change Order #1 in the amount of \$6,515.00 from Leading Way Construction for the project Low-Slope Roof Replacement at 292 Essex Street, the Zisson Building. This Change Order which extends the contract by 10 days represents labor and materials costs to install a skylight and to make repairs to the upper edge of the YMCA roof where it meets the SHA in order to avoid leaks at the lower roof. ( ) seconds the motion and the roll call vote is as follows:

Ayes

Nays

Certificate of Substantial Completion for Project Low-Slope Roof Replacement at 292 Essex Street

Cathy Sheehan will present and explain to the Board of Directors the Certificate of Substantial Completion for Project Low-Slope Roof Replacement at 292 Essex Street.

( ) moves to accept the Certificate of Substantial Completion effective as of December 12, 2025 for the Low-Slope Roof Replacement project at 292 Essex St., the Zisson Building, as submitted by the Contractor, Leading Way Construction Co., Inc. and approved by Andrew Brockway & Associates, the Architect. ( ) 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 March 11, 2026 at ( )  
p.m. ( ) seconds the motion and the **roll call** vote is as follows:

Ayes

Nays



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

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

---

This meeting was a hybrid meeting and took place at 136 Canal Street, Salem, MA

**I. Called the Meeting to Order at 6:08 p.m.**

**II. Roll Call**

Present

Aaron Paternoster  
Romell Kidd  
Emily Ullman  
Veronica Miranda (Virtual)

Absent

(Vacant Seat)

Also Present: Cathy Sheehan, Executive Director, Gary Dean, Director of Maintenance, Debra Tucker, Assistant Executive Director, Anne Cameron, Executive Assistant, Massiel Garcia, Finance Director, Jacqueline Guzman, Director of Leased Housing, Maureen Thomas, Director of Public Housing, and Joshua Bocko, Assistant Director of Public Housing

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

Emily Ullman moved to accept the Minutes of the Regular Meeting of the Board of Directors Meeting held on Wednesday, December 10, 2025. Romell Kidd seconded the motion and the vote was as follows:

Ayes

Aaron Paternoster  
Romell Kidd  
Emily Ullman  
Veronica Miranda (Virtual)

Nays



#### **IV. Tenant/Public Engagement**

**See Summary attached hereto for Articles IV through XII**

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

- See Executive Director's Report Attached – December 2025

Cathy Sheehan reviewed in detail her Executive Director's report. See Summary attached hereto for high-lights.

#### **VI. Communications**

- Mass NAHRO Newsletter -November/December 2025
- 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**

There were no reports of the Committees.

#### **VIII. Recommendations of the Chair**

For Aaron Paternoster's recommendations, please see late business/communications section of the board meeting.

#### **IX. Report of the Treasurer**

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

Cathy Sheehan presented 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.

Emily Ullman moved 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

Aaron Paternoster  
Romell Kidd  
Emily Ullman  
Veronica Miranda (Virtual)

Balance Sheet and Statements of Revenues and Expenses

Cathy Sheenan presented 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.

Romell Kidd moved to accept the Balance Sheet and Statements of Revenues and Expenses prepared by Paul Pavia of Fenton, Ewald & Associates, P.C. for two (2) months ending November 30, 2025. Emily Ullman seconded the motion and the **roll call** vote was follows:

Ayes

Aaron Paternoster  
Romell Kidd  
Emily Ullman  
Veronica Miranda (Virtual)

Bills

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

Veronica Miranda moved to acknowledge receipt of the bills for the period December 1, 2025 through December 31, 2025 as presented. Emily Ullman seconded the motion and the **roll call** vote was follows:

Ayes

Nays

Aaron Paternoster  
Romell Kidd  
Emily Ullman  
Veronica Miranda (Virtual)

**X. Unfinished Business**

There was no 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 presented 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

Romell Kidd moved to designate with contingencies Beacon Communities, Developer Firm for the redevelopment of 17-27 First Street, Salem, MA. Aaron Paternoster seconded the motion and the roll call vote was as follows:

Ayes

Aaron Paternoster

Romell Kidd

Emily Ullman

Veronica Miranda (Virtual)

Nays

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

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

Emily Ullman moved 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. Veronica Miranda seconded the motion and the **roll call** vote was as follows:

Ayes

Aaron Paternoster

Romell Kidd

Emily Ullman

Veronica Miranda (Virtual)

Nays

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

## **XIII. Adjournment**

Romell Kidd moved that the Board adjourn the Regular Meeting of January 14, 2026 at 7:39 p.m. Emily Ullman seconded the motion and the **roll call** vote is as follows:

Ayes

Aaron Paternoster

Romell Kidd

Emily Ullman

Veronica Miranda (Virtual

Nays

# **Summary Sheet of the Minutes of the Regular Board Meeting January 14, 2026, Articles II - XIII**

## **Tenant/Public Engagement**

The Tenant/Public Engagement section of the meeting focused on the 17-27 First Street development project, where Chris Burke provided a detailed description of the environmentally sensitive 8-acre site, highlighting its natural features and suggesting a buffer zone for Highland Park. Denise Regan and Judith Riley raised concerns about the lack of notice for a vote on the project and requested postponing the decision, while City Councillor Lydia King supported their position, emphasizing the importance of community input and thorough evaluation.

Attached hereto you will find, emails and statements relative to the 17-27 First Street Development of surplus land from the following individuals who all Salem residents:

1. Mayor Dominick Pangallo
2. Sheila Billings
3. Flora Tonthat
4. Carolyn Ross
5. Judith Reilly
6. Euni Morrow
7. Denise Regan

## **Cathy Sheehan's Executive Directors Report**

Cathy's report began with a tribute to Debbie Tucker, who is retiring after 39 years with the Salem Housing Authority. She was congratulated by the Board, Cathy Sheehan and staff who were in attendance at the meeting.

Cathy reported that the closing for the public housing program has been extended to February 28th due to HUD delays, and highlighted various agency achievements including 382 completed work orders, 12 ongoing modernization projects, and the successful graduation of five families from the Housing Now program. Cathy informed the Board of on the receipt and updates on several grant awards, including a \$2,500 Community Development Block Grant and over \$117,000 for the FSS program.

The board approved financial statements and bills.

### **Beacon Communities Selected as Preferred Developer**

The Salem Housing Authority Board received the 3 proposals for developing surplus land on 17-27 First Street well in advance of the January 14, 2026 board meeting so that they had sufficient time to review the proposal prior to the board meeting. The Board received Emily Achtenberg, Developer Consultant's detailed information in their Board Packets

Emily Achtenberg delivered a thorough, detailed presentation of all 3 developer proposals to the SHA Board of Directors. Emily answered questions raised by the Board.

The Salem Housing Authority review committee comprised of 5 Members. 3 from the housing authority, 1 from the City of Salem, Planning Department and Emily Achtenberg, Developer Consultant. The review committee analyzed the Developers' Proposals submitted to the SHA for the development of surplus land located at 17-27 First Street, Salem, MA, The Committee scored three developer proposals for the 17-27 First Street development project, with Beacon receiving the highest score of 95.

The board approved Beacon as the preferred developer with contingencies, noting their strong experience, financial feasibility, and unique co-ownership proposal offering a 30% profit share to the Housing Authority.

Veronica Miranda stated that she personally, as an individual board member, would feel more comfortable if going forward the Board did not vote on the first night that they see something on the agenda, especially something with the significance that this kind of vote has.

Cathy Sheehan noted that. There are some items that do have a sense of urgency that need to be voted on. We can identify those items. Some items of business are definitely more urgent in nature.

The timeline for the project was discussed, with a November deadline for preliminary funding applications and February 2030 completion target.

### **Write-Offs for the Period Ending December 31, 2025**

The board also approved write-offs totaling \$22,378.08 for two eviction cases.

### **Other Business/Late Communication**

Please see the attached email re: Eviction Clinic from Veronica Miranda who made an announcement at the Board Meeting relative to the City of Salem, Northeast Legal Aid and the Essex County Bar Association hosting a free eviction Sealing Clinic on January 15<sup>th</sup>, 2026 from 3:00 p.m. to 7:00 p.m. at the Community Life Center (Great Room), 401 Bridge Street, Salem, MA.

Aaron Paternoster – In light of this development process and designating Beacon Communities (with contingencies) the developer, I would like to request a very loose, tentative timeline as far as the process, so that way board members can look and see when things such as financing, design, and community engagement, etc. are due. We are not going to hold anyone to account for that timeline, it is just for reference for us. I think that would be helpful, even if it is based on previous development. I think that would help clarify where we are for everyone.



**CITY OF SALEM, MASSACHUSETTS**

Dominick Pangallo  
Mayor

Office of the Mayor

January 14, 2026  
Salem Housing Authority Board of Directors  
via email

Dear members of the Board,

As I am unable to attend your meeting this evening due to a meeting of the Affordable Housing Trust Fund Board on which I serve, I wanted to provide a statement in writing regarding your evaluation of the opportunities before the SHA for the 17-27 First Street parcel.

Last year, Deputy Planning Director Amanda Chiancola and I had the opportunity to present to the Board about the City's Housing Road Map and the data demonstrating the profound need for housing – especially housing affordable to and obtainable by our community members. In a city of about eight square miles, multi-family housing is allowed by right on less than one square mile, and the availability of publicly owned land – minimizing the acquisition cost and therefore allowing for greater levels of affordability than might otherwise be possible – is even more scarce. 17-27 First Street may well be the only such buildable parcel in the entire city.

MassINC's Housing Monitor identified that Salem should be striving to support the construction of about 220 new housing units per year, equal to roughly 1% of our existing housing unit count, to better align our housing supply with the demand for homes. While we are making strong progress toward that goal, a critical element of it must be the inclusion of housing units affordable to Salem families, workers, and seniors.

There are currently only a handful of projects in the pipeline that offer 100% of units as deed-restricted affordable: El Centro (which is age-restricted), Soldier On (which is veteran status restricted and supportive for formerly unhoused), and Lifebridge/Harborlight (which is supportive for formerly unhoused). Absent the proposed project at 17-27 First Street, there is only one other project in our housing pipeline that offers full affordability without age or status restrictions (a smaller 8-unit ownership project).

Last year, over 600 Salem residents accessed Housing Stability Services through my office, Salem Public Schools enrolled and supported around 200 homeless students, and we saw, routinely, thousands of lottery applications for buildings with just a few dozen affordable units. The project before the Board represents a significant and positive opportunity to put a roof over the head of hundreds of Salem's most vulnerable residents.

I hope you will continue to move this project forward with the thoughtfulness and dedication that I know you bring to your roles in every decision. I look forward to continuing to partner with the SHA in meeting our community's housing goals and ensuring that every Salem family, senior, and worker has the dignity of a place to call home.

Sincerely,

A handwritten signature in blue ink that reads "Dominick Pangallo". The signature is written in a cursive style with a large initial "D".

Dominick Pangallo  
Mayor  
City of Salem

CC: Salem City Council  
Affordable Housing Trust Fund Board

**Anne Cameron**

---

**From:** Salem Housing Authority <dev@sperlinginteractive.com>  
**Sent:** Wednesday, January 14, 2026 7:27 AM  
**To:** Anne Cameron  
**Subject:** Contact - Sheila Billings

---

**Name** Sheila Billings

---

**Email** sheilafbillings@gmail.com

---

**Phone** (978)-998-1255

---

**Your Message** I hope the Salem Housing Authority will listen to Chris Burke about the treasure of the natural land left in Salem. Pristine old woods can never be replaced. Please, do not allow them to be destroyed on your watch.

---

On Jan 14, 2026, at 1:40 PM, stay northeystreethouse.com  
<[stay@northeystreethouse.com](mailto:stay@northeystreethouse.com)> wrote:

To Salem Housing Authority:

I most likely will not be able to make the meeting this evening, but would like to register my comments. I had entered it through the SHA website under contact, but was not sure who it went to so I copied Constituent services and the Mayor's office. This is awfully short notice for a project of such huge impact. I really hope it does not go through. I'm all for housing, but this has been an undisturbed, pristine area, according to Chris Burke. If so, it ought to be protected. Thank you for your consideration.

Flora Tonthat  
she/her/hers  
Founder & Owner [Northey Street House B&B](#)  
30 Northey Street, Salem MA 01970

978-397-1582 Book direct on NortheyStreetHouse.com  
Follow us on Facebook & Instagram @NortheyHouse

Tripadvisor Certificate of Excellence Hall of Fame since 2010



Begin forwarded message:

**From:** Flora Tonthat <[stay@northeystreethouse.com](mailto:stay@northeystreethouse.com)>  
**Subject:** Development of part of Salem Woods  
**Date:** January 13, 2026 at 9:13:48 PM EST  
**To:** Michael Corley <[mcorley@salem.com](mailto:mcorley@salem.com)>  
**Cc:** Mayor Dominick Pangallo <[mayor@salem.com](mailto:mayor@salem.com)>, Smith Andrew <[asmith@salem.com](mailto:asmith@salem.com)>, "Alice R. Merkl" <[amerkl@salem.com](mailto:amerkl@salem.com)>

Hi Michael,

I wrote this to <https://salemha.org/contact/> because Chris Burke sounded the alarm with a FB post. Is this true? So very little notice? Not sure what else can be done. Please advise.

I understand Salem will lose eight acres of pristine woodland with a vote the Salem Housing Authority will take tomorrow, 1/14/26, for development of a parcel of land that lies adjacent to Highland Park aka Salem Woods.

I'm writing to object to building on this pristine woodland. I and many others hike in Salem Woods and take note of the native plants and wonders in there. This is a sensitive natural wooded area and worthy of preservation. We need to preserve Salem Woods and not destroy the little forest that we do have. It is not only home to native trees and plants, but the biodiversity of life living there.

Having done many renovations myself, I also know that the destruction usually extends farther than the lot area, especially when it's a non-occupied space like Salem Woods. This will be devastating for the entire eco-system.

While other towns are planting trees close together to mimic a wooded area to build habitat, I hope Salem does not destroy what has taken 400 years to create as Salem celebrates its 400 years. I strongly object to the use of this land for development. Thank you for your consideration.

Flora Tonthat

[Chris Burke FB posted](#) this at about 8pm on 1/13/26:

Salem will lose eight acres of pristine woodland with a vote the Salem Housing Authority will take tomorrow, 1/14/26, for development of a parcel of land that lies adjacent to Highland Park aka Salem Woods.

The three plans that the board will consider only became available for viewing by the public today.

You can see the plans ( one plan is entitled "The Highlands at Salem Woods.") at the Salem Housing Authority web site. On the web site you can find these plans buried to the left, near the bottom of a list. Click on "bid opportunities" and a few hundred pages containing the three proposals will come up.

To see a map of the property, google "Salem MA assessors maps."

Click on map 13, the parcel is 13-0007. The front of the parcel is on First Street. The back of the parcel shares a colonial boundary wall with Highland Park, aka, Salem Woods.

The woods on the lot are rich and pristine.

This land was part of Salem's "Great Pastures."

After that, it was a woodlot. I do not think it was ever tilled, much less built upon.

It contains Salem's only natural grove of sassafras trees and supports its largest American Basswood. There are only a handful of basswoods growing naturally, that is to say, not planted, in Salem. This parcel has large pines and white oaks.

These designs were made with no idea of leaving a buffer to Highland Park. The "Request for Proposals" sent out by the Housing Authority makes no mention of Highland Park or the sensitivity of land, so it is no surprise that the proposals sprawl to the edge of the park.

The Housing Authority has cut off connectivity to the park from the public and their tenants. About six months ago the authority posted a No Trespassing sign to the trailhead of a great path that led into Highland Park.

The plans make no accommodation for fire department access despite the fact that this side of the woods had raging brush fires in 2024.

It is my understanding that to speak at this hearing you must sign a list before the hearing and they take comments early and then late in the hearing the board will hear and vote on the proposals.

The hearing will be at 27 Charter Street Salem at 6 PM.

Here are some photos of the land.

Flora Tonthat

she/her/hers

Founder & Owner [Northey Street House B&B](#)

30 Northey Street, Salem MA 01970

978-397-1582 Book direct on [NortheyStreetHouse.com](#)

Follow us on Facebook & Instagram @NortheyHouse

Tripadvisor Certificate of Excellence Hall of Fame since 2010



**Anne Cameron**

---

**From:** Salem Housing Authority <dev@sperlinginteractive.com>  
**Sent:** Tuesday, January 13, 2026 9:05 PM  
**To:** Anne Cameron  
**Subject:** Contact - Flora Tonthat

---

**Name** Flora Tonthat

---

**Email** ft@northeastreethouse.com

---

**Phone** (978)-397-1582

---

**Your Message** I understand Salem will lose eight acres of pristine woodland with a vote the Salem Housing Authority will take tomorrow, 1/14/26, for development of a parcel of land that lies adjacent to Highland Park aka Salem Woods. I'm writing to object to building on this pristine woodland. I and many others hike in Salem Woods and take note of the native plants and wonders in there. This is a sensitive natural wooded area and worthy of preservation. We need to preserve Salem Woods and destroy the little forest that we do have. It is not only home to native trees and plants, but the biodiversity of life living there. Having done many renovations myself, I also know that the destruction usually extends farther than the lot area, especially when it's a non-occupied space like Salem Woods. This will be devastating for the entire eco-system. While other towns are planting trees close together to mimic a wooded area to build habitat, I hope Salem does not destroy what has taken 400 years to create as Salem celebrates its 400 years. I strongly object to the use of this land for development. Thank you for your consideration.

Flora Tonthat

---

On Jan 14, 2026, at 12:25 PM, Carolyn Ross <[falathwen@gmail.com](mailto:falathwen@gmail.com)> wrote:

Dear Mr Paternoster,

I am writing today because I am unable to attend the Salem Housing Authority meeting tonight.

I am concerned that Salem will lose eight acres of woodland for development of a parcel of land that lies adjacent to Highland Park aka Salem Woods.

According to Mr Chris Burke who had researched this area, "The woods on the lot are rich and pristine. This land was part of Salem's "Great Pastures"...It contains Salem's only natural grove of sassafras trees and supports its largest American Basswood. There are only a handful of basswoods growing naturally, that is to say, not planted, in Salem. This parcel has large pines and white oaks. "

He points out that the three designs you are considering were made with buffer zone to Highland Park or providing access to the park for the public. He also noted that, "The plans make no accomodation for fire department access despite the fact that this side of the woods had raging brush fires in 2024. " As I have asthma which was severely affected by those fires that is also a significant concern to me personally.

I hope that there is still a chance that the threatened woodlands may be preserved by altering the plans you are considering.

Thank you so much for the work you are doing.

Sincerely Carolyn Ross  
67 Endicott St Salem

On Jan 14, 2026, at 9:07 AM, Judith Reilly <[judith.reilly.77@gmail.com](mailto:judith.reilly.77@gmail.com)> wrote:

To the SHA Board:

I am disappointed that you delegated the evaluation of proposals to a committee whose majority was made up of SHA staff members, and which was advised by a consultant who was the one and only person who bid on that consultancy job.

Perhaps if the board had been evaluators, and engaged a different expert consultant, and even included consultation with potential tenants and the public, the projects would have been ranked in the same order. We'll never know.

If you choose the evaluation committee's recommended developer, and there are no legal actions to derail that selection, I will be watching to make sure that none of the advantageous aspects of the proposal disappear during project development. If a project moves forward, as money flows into Housing Opportunities of Salem, SHA's not-for-profit arm, I will also be watching carefully to see if the board uses that money to supplement the compensation of people who served on the evaluation committee, whether directly or indirectly through administrative fees later used to fund compensation. Such a move would likely be legal, but reflect badly on the SHA board, in my estimation.

Thank you,

Judith Reilly

20 West Ave, Unit 3, Salem, MA 01970

*Ms. / she*

**Anne Cameron**

---

**From:** Salem Housing Authority <dev@sperlinginteractive.com>  
**Sent:** Wednesday, January 14, 2026 5:36 PM  
**To:** Anne Cameron  
**Subject:** Contact - Euni Morrow

---

**Name** Euni Morrow

---

**Email** euni@salemnativenursery.org

---

**Your Message** I am writing in opposition to the proposed development of the land adjacent to Salem Woods. It is part of the original deed to remain undeveloped. There are other places in Salem to put additional housing that would not affect the delicate NATIVE ecosystem that will be entirely disrupted by the proposed development. The city has not been open with its plans, and hasn't included residents' input at all. This is extremely concerning, and I hope those responsible are able to reconsider this horrible decision.

Euni Morrow

---

## Anne Cameron

---

**From:** Cathy Sheehan  
**Sent:** Tuesday, January 13, 2026 4:50 PM  
**To:** Anne Cameron  
**Subject:** FW: Request to postpone vote on development for First Street Project

**From:** Denise M Regan <denise307307@gmail.com>  
**Sent:** Tuesday, January 13, 2026 4:43 PM  
**To:** Aaron Paternoster <APaternoster@salemha.org>; Veronica Miranda <VMiranda@salemha.org>; Romell Kidd <RKidd@salemha.org>; Emily Ullman <EUllman@salemha.org>; Cathy Sheehan <CSheehan@salemha.org>  
**Subject:** Request to postpone vote on development for First Street Project

I request that the board postpone any vote on the First Street project until there is sufficient prior notice of this vote and an opportunity for public comment/ input at a subsequent meeting prior to any vote.

There has not been adequate notice that board will hold this vote. The vote is not listed on the agenda, which is sent out with the notice. The only reference to it is the discussion/ list of items for vote in the board packet. This document describes a significant vote to "designate with contingencies" a developer for the project. Members of the public are unlikely to **know** the vote even if they are following this issue. The information is contained only in the one hundred page board packet.

In addition, as scheduled, the public will have no opportunity for public comment after the presentation. Thus, the board members will vote without any input from the public.

The community deserves full notice and an opportunity to comment after the presentation at the January meeting. In addition, the community needs time to share their comments with board members before the next meeting.

The current timing of this vote undermines SHA's commitment to openness and community engagement. The sure way to create controversy and foster feelings of disenfranchisement is to **rush** such a big decision.

Denise Regan  
Salem resident  
9782101724

--

## ED Summary February 2026

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

### Administration/Personnel

- Closing for the Public Housing Program scheduled for February 28, 2026 is being pushed to a date yet determined in March due to back log in the federal legal department review process. Federal Public Housing residents have completed verification documents.
- New hire presented this month-Director of Operations
- 2026 Audit has begun. SHA will not have the AUP portion of the audit this year, per regulation, this year is skipped due to no findings last year.
- The EOHLC Performance Management Review (PMR) took place this month, final reports will be shared with the Board at next meeting.
- SEMAP Scores provided in Board packets this month.

### Financial

- 2026 Budget presentation planned for February Meeting.

### Property/Modernization

- 372 Work orders completed this month. See work order reports and move in/move out reports for detailed information related to work order data and public housing vacancies/move ins.
- 12 State modernization projects are currently in design or under construction. See modernization report for more detailed updates on each project. The Charter Street project scope will be substantially increased following the Comprehensive Modernization grant award received last month. 1 Federal modernization project is being planned for construction.
- 100 CHAMP applications pulled and being reviewed for placement. See CHAMP report for more detailed information on champ waitlist pulls and offers for public housing units.
- 4 New Admissions in Public Housing

## Section 8 Program

- **1160 units under lease**, See Voucher report for additional specifics related to Section 8 vouchers issued.
- The Section 8 program cannot issue any new vouchers per HUD orders.
- Shortfall Funding Award **received December 2025 month for \$1,696,202** to cover increased rental costs in the program.
- HUD closely following HAPs on a monthly basis to determine funding availability. It remains unclear if shortfall funding will be available in 2026 despite level funding for housing assistance payments.
- FSS Program- 28 **voucher holders** (19 is the target goal for HUD) are currently enrolled into the program with signed contracts, **\$113,022 in earned escrow amongst the participants**. **2026 FSS renewal grant application was submitted and awarded \$117,526.00** January 2026. **Quarterly FSS reports provided on the FSS program and participant statistics**. Last report was issued January 2026.

## Residents and Community

- **17 new Referrals** were made to the Service Coordinators this month for resident assistance. **80 residents served** for ongoing case management
- **Housing Now Program- 6 of the 8 families in the first cohort** have now successfully transitioned from emergency shelter housing and completed 9 months of permanent housing and participated in stabilization/case management services, they have graduated from the program. One of the families was approved for an extension for additional supports and is now in the 10<sup>th</sup> month of service. Two new families have been accepted into the program and leased up into permanent housing. Remaining slots will continue to be filled with referrals from area emergency shelters as appropriate vacancies occur. SHA responded to the call for the notice of funding available to expand this program to 4 more families.
- **Future Forward State Self-Sufficiency Program**-The new monthly report is included in Board packets this month. Six families are enrolled with signed contracts in Marblehead and 9 families are enrolled in Salem. Each family enrolled has individual goal plans with at least three goals (per contract) to work towards over the next three years. Two participants are now escrowing funds! Enrollment will be ongoing until 35 participants are enrolled.
- A seasonal SHA newsletter is in planning and will begin issue this year. Information sharing and resources for residents will be the focus.
- As a result of the CDBG grant award and the Massachusetts Broadband Connected and online award, the RSC team will begin a series of digital workshop offerings in 2026, our RSC team will receive a combination of over 60 laptops and desk top computers in early March and will begin offering workshops/instructional classes!

- A new pilot program will be available to a cohort of SHA residents-Women's Money Matters-this program focuses on offering woman an opportunity to grow skills in areas of money management, credit counseling, financial coaching, retirement planning and much more.
- Ongoing programming-
- Wellness Wednesdays
- Mobile Salem Food Pantry
- RSC's continue attendance at local REACT meetings with Salem PD and area providers.
- Weekly office hours at Pioneer Terrace and Morency Manor
- **See monthly Service Coordinator reports for specific data related to engagement/service coordination categories for residents.**

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

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

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

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

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

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

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

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

**Awards total: \$24,041,404.30 plus Leefort Profit Sharing** (CDBG wifi, RSC funding, FSS funding, ARPA development for Leefort, HOME funding for Leefort, HILAP for Leefort, CPA roof, \$14,500,000 in soft bond and five years of tax credits for Leefort, Bertram Terrace Compliance funds)**Leefort Profit Sharing: Approx \$2.8 million**

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

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

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

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

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

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

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

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

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

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

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

SHA submitted the 2025 Comprehensive Modernization grant program to EOHLC May 2025. The project scope will include replacement windows, concrete balcony repairs, building envelope repairs and roof repairs for the Charter Street building. The grant was submitted in May 2025 totaling over \$2million for work at Charter Street. **SHA received word this month that we were awarded \$2,700,000!**

A Community Preservation Funding application was submitted to the City Community Preservation Committee for funding the roof replacement at the Zisson development. **The application was approved and funded \$378,000.00**

**\*\*A CDBG grant application was submitted to the City for programming for technical assistance to seniors for computer use and basic applications along with training materials/equipment. We were notified this month that SHA was awarded a CDBG grant award in the amount of \$2500 to provide digital trainings for residents.**

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

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

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

\*\*SHA applied this month for a Massachusetts Broadband Institute Connected and Online digital equity grant. The application entailed a plan for a mobile computer learning center that can be utilized in a number of ways for our resident population. SHA was awarded over 30 pieces of equipment for this grant which will be utilized for digital workshops of all kinds for our residents!!

### **Development/Redevelopment Updates**

The Leefort Terrace construction completion is anticipated for May 2026.

Wait list opening occurred February 19, 2026. At this point, hundreds have applied.

The return of prior Leefort residents will begin with their certifications first, as they are pulled first from the list. SHA team is working in unison with Beacon communities and HOU services to ensure the residents are supported and their moves are as seamless as possible. Future PBV voucher applicants will be pulled and verified in the coming months until the full amount of PBV units are filled.

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

The RFP due date for the First Street land was November 3, 2025. Three proposals were received. The evaluation committee reviewed the proposals and finalized assigned scoring, recommending Beacon Communities as the highest scoring submission.

A draft Memorandum of Understanding has been circulated to Beacon Communities for comment and final version will be presented to the Board. A draft schedule for project goals/timeline is under construction and will be available to the Board once complete.

## State Budget & Legislative Update

On Wednesday January 28, 2026, Governor Healey filed her budget recommendation for Fiscal Year 2027 (FY27). Overall, the budget totals \$62.8 billion or a 3.8% spending increase over Fiscal Year 2026 (FY26).

The FY27 public housing operating subsidy line sees a recommended 2% increase (\$117,810,000), while the resident services coordinator line recommendation was for level funding in FY27 at the same amount as seen in FY26 (\$6,500,000). In additional budget lines, the public housing reform line sees a 2% increase (\$1,269,215). MRVP sees an increase of almost 10% over FY26 funding (\$278,341,728), though this increase will fund existing vouchers, it will not allow issuing new vouchers. AHVP sees a 1% decrease (\$19,263,183).

There are additional outside sections of importance. Section 53 removes the 2-year waiting period for the disposition of public housing and Section 72 would codify AHVP.

This is just the beginning, and over the next few months we will begin advocating for the funding needs of our local housing authorities. Please be on the lookout for ways in which your housing authority can help, including attending MassNAHRO's 2026 Legislative Advocacy Day!

The Legislature is back in full swing, and we are monitoring a number of critical pieces of legislation. Two priority bills, H.1550 the PILOT program bill and H.1551 Chapter 149 reform have been moved out of the Housing Committee to the House Ways and Means Committee. Additionally, H.1517 to limit state review of Executive Director contract terms to those that are relevant to only state payments was also moved to House Ways and Means.

S.1791, which directs the group insurance commission to provide dental and vision insurance benefits to employees of a housing or redevelopment authority upon

a vote by its governing body, was placed into a study. [Go to [Legislative News](#) for updates and links to bills.]

Several different pieces of legislation have been filed to increase apprenticeship programs in Massachusetts. Recently, several bills were combined into one larger bill which, after undergoing a number of amendments, passed the House in early February. It is now in the Senate, and we are working to ensure that the legislation is able to not only reach the intended goal of increasing apprentices and tradespeople throughout the Commonwealth, but also to avoid causing an unsustainable increase in already rising construction costs on public jobs.

Recently, the Executive Office of Housing and Livable Communities (EOHLC) announced several significant staff changes. In late January, it was announced that Danielle Bastarache would be joining EOHLC as the Undersecretary of Public Housing and Rental Assistance, bringing with her twenty-five (25) years of affordable housing experience after most recently working at HUD. Acting Director of Public Housing, Fatima Razzaq, assumed a new role as the Assistant Undersecretary of Public Housing and Rental Assistance. It was further announced that Undersecretary of Strategy and Climate Amy Stitely was leaving EOHLC to pursue a new position.

Finally, last week EOHLC announced that Secretary Ed Augustus was leaving his position to pursue new opportunities. We thank Secretary Augustus for working with us over the past several years. He has been an amazing partner, and we have seen a number of successes under his leadership.

Deputy Secretary Jennifer Maddox will serve as Interim Secretary for the month of March. Former HUD Regional Administrator Juana Matias will join the Healey-Driscoll Administration as the new Secretary of Housing and Livable Communities on April 1.

## 2026 Legislative Advocacy Day at State House - April 13

Join us on Monday, April 13, for MassNAHRO's 2026 Legislative Advocacy Day in Room 428 at the State House.

This is a critical opportunity for our members to come together and advocate for the vital resources and legislative priorities that sustain public housing across the Commonwealth. The decisions being made this budget season will directly impact housing authority operations and the residents we serve. Now, more than ever, it is essential that legislators hear directly from you — the professionals managing programs, budgets, properties, and resident services every day.

Housing authorities are the experts. You understand the operational realities, funding challenges, capital needs, and the real-life impact of state policy decisions. Legislators want to hear from you. They rely on your insight to understand how proposed funding levels and legislation translate into practical consequences in their districts. Your experience and credibility matter — and your voice carries weight.

There is no substitute for face-to-face conversations. Emails and letters are important, but personal meetings leave a lasting impression. When housing authority board members, staff, and residents share real examples and local data, it helps legislators make informed decisions. Your presence at the State House demonstrates the strength, professionalism, and unity of our membership.

MassNAHRO has invited all senators and representatives to stop by the event; however, we strongly encourage you to schedule meetings in advance with your own legislators. If appointments are made ahead of time, legislators will ensure they are present in their State House offices

*continued on page 4*

Massachusetts NAHRO  
**2025-2026 Board of Directors**

**PRESIDENT**

Peter Proulx  
 Chief Operating Officer  
 Worcester Housing Authority

**VICE-PRESIDENT - Large HAS**

Colleen Doherty  
 Executive Director  
 Taunton Housing Authority

**VICE-PRESIDENT - Medium HAS**

Caileen Foley  
 Executive Director  
 Lexington Housing Authority

**VICE-PRESIDENT - Small HAS**

Mark Roy  
 Executive Director  
 Canton Housing Authority

**VICE-PRESIDENT - Commissioners**

Krisanne Sheedy  
 Board Member  
 Easton Housing Authority

**VICE-PRESIDENT - Aff. Hsg. Dev.**  
 Kirk Fulton  
 Senior Dir. of Operations & Integration  
 Chelmsford Housing Authority

**TREASURER**  
 Jennifer Polito  
 Executive Director  
 Concord Housing Authority

**IMMEDIATE PAST PRESIDENT**

Michael Lara  
 Executive Director  
 Newton Housing Authority

**DIRECTOR EMERITUS**

Thomas J. Connelly, Jr.

**DIRECTORS - Terms expiring 2026**

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

**DIRECTORS - Terms expiring 2027**

Candace Avery, Executive Director, Millis Housing Authority  
 Sean Barnicle, Executive Director, Norwood Housing Authority  
 Benjamin Gold, Executive Director, Leominster Housing Authority  
 Gina Govoni, Executive Director, Franklin County HRA  
 Matthew Mainville, Executive Director, Holyoke Housing Authority  
 William Schrade, Executive Director, Adams Housing Authority

**Professional Staff**

**EXECUTIVE DIRECTOR**  
 Donna Brown-Rego, Esq.

**DIRECTOR OF PROFESSIONAL DEVELOPMENT & MEMBER SERVICES**  
 Jessica Coughlin

**DIRECTOR OF POLICY & PROGRAM DEVELOPMENT**  
 Cylas Martell-Crawford, Esq.

**President's Corner**

As we move further into 2026, I am struck by the incredible resilience and dedication each of you brings to our mission of providing safe, affordable housing across the Commonwealth. While we find ourselves in a period that requires

both steady hands and strategic caution, there is a clear sense of momentum building for our industry.

I am thrilled to highlight the historic investments proposed and enacted by the Healey-Driscoll Administration. Governor Healey has signaled a record \$1.2 billion in targeted investments to make housing more affordable and accessible in Massachusetts, including subsidies for Local Housing Authorities - \$115.6 million to support the approximately 70,000 residents in our state-aided portfolio; historic funding of \$253.3 million for the Massachusetts Rental Voucher Program (MRVP), Capital Investment: the FY26-30 Capital Investment Plan (CIP) commits \$656.9 million. On the federal side, the President's request to eliminate much of HUD public housing funding and the calls for up to 51% to the operating and capital funds were unfounded as Congress set funding for the Tenant-Based Rental Assistance at \$38.439 billion, an increase from the previous year, which should be sufficient to ensure the renewal of existing Housing Choice Voucher contracts, but also approved cuts to for Public Housing Operation funding to \$5.02 billion and capital needs to \$3.2 billion.

While the state's commitment is a major win, we must remain cautious in the coming months. We are navigating significant federal staffing cuts—a projected 24% to 26% reduction at HUD—and the reality of decreased federal operating and capital funds. However, I am optimistic. Our unified voice is working. MassNAHRO continues to move critical legislation forward. I hope to see you at the Spring Conference in March in Plymouth and at the 2026 Advocacy Day on April 13 in Boston, which will be our chance to take our message directly to the Hill and ensure that the needs of our residents and agencies remain a top priority for lawmakers.

As always, thank you for the work you do every day to support the housing needs of the residents of Massachusetts.

Peter Proulx  
 President, Massachusetts NAHRO, Inc.  
 Chief Operating Officer, Worcester H.A.



We are excited to begin our Monthly Spotlight, highlighting a Massachusetts housing authority and all of the great work that they are doing! This month's Spotlight Housing Authority is the Salem Housing Authority ("SHA").

The Salem Housing Authority has undertaken a forward-looking approach to resident services and regional collaboration, while continuing to expand housing options and stimulate growth through new development. A standout example of SHA's innovation is its Future Forward Program, a collaborative initiative serving residents of both the Salem and Marblehead Housing Authorities. Offering residents individualized coaching, resources navigation, and the opportunity to build financial stability, this innovative program is an on-ramp for residents to gain greater independence and strengthen both residents and the greater Salem community.

Developed through a grant provided by the Massachusetts Executive Office of Housing and Livable Communities, the Future Forward Program is open to household members, age 18 years or older, who reside in one of SHA's family developments. Participants in the Future Forward Program work one-on-one with a program coordinator identifying various goals, such as pursuing higher education, gaining employment, or advancing in their careers, leading to improved financial health. The participants then work with staff towards these goals during a three-year contract period. This is an exciting program that has the opportunity for long-term empowerment of residents as they build an independent future. We're all very excited to see the benefits it provides residents of SHA.

SHA also continues to demonstrate leadership through its robust Family Self-Sufficiency (FSS) Program, supporting participants as they pursue employment

goals, increase earned income, and build financial assets. The FSS Program allows participants in SHA's Federal Housing units or holding a Housing Choice Voucher to receive education, job training counseling, and more over a five-year contract period. Additionally, money is set aside in an escrow account for participants as their income increases to ensure they have savings that can be used to help them in the future. Similar to the Future Forward Program, SHA's FSS work is rooted in individualized coaching and strong community partnerships, helping families move toward economic independence while strengthening the broader community.

In addition to its programmatic success, SHA is actively advancing new housing developments. Expected to be open in Spring of 2026, SHA's Leefort Terrace is a cutting-edge development that replaced the 50 one-bedroom public housing units and added additional units. All of the 124 units at Leefort Terrace will be deed-restricted for 99-years, with 25 units deed restricted for households at 30% of the Area Median Income (AMI) or less, and the remaining 99 units deed restricted for households making 60% of AMI or less. Not only are these units brand new, but they are climate resilient and regenerative. In redeveloping Leefort Terrace, SHA partnered with Beacon Communities to ensure that the needs of current residents were met in this new project and that their relocation was handled smoothly. Not stopping here, SHA is now looking to develop another 150 units. Additionally, the Marblehead Housing Authority, which SHA manages, has partnered with Winn Companies to plan another development.

Through innovative programming and strategic development, the Salem Housing Authority exemplifies what it means to be a future-forward housing authority both in creating new housing stock and also in ensuring that residents are provided with the tools they need to gain self-sufficiency and independence. We are excited to see what the future holds!

There are over 240 housing authorities across the Commonwealth doing great work like this. Please let us know what your housing authority is up to and we'll feature you in the coming months!

## Board Member Certification 2026 Webinars

### 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.

To register visit

[www.massnahro.org](http://www.massnahro.org).

Save the dates...

## MassNAHRO 2026 Annual Conference & Exhibition September 13-16

Sea Crest Hotel  
North Falmouth

Registration opens June 2026

## Washington Update

Since our last newsletter there have been several key updates coming out of DC.

For the biggest update, Congress avoided another shutdown passing a number of key spending bills, including the Transportation, Housing and Urban Development (THUD) “minibus,” which was signed by the President on February 3<sup>rd</sup>. Overall, the enacted THUD bill authorizes \$77.3 billion for HUD programs in FY26, which represents an increase of \$7.2 billion over last fiscal year. It also represents increases of \$3.3 billion over the Senate’s FY26 spending bill and significantly more over the House’s FY26 bill which proposed \$2.2 billion in cuts to HUD’s programs.

Highlights include \$34.9 billion for renewing Tenant-Based Rental Assistance (TBRA) contracts, including Housing Choice Voucher (HCV) programs. This amount should allow existing TBRA contracts to be renewed. There was also \$601 million for Tenant Protection Vouchers (TPVs), a \$264 million increase over the previous fiscal year. Additional language allowing HUD to use TPV funding to ensure that people with an EHV will not lose assistance in 2026 was also included. Project-based rental assistance saw an appropriation of \$18.5 billion, an increase of over \$1.65 billion from last fiscal year.

For public housing funding, capital funding came in at \$3.2 billion, a decrease of \$210 million over last fiscal year. For the public housing operating fund, the FY26 THUD bill appropriated \$5.02 billion, which is a \$477 million decrease over the previous fiscal year. This \$5.02 bill includes \$4.69 billion for HUD’s public housing operating fund and \$337 million for needs-based grants for PHAs that are at risk of financial shortfall.

There are some other updates from the federal government that bear noting.

On February 2<sup>nd</sup>, HUD issued a pre-publication copy of the “Notice of Certain Operating Cost Adjustment Factors for 2026.” This notice established the operating cost adjustment factors (OCAFs) for project-based assistance contracts issued under federal law. The OCAFs are used to adjust Section 8 rents and became effective February 11<sup>th</sup>. For 2026, the operating cost adjustment factor for Massachusetts is 4.8%.

HUD also recently sent out a letter discussing HAP proration, renewal funding inflation factors, and offsets. This letter, which was sent via email, notes that HUD is currently estimating a 99% proration factor for HAP. However, the letter further states that despite this high proration, some PHAs will not have enough funding to fully support every participant and that HUD’s tools to address shortfalls in 2026 will be limited. This means that HUD cannot guarantee funding will be made available to resolve all shortfall needs and that final shortfall policies will be outlined in the 2026 HCV funding implementation notice – this will be issued in the spring.

Finally, as many of you are aware, HUD announced that all PHAs have 30 days to verify the citizenship and immigration status through their EIV-SAVE Tenant Match Report. More information [can be found here](#). There are still several unanswered questions about this process and we are working with National

NAHRO to answer these questions as quickly as possible. Additionally, HUD has recently posted a pre-publication copy of their mixed-status family rule. The rule, titled “Housing and Community Development Act of 1980: Verification of Eligible Status” can be found [here](#). We are still reviewing the proposed rule, but generally, if enacted, it would require all individuals in certain programs, including Public Housing and HCV, to require proof of eligible status. Family members would be required to submit proof of eligibility within ninety (90) days of the effective date of the rule. If a mixed status family is found to not qualify for continued assistance, they may be eligible for temporary deferral of termination of benefits. This would permit ineligible family members to move to other affordable housing – the time period may not exceed six (6) months, and the aggregate deferral cannot exceed eighteen (18) months.

ADVOCACY DAY *continued from page 1*

to meet with you. Advance scheduling significantly increases the likelihood of meaningful, uninterrupted conversations. As constituents — and as subject-matter experts — your invitation is important and well received.



**MassNAHRO’s FY2026 Budget Priorities include:**

**7004-9005 Operating Subsidy:** \$133,000,000

**7004-4314 Service Coordinators:** \$10,000,000

For full details on these budget requests, as well as a sample invitation letter, and more, visit the “[Legislative News](#)” page on MassNAHRO’s website. For more information or questions, contact the MassNAHRO office.

**Event Schedule:**

**9:45 AM:** Continental breakfast

**10:15 AM:** Informational session offering an overview of MassNAHRO’s current legislative and budget priorities.

**10:30 AM:** Formal speaking program with remarks from key elected leaders.

Following the program, between **11:15 AM and 1:30 PM**, there will be time for MassNAHRO members to meet with their senators and representatives in their offices to discuss our legislative priorities and your local housing needs. This is your chance to personally advocate for adequate funding for your operations.

**12:00 PM-2:00 PM:** Lunch Buffet

Registration is free but members are encouraged to [sign-up online](#). A continental breakfast and buffet lunch will be provided. We encourage you to bring board members, staff, and residents. Funding levels will be debated the same week; the House will consider the House Wasy & Means budget proposal - make sure you’re there!

## “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 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 (state or federal), managed by a NAHRO member agency in good standing. See details on the statewide contest, including poster specifications, applications, and deadlines at [www.massnahro.org](http://www.massnahro.org). Questions? Contact MassNAHRO at 617-367-0008 or [info@massnahro.org](mailto:info@massnahro.org).

save the date...



**MassNAHRO  
Past  
Presidents  
Memorial  
Scholarship**

## 2026 Golf Tournament

**Monday, August 10  
Juniper Hill Golf Course**

## Member Appreciation Event at the Worcester Red Sox May 7

We’re rolling out the red carpet for our members - ballpark style! Join us at the WooSox FLEXcon Landing at Polar Park for a fun-filled evening of baseball, classic ballpark fare, great company, and well-deserved appreciation in one of Worcester’s favorite venues.



This special evening is our way of saying thank you for being part of the MassNAHRO community. Your leadership, commitment, and partnership strengthen housing authorities across the Commonwealth - and we truly couldn’t do this work without you.

### Game Plan for the Evening:

- Delicious ballpark eats
- Time to connect with colleagues from across the state
- A brief Member Celebration featuring highlights of our recent accomplishments
- Fun giveaways and surprises
- And of course — WooSox baseball!

### Event Schedule:

- 5:45 PM – Landing Gates Open
- 6:00 PM – Member Celebration & Giveaways
- 6:45 PM – First Pitch

The WooSox will be playing the Scranton/Wilkes -Barre RailRiders, the Triple-A affiliate of the New York Yankees. This event is free to attend, but space in the Landing is limited. Be sure to register in advance to secure your spot at [www.massnahro.org](http://www.massnahro.org).

We look forward to celebrating YOU - our members - for all that you do!

## Rent Calculation Training

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.

**April 16  
Agawam Housing Authority  
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).



## Still Time to Register!

Don't miss the 2026 Spring Conference in Plymouth. The agenda - developed by the Professional Development/Member Services Committee - will feature more than 20 sessions running from Sunday afternoon through Tuesday morning. The schedule is below; go to [www.massnahro.org](http://www.massnahro.org) for detailed agenda and registration information.

### SUNDAY, MARCH 22

#### 2:00 PM - 3:30 PM CONCURRENT SESSIONS

- Your Roadmap to Hiring an Executive Director
- Risk, Response, and Resilience in the Office
- Creating and Promoting a Safety Culture at Your LHA

#### 3:45 PM - 5:15 PM RIGHT-SIZED REAL TALK

- Medium/Large Housing Authorities
- Small Housing Authorities

### MONDAY, MARCH 23

#### 8:30 AM - 9:30 AM PLENARY SESSION

- Welcome by Local Host & Local Legislators
- MassNAHRO Update

#### 9:30 AM - 6:30 PM EXHIBIT HALL OPEN

#### 9:45 AM - 11:00 AM PLENARY SESSION

- EOHLC Town Hall

#### 10:00 AM - 3:00 PM EOHLC RESOURCE ROOM

#### 11:30 AM - 12:45 PM CONCURRENT SESSIONS

- The Eviction Decision Tree
- Buying Smart, Building Right: Procurement Essentials
- Let's Talk Resident Services

#### 2:00 PM - 3:30 PM CONCURRENT SESSIONS

- The Legal Lowdown Roundtable
- Resident Support Recharged: Trauma Informed Care
- From Hiring to Firing: Retaining Staff

#### 3:45 PM - 5:00 PM CONCURRENT SESSIONS

- Ask the Therapist: Real Talk, Real Solutions
- Board Member Do's & Don'ts
- Mastering Daily Property Challenges

### TUESDAY, MARCH 24

#### 8:15 AM - 9:30 AM CONCURRENT SESSIONS

- Artificial Intelligence (AI) for Housing Authorities
- Management Agreements: Signed, Sealed, Now What?
- Funding Shortfalls 101 for Board Members

#### 9:45 AM - 11:00 AM CONCURRENT SESSIONS

- Washington Watch: HUD Updates, Funding
- Say This, Not That: Fair Housing & Customer Service
- Your Seat at the Table: Advocacy Skills for LHAs

#### 10:15 AM - 11:45 AM NO SCRIPTS, JUST PEERS

- Executive Directors
- Staff
- Board Members

## Massachusetts Public Housing Administrator (MPHA) Certification

Upcoming Classes:

### Professional Relationships

*presented by:* Atty. Jeffrey Driscoll

**April 10 9:00 AM - 12:30 PM**

Norton H.A.

### Procurement

*presented by:* Atty. Jeffrey Driscoll

**April 10 1:00 PM - 4:00 PM**

Norton H.A.

### Occupancy Cycle\*

*presented by:* Atty. Lori McBride

**Part 1: April 15 9:00 AM - 4:00 PM**

Worcester H.A.

**Part 2: April 29 9:00 AM - 4:00 PM**

webinar

### Personnel

*presented by:* Atty. Jeffrey Driscoll

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

Medford H.A.

**Registration Fee: \$199**

[\*Occupancy Cycle: \$269]

\*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).

## Handbook for Board Members For Sale

Updated in late 2024, the cost of the *Handbook* is \$24.99 each or five copies for \$99, including shipping. Order your copy today at [www.massnahro.org](http://www.massnahro.org) or contact MassNAHRO at 617-367-0008 or [info@massnahro.org](mailto:info@massnahro.org). As a supplement to the *Handbook*, MassNAHRO created the "[Board Member Resources](#)" page for helpful links and downloadable documents.

## Fair Housing in Practice: From Law to Everyday Decision Making

Wednesday, March 18  
9:00 AM-12:30 PM  
webinar

*presented by:*  
**Atty. Manette Donovan**

Understanding fair housing is not optional – it is foundational to the work of every housing authority. This comprehensive training equips staff with a clear understanding of both state and federal fair housing laws and, more importantly, how those laws apply to day-to-day operations.

Beyond reviewing statutory language, this session focuses on real-world application. Participants will explore practical scenarios and learn how to identify and avoid common compliance pitfalls. What questions can you legally ask? What seemingly routine practices may create discriminatory impact? How do communication choices affect risk?

This training will cover:

- Overview of federal and state Fair Housing laws
- Disparate treatment vs. disparate impact
- Protected classes and evolving protections
- Common forms of illegal housing discrimination
- Prohibited inquiries and application screening risks
- Effective and compliant communications
- Violence Against Women Act (VAWA) protections
- Sexual harassment prevention in housing
- Limited English Proficiency (LEP) obligations
- Reasonable accommodations and reasonable modifications

**Registration Fee: \$169**  
[\$469 for Non-Members]

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



**MassNAHRO  
Past  
Presidents  
Memorial  
Scholarship**

### 2026 Competition Open

MassNAHRO's Scholarship Committee is seeking applications for the 2026 Past Presidents Memorial Scholarship Competition. The Past Presidents Memorial Scholarship Fund was established in 1988 in remembrance of the individuals who have served the Association with dedicated leadership and professionalism.

Over its 38 years, the Scholarship Fund has awarded \$675,000 in college tuition assistance to more than 300 students, funded entirely by donations and fund raising. Eligible individuals are residents (including Section 8 recipients), employees, board members, and immediate families of each. Applicants must be graduating high school seniors, high school graduates, or GED recipients, attending or applying to an accredited postsecondary program, including trade, technical, or certificate programs. We encourage members to spread the word to residents, board members, and employees. The application and information are online at [2026 Scholarship Competition](#). The deadline to apply is April 24. To help with marketing, download this [flyer](#) to post in your offices and community rooms. The Scholarship committee will meet in late May to select this year's recipients. Please contact the MassNAHRO office if you have any questions.

## CLASSIFIEDS

### Executive Director

Clinton H.A.

### Deputy Executive Director

Arlington H.A.

### Shared Human Resources Manager

Arlington H.A.

### Director of Facilities

Chicopee H.A.

### Receptionist/Asst. Lease Coordinator

Northborough H.A.

### Receptionist

Peabody H.A.

### Maintenance Aide

Framingham H.A.

### Leased Housing Specialist

Taunton H.A.

### Housing Manager

North Attleborough H.A.

To see all current classified ads and job descriptions, go to "Classifieds" page at [www.massnahro.org](http://www.massnahro.org). To post an ad on our website go to "Classifieds" page at [www.massnahro.org](http://www.massnahro.org).

## c a l e n d a r

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

MARCH 18

**Fair Housing**

webinar

Presented by Atty. Manette Donovan.

See page 7 for details. To register, visit [www.massnahro.org](http://www.massnahro.org).

MARCH 22-24

**Spring Conference & Exhibition**

Hotel 1620, Plymouth

For more information and to register, visit [www.massnahro.org](http://www.massnahro.org). See list of session on page 6.

APRIL 16

**State Rent Calculation**

Agawam Housing Authority

Presented by CylasMartell-Crawford.

See page 5 for details. To register, visit [www.massnahro.org](http://www.massnahro.org).

AUGUST 10

**2026 Golf Tournament**

Juniper Hill Golf Course, Northborough

Save the date! Registration will open in March.

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)

Follow us on Facebook &amp; LinkedIn



**State Estimated Waiting Period for Applications:**

**As of February 3, 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.

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

As of February 3, 2026

Number of Family Applicants	46,607
Number of Elderly/Handicapped Applicants	12,038

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

Federal Family	Pending	0
	Eligible	<u>23</u>
	<b>Total</b>	<b>23</b>
Federal Elderly	Pending	0
	Eligible	<u>266</u>
	<b>Total</b>	<b>266</b>

**SECTION 8**

Section 8 HCV Centralized Waitlist Salem Preference	Pending	0
	Eligible	<u>2432</u>
	<b>Total</b>	<b>2432</b>
Pequot Highlands Project-Based Voucher Program	Pending	22
	Eligible	<u>1516</u>
	<b>Total</b>	<b>1538</b>
New Point Acquisition PBV	Pending	13
	Eligible	<u>706</u>
	<b>Total</b>	<b>719</b>

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

(Federal Family closed 12/02)

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

(Federal Family closed 07/31/05)

(Federal Family opened 06/11/12)

(Federal Family closed 10/31/2012)

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

(Section 8 closed 12/02)

(Joined Centralized 04/03/2006)

(State Family Closed 11/01/06)

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

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

(State Family Closed 09/30/08)

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

(State Family Closed 10/31/2011)

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

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

Unit Address	City	State	Bedroom Size	Admission Date	Action Type	Move Out Reason	Effective Date
2G Pioneer Terrace	Salem	MA	1	06/02/2009	End Participation		01/30/2026
45 St Peter St Unit: 408	Salem	MA	1	01/20/2026	New Admission		01/20/2026

Unit Address	City	State	Bedroom Size	Admission Date	Action Type	Move Out Reason	Effective Date
94 Rainbow Terrace	Salem	MA	2	02/18/2025	End Participation		01/05/2026
45 Rainbow Terrace	Salem	MA	2	08/19/2022	Change Unit (Out)		01/06/2026
34 Rainbow Terrace	Salem	MA	3	08/19/2022	Change Unit (In)		01/06/2026
56 Rainbow Terrace	Salem	MA	3	09/21/2021	End Participation		01/20/2026
78 Rainbow Terrace	Salem	MA	2	01/23/2026	New Admission		01/23/2026
20 Rainbow Terrace	Salem	MA	2	01/27/2026	New Admission		01/27/2026
94 Rainbow Terrace	Salem	MA	2	01/29/2026	New Admission		01/29/2026





# **FUTURE FORWARD**

## **Self-Sufficiency Program (SSP)**

**MONTHLY REPORT: FEB. 2026**

**PREPARED BY: Sandra Reiniger/Future Forward Coordinator**

### **PROGRAM OVERVIEW**

The Future Forward Self-Sufficiency Program (SSP) supports Public Housing residents working toward greater economic stability through goal planning, connection to community resources, and individualized support and coaching

### **PROGRAM SNAPSHOT**

#### Marblehead Housing Authority

- Total Participants Enrolled: 4
- In Process of Enrollment: 2
- With Escrow: 2

#### Salem Housing Authority

- Total Participants Enrolled: 6
- In Process of Enrollment: 3
- With Escrow: 0

### **TOTAL ESCROW SAVED- Jan. 31, 2026**

Marblehead - \$1,741.

Salem - 0

### **MONTHLY HIGHLIGHTS**

- Women's Money Matter presentation and collaboration discussion 2/3
- Marblehead Harbor Rotary Club presentation 1/29
- Salem Community Life Center -Community Services Fair 1/29

### **UPCOMING ACTIVITIES & FOCUS AREAS**

- Continue intake and enrollment in Future Forward Program
- Work with the RS team on developing required documentation and procedures to support the launch of our new Mass Broadband Institute grant funded "Connected and Online" initiative, including laptop computers and other equipment for an onsite computer lab and lending library.
- Work with the RS team on developing plans and procedures for the new Rainbow Hub, our multipurpose space for workshops, meetings and computer access.
- Organize initial cohort of "Financial Futures" program through Women's Money Matters.

## Update on Capital Modernization Projects

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

---

### **STATE-FUNDED PROJECTS**

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

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

---

258150      **Electrical Upgrade** at Pioneer Terrace

Project is to upgrade the electrical service. The project was bid and Laracy Electrical has been awarded the contract. A preconstruction meeting will be held on 1-08-26, and Notice to Proceed was signed. The project has begun and 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 architect is working on the next phase of bid documents.

---

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 bid was 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 will be a designated unit in each building identified as a unit to be used as temporary bathroom facilities for units where work is being performed. Work at the Phillips House has uncovered plumbing issues. Working with tenants on moves.

---

258194 **Elevator upgrades** at Charter

Work to update the elevators to new code was completed by our current elevator company under contract, Delta Beckwith Elevator Co. has completed work and both elevator cars have been 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 was delayed. The project is out to bid, and a prebid site visit was held on 2/04/26. Bids are due 2/20/26. Work is anticipated to begin in late Spring 2026.

---

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

Project with EOHLC. No information yet.

---

258199 **Roof Replacement** at Ruane

Derby Square Architects was assigned by EOHLC. 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. The architect is working on those.

---

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. Awaiting plans and specifications. Project will need Historic Commission review.

---

258202 **Window Replacement** at Charter

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

---

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

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

---

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

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

## **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 2/1/2026

**2/1/2026** **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**

<b>Issued since 1/1/2026:</b>	<b>0</b>
<b>PBV Admissions since 1/1/2026:</b>	<b>0</b>

**Units Under Lease as of**  
**2/1/2026** **1160**

# 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>
<u>Housing stabilization support / One time deep cleaning</u>	<u>9</u>
<u>Re-certification assistance</u>	<u>6</u>
<u>Housekeeping/ Agency referrals</u>	<u>8</u>
<u>Wellness &amp; fitness</u>	<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>
<u>Other</u>	

### 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

---

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 Ruane 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

January 1- 31, 2026

Mary Ann Kairouz

## RSC MONTHLY REPORT

Total Referrals to RSC:

*New Referrals:13*

*On-Going Referrals:30*

Categories of services and the number of tenants provided services:

<u>Mental-behavioral health</u>	<u>8</u>
Housing stabilization support, one-time deep cleaning	<u>2</u>
Re-certification assistance	<u>1</u>
Housekeeping, laundry services through agency referrals	<u>3</u>
Wellness and fitness workshops	<u>18</u>
<u>Nutrition-SNAP application and list food pantry resources</u>	<u>0</u>
<u>healthy food access-assisting at food panty &amp; emergency food shopping</u>	<u>74</u>
<u>Community Engagement. Socialization-----</u>	<u>56</u>
<u>Family socialization-----</u>	<u>0</u>
<u>Health insurance. Health supportive services</u>	<u>1</u>
<u>Other- resources posted in buildings</u>	<u>25</u>
<u>Other-passed out to tenants</u>	<u>0</u>
<u>Other- robo calls of events or services</u>	<u>215</u>
A. <u>Families Robo call</u>	<u>0</u>
B. <u>Elderly Robo Calls</u>	<u>215</u>

Referrals made out to other places:

# Salem Housing Authority

27 Charter Street  
Salem, MA 01970



(978)744-4431

Cathy Hoog  
Executive Director

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

## Other important info to include:

- Wellness Wednesday with Kelley starting January
- Working with Rainbow Community
- Planned 03/17/2026 Gather health Bingo, Pioneer Terrace and Morency.
- RSCs planning Holiday Event for Families on December 10<sup>th</sup> at Salem State University
- Elderly Housing is having an Ugly Sweater Party on Dec 15<sup>th</sup>-Pioneer and Dec 17<sup>th</sup>-Morency.
- Dec 18<sup>th</sup> 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
- Wellness Wednesday with Kelley Annese will be restarting November 5<sup>rd</sup>, 2025 –Nov 19 and Dec 3<sup>rd</sup>, 2025, wellness classes will be the Morency Community Room and Pioneer Terrace Community Room
- Planning more workshops with Kelley and new workshops 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

**January 1- 31, 2026**  
**Alexandra Dominguez**

## RSC MONTHLY REPORT

Total Referrals to RSC:

*New Referrals: 3*

*On-Going Referrals: 2*

Categories of services and the number of tenants provided services:

<u>Mental-behavioral health</u>	<u>0</u>
<u>Housing stabilization support, one-time deep cleaning</u>	<u>3</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>2</u>
<u>healthy food access-assisting at food panty &amp; emergency food shopping</u>	<u>23</u>
<u>Community Engagement, Socialization</u>	<u>23</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>0</u>
<u>Other- robo calls of events or services</u>	<u>0</u>
A. <u>Families Robo call</u>	<u>0</u>
B. <u>Elderly Robo Calls</u>	<u>0</u>

Referrals made out to other places:

- Salem Mobile Pantry, Mission of Deeds, Pathways Family Resource Center, Xfinity Internet Essentials, Samaritans Society of Salem

# Salem Housing Authority

27 Charter Street  
Salem, MA 01970

(978)744-4431



Cathy Sheehan  
Executive Director

## Other important info to include:

- 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: DTA Cash and SNAP Eligibility Chart by Immigration Status - for Massachusetts Residents
- A Housing Now participant has successfully completed 10-months of case management/stabilization services this month (January). An extension request for case management was granted by EOHLIC in December to this family for extra help with budgeting and prioritizing rent/bills.
- Two new Housing Now participants leased up this month at Rainbow Terrace: Alex Dominguez has begun providing case management/stabilization services to both.
- There are two additional vacancies set aside for Housing Now 45 and 56 Rainbow Terrace. Alex Dominguez and Lilly Rojas received several new applications from emergency shelters and are in the process of interviewing applicants. As more vacancies become available, Alex and Lilly will continue to work together to fill those units.
- Currently, a total of 8 units are specifically designated for the Housing Now Program participants. SHA received NOTICE OF FUNDING AVAILABILITY (NOFA) For LHA's Housing Now Program looking to expand the program. We would like to consider the opportunity to expand the program by increasing the number of total units to 10 or 12.
- RSCs have been working diligently to prepare the unused LTO space at 83 Rainbow for workshops, activities, training, and meeting space to support and engage families across our developments. They came up with a suggested name for the space "R.A.I.N.B.O.W HUB"  
**Resources • Access • Inclusion • Neighborhood • Belonging • Opportunities • Workshops.**

**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: 1/1/2026, Created Through: 2/1/2026, 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	4.92	0.55
Routine	3	0	3	17.17	5.72
<b>Totals:</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>22.09</b>	<b>1.84</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	6	0	6	1.46	0.24
Bill Norris	1	0	1	-0.04	-0.04
Craig Powers	1	0	1	0.13	0.13
Ken Sousa	1	0	1	0.75	0.75
Patric Bishop	4	0	4	19.79	4.95
<b>Totals:</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>22.09</b>	<b>1.84</b>

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

Program(s): State 667

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

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee: All, Created From: 1/1/2026, Created Through: 2/1/2026, 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

372 Total work orders this month

**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: 1/1/2026, Created Through: 2/1/2026, 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	4.57	0.51
Routine	4	0	4	9.97	2.49
Inspection UPCS	2	0	2	4.46	2.23
<b>Totals:</b>	<b>15</b>	<b>0</b>	<b>15</b>	<b>19.00</b>	<b>1.27</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	6	0	6	0.53	0.09
Bill Norris	2	0	2	0.12	0.06
Christian Rudloff	1	0	1	0.04	0.04
Craig Powers	1	0	1	1.00	1.00
Ken Sousa	1	0	1	3.13	3.13
Michael Fitzgerald	2	0	2	6.30	3.15
Patric Bishop	2	0	2	7.88	3.94
<b>Totals:</b>	<b>15</b>	<b>0</b>	<b>15</b>	<b>19.00</b>	<b>1.27</b>

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

Program(s): State 667

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

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee: All, Created From: 1/1/2026, Created Through: 2/1/2026, 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	15.71	1.75
Routine	1	0	1	2.00	2.00
<b>Totals:</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>17.71</b>	<b>1.77</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	5	0	5	0.54	0.11
Bill Norris	1	0	1	2.00	2.00
Gary Dean	1	0	1	6.79	6.79
John DeBenedictis	1	0	1	0.04	0.04
Patric Bishop	2	0	2	8.34	4.17
<b>Totals:</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>17.71</b>	<b>1.77</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: 1/1/2026, Created Through: 2/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	24	1	23	28.92	1.26
Routine	21	5	16	72.71	4.54
Inspection Other	5	3	2	15.88	7.94
<b>Totals:</b>	<b>50</b>	<b>9</b>	<b>41</b>	<b>117.51</b>	<b>2.87</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	24	3	21	19.50	0.93
Bill Norris	8	0	8	26.50	3.31
Christian Rudloff	3	2	1	0.08	0.08
Craig Powers	5	1	4	5.17	1.29
John DeBenedictis	3	1	2	1.04	0.52
Ken Sousa	4	1	3	2.96	0.99
Michael Fitzgerald	4	0	4	33.50	8.38
Patric Bishop	9	4	5	28.76	5.75
<b>Totals:</b>	<b>50</b>	<b>9</b>	<b>41</b>	<b>117.51</b>	<b>2.87</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: 1/1/2026, Created Through: 2/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	21	0	21	5.63	0.27
Routine	27	6	21	85.91	4.09
Inspection UPCS	1	0	1	0.88	0.88
Inspection Other	5	0	5	20.97	4.19
<b>Totals:</b>	<b>54</b>	<b>6</b>	<b>48</b>	<b>113.39</b>	<b>2.36</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	19	0	19	7.81	0.41
Bill Norris	5	0	5	22.29	4.46
Craig Powers	17	3	14	52.68	3.76
John DeBenedictis	4	1	3	0.25	0.08
Michael Fitzgerald	7	0	7	19.85	2.84
Patric Bishop	8	2	6	10.51	1.75
<b>Totals:</b>	<b>54</b>	<b>6</b>	<b>48</b>	<b>113.39</b>	<b>2.36</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: 1/1/2026, Created Through: 2/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	11	0	11	8.37	0.76
Routine	5	3	2	9.68	4.84
Vacant	1	1	0	0.00	N/A
Inspection UPCS	3	0	3	12.96	4.32
<b>Totals:</b>	<b>20</b>	<b>4</b>	<b>16</b>	<b>31.01</b>	<b>1.94</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	9	0	9	6.50	0.72
Bill Norris	1	1	0	0.00	N/A
Charlie Felton	1	1	0	0.00	N/A
Christian Rudloff	2	2	0	0.00	N/A
Etienne Fabrune	1	0	1	0.33	0.33
John DeBenedictis	1	0	1	0.00	N/A
Ken Sousa	1	0	1	1.88	1.88
Michael Fitzgerald	2	0	2	14.38	7.19
Patric Bishop	3	0	3	7.92	2.64
<b>Totals:</b>	<b>20</b>	<b>4</b>	<b>16</b>	<b>31.01</b>	<b>1.94</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: 1/1/2026, Created Through: 2/1/2026, 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	0.55	0.11
Routine	3	1	2	21.71	10.86
<b>Totals:</b>	<b>8</b>	<b>1</b>	<b>7</b>	<b>22.26</b>	<b>3.18</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	4	0	4	0.17	0.04
Bill Norris	2	0	2	8.21	4.11
Christian Rudloff	1	1	0	0.00	N/A
Craig Powers	1	0	1	13.88	13.88
<b>Totals:</b>	<b>8</b>	<b>1</b>	<b>7</b>	<b>22.26</b>	<b>3.18</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: 1/1/2026, Created Through: 2/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	3	0	3	0.24	0.08
Routine	10	5	5	41.30	8.26
Inspection UPCS	1	0	1	0.33	0.33
Inspection Other	1	0	1	7.08	7.08
<b>Totals:</b>	<b>15</b>	<b>5</b>	<b>10</b>	<b>48.95</b>	<b>4.90</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	4	0	4	7.16	1.79
Bill Norris	3	0	3	3.08	1.03
Christian Rudloff	2	2	0	0.00	N/A
Craig Powers	2	0	2	20.75	10.38
John DeBenedictis	1	1	0	0.00	N/A
Ken Sousa	2	0	2	7.00	3.50
Luis Lopez	1	0	1	0.33	0.33
Patric Bishop	3	2	1	10.63	10.63
<b>Totals:</b>	<b>15</b>	<b>5</b>	<b>10</b>	<b>48.95</b>	<b>4.90</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): Federal Public Housing

Project(s): Federal Elderly: Barton and Zisson

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee: All, Created From: 1/1/2026, Created Through: 2/1/2026, 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	2.12	0.42
Routine	10	1	9	42.79	4.75
<b>Totals:</b>	<b>15</b>	<b>1</b>	<b>14</b>	<b>44.91</b>	<b>3.21</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	6	0	6	5.91	0.99
Bill Norris	2	0	2	7.08	3.54
Craig Powers	3	0	3	5.80	1.93
Patric Bishop	4	1	3	26.12	8.71
<b>Totals:</b>	<b>15</b>	<b>1</b>	<b>14</b>	<b>44.91</b>	<b>3.21</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): Federal Public Housing

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

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee: All, Created From: 1/1/2026, Created Through: 2/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	2	0	2	0.25	0.13
Routine	1	0	1	2.96	2.96
<b>Totals:</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3.21</b>	<b>1.07</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	1	0	1	0.29	0.29
Craig Powers	1	0	1	-0.04	-0.04
Patric Bishop	1	0	1	2.96	2.96
<b>Totals:</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3.21</b>	<b>1.07</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.

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee: All, Created From: 1/1/2026, Created Through: 2/1/2026, 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	1.71	0.34
Routine	2	1	1	2.92	2.92
<b>Totals:</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>4.63</b>	<b>0.77</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	2	0	2	0.21	0.11
Craig Powers	1	0	1	2.92	2.92
Ken Sousa	1	1	0	0.00	N/A
Patric Bishop	3	0	3	1.50	0.50
<b>Totals:</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>4.63</b>	<b>0.77</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 705

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

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee: All, Created From: 1/1/2026, Created Through: 2/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	4	0	4	11.59	2.90
Inspection UPCS	8	3	5	17.05	3.41
<b>Totals:</b>	<b>12</b>	<b>3</b>	<b>9</b>	<b>28.64</b>	<b>3.18</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	9	2	7	9.10	1.30
Bill Norris	1	0	1	9.25	9.25
Craig Powers	1	0	1	8.04	8.04
Etienne Fabrone	2	2	0	0.00	N/A
Michael Fitzgerald	2	1	1	0.25	0.25
Patric Bishop	1	0	1	2.00	2.00
<b>Totals:</b>	<b>12</b>	<b>3</b>	<b>9</b>	<b>28.64</b>	<b>3.18</b>

## Salem Housing Authority Work Order Complete/Incomplete Report

Program(s): State 705

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

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee: All, Created From: 1/1/2026, Created Through: 2/1/2026, 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	44.17	4.42
Routine	3	1	2	3.04	1.52
<b>Totals:</b>	<b>13</b>	<b>1</b>	<b>12</b>	<b>47.21</b>	<b>3.93</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	2	0	2	1.08	0.54
Bill Norris	1	0	1	0.08	0.08
John DeBenedictis	5	1	4	32.67	8.17
Ken Sousa	1	0	1	0.29	0.29
Michael Fitzgerald	1	0	1	2.96	2.96
Patric Bishop	3	0	3	10.13	3.38
<b>Totals:</b>	<b>13</b>	<b>1</b>	<b>12</b>	<b>47.21</b>	<b>3.93</b>

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

Program(s): State 200

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

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee: All, Created From: 1/1/2026, Created Through: 2/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	53	0	53	121.55	2.29
Routine	52	4	48	72.34	1.51
Preventive	4	0	4	35.50	8.88
Vacant	3	2	1	28.33	28.33
Inspection UPCS	7	0	7	105.23	15.03
Inspection Other	2	0	2	4.50	2.25
<b>Totals:</b>	<b>121</b>	<b>6</b>	<b>115</b>	<b>367.45</b>	<b>3.20</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	34	0	34	23.88	0.70
Bill Norris	11	1	10	36.45	3.65
Christian Rudloff	2	0	2	0.29	0.15
Craig Powers	10	0	10	77.09	7.71
Gary Dean	35	3	32	11.52	0.36
John DeBenedictis	12	1	11	75.70	6.88
Ken Sousa	5	0	5	5.26	1.05
Luis Lopez	35	3	32	11.52	0.36
Michael Fitzgerald	13	1	12	75.71	6.31
Patric Bishop	13	0	13	50.03	3.85
<b>Totals:</b>	<b>121</b>	<b>6</b>	<b>115</b>	<b>367.45</b>	<b>3.20</b>

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

Program(s): State 200

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

Status: All, Status Included: Emergency, Urgent, Routine, Preventive, Vacant, Inspection UPCS, Contract, Inspection Other, Employee: All, Created From: 1/1/2026, Created Through: 2/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Emergency	7	0	7	12.26	1.75
Routine	7	2	5	12.79	2.56
Inspection UPCS	2	2	0	0.00	N/A
<b>Totals:</b>	<b>16</b>	<b>4</b>	<b>12</b>	<b>25.05</b>	<b>2.09</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Alex Vega Lopez	8	0	8	11.59	1.45
Bill Norris	3	0	3	9.43	3.14
Etienne Fabrone	2	1	1	0.08	0.08
John DeBenedictis	1	0	1	0.08	0.08
Ken Sousa	1	0	1	2.04	2.04
Michael Fitzgerald	2	1	1	1.83	1.83
Patric Bishop	2	2	0	0.00	N/A
<b>Totals:</b>	<b>16</b>	<b>4</b>	<b>12</b>	<b>25.05</b>	<b>2.09</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: 1/1/2026, Created Through: 2/1/2026, Completed From: 1/1/1900, Completed Through: 12/31/9999

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Vacant	4	3	1	28.33	28.33
<b>Totals:</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>28.33</b>	<b>28.33</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Bill Norris	2	2	0	0.00	N/A
John DeBenedictis	2	1	1	28.33	28.33
<b>Totals:</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>28.33</b>	<b>28.33</b>

W/O #	Priority	Unit Address	Tenant Name	Created Date	Completed Date	Mat.	Labor	Actual	Billed
Program: State 200									
Project: State Family 200-2: Rainbow Terrace									
77728	Vacant	94 Rainbow Terrace		01/05/2026 08:00 AM	02/02/2026 04:00 PM	\$0.00	\$1,165.92	\$1,165.92	\$0.00
		Description: repair vacancy							
		Completed Description: check apt and pick up stock. clean apt outlet cover window in unit replaced 2 nd floor light replaced bathroom fan motor replaced kitchen counter plug bathroom plug and bedroom plug repair wire mold for plug in living room. poly hardwood floor. repair cabinets install shades clean							
		Task Description: 507 - Rec vacancy for repair							
77902	Vacant	45 Rainbow Terrace		01/21/2026 08:00 AM		\$0.00	\$0.00	\$0.00	\$0.00
		Description: repair vacancy							
		Task Description: 507 - Rec vacancy for repair							
77903	Vacant	56 Rainbow Terrace		01/20/2026 08:00 AM		\$0.00	\$0.00	\$0.00	\$0.00
		Description: repair vacancy							
		Task Description: 507 - Rec vacancy for repair							
State Family 200-2: Rainbow Terrace		Incomplete: 2		Complete: 1		\$0.00	\$1,165.92	\$1,165.92	\$0.00
State 200		Incomplete: 2		Complete: 1		\$0.00	\$1,165.92	\$1,165.92	\$0.00

W/O #	Priority	Unit Address	Tenant Name	Created Date	Completed Date	Mat.	Labor	Actual	Billed
Program: State 667									
Project: State Elderly 667-6: Morency Manor									
78063	Vacant	45 St Peter St Unit: 106	Vera Marie Bennett	01/30/2026 08:00 AM		\$0.00	\$0.00	\$0.00	\$0.00
Description: repair vacancy									
Task Description: 507 - Rec vacancy for repair									
State Elderly 667-6: Morency Manor			Incomplete: 1	Complete: 0		\$0.00	\$0.00	\$0.00	\$0.00
State 667			Incomplete: 1	Complete: 0		\$0.00	\$0.00	\$0.00	\$0.00
Grand Totals:			Incomplete: 3	Complete: 1		\$0.00	\$1,165.92	\$1,165.92	\$0.00

## 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: 1/1/2026, Completed Through: 2/1/2026

Work Order By Priority					
Priority	Count	Incomplete	Complete	Tot. Days	Avg. Days
Vacant	3	0	3	155.79	51.93
<b>Totals:</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>155.79</b>	<b>51.93</b>

Work Order By Employee					
Assigned Employee	Count	Incomplete	Complete	Tot. Days	Avg. Days
Charlie Felton	1	0	1	42.33	42.33
Etienne Fabrone	1	0	1	28.13	28.13
John DeBenedictis	1	0	1	85.33	85.33
<b>Totals:</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>155.79</b>	<b>51.93</b>

W/O #	Priority	Unit Address	Tenant Name	Created Date	Completed Date	Mat.	Labor	Actual	Billed
Program: State 200									
Project: State Family 200-2: Rainbow Terrace									

77366	Vacant	34 Rainbow Terrace		10/28/2025 08:00 AM	01/21/2026 04:00 PM	\$0.00	\$3,142.96	\$3,142.96	\$0.00
-------	--------	--------------------	--	---------------------	---------------------	--------	------------	------------	--------

Description: repair vacancy

Completed Description: sheet rock bedroom applied joint compound. repair dry wall removes cabinets. removed radiator frame wall sheen rock. Applied joint compound prime paint bleed radiator clean repair upper cabinets clean cut countertop for sink install base cabinets. repair base board repair kitchen wall clean. caulking tub install base repair cabinets. replaced basement lamp holder replaced range plug replaced kitchen range hood. replaced two kitchen light and removed the third and make adapter plater for the outlet box. install adapter plate and third kitchen light replaced 2nd fl outlet box plaster ring and patch with composed install new 2 nd fl light fixtures repair stairs sand floors poly hardwood floor wax kitchen floor. removed two living room receptacle pick ip stock. Cut out two outletsboxes in living room and install new trim fixture for rear aotride light .

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	\$2,473.92	\$2,473.92	\$0.00
-------	--------	--------------------	--	---------------------	---------------------	--------	------------	------------	--------

Description: repair vacancy

Completed Description: Cleaned vacancy, kitchen, basement, bathroom, living room and bedrooms. Repair door floor clean. repair cabinets bedroom door install shade. replaced four light fixtures. Cut two wood back plater and install then for two kitchen light fixtures. repair drywall cabinets remove bathroom floor install plywood floor bathroom clean apt. paint around kitchen light fixtures 3 and replaced kitchen counter receptacle. tile bathroom floor sand Harwood floor poly hardwood floor poly hardwood wax bathroom floor caulking tub

Task Description: 507 - Rec vacancy for repair

W/O #	Priority	Unit Address	Tenant Name	Created Date	Completed Date	Mat.	Labor	Actual	Billed
Program: State 200									
Project: State Family 200-2: Rainbow Terrace									
77759	Vacant	20 Rainbow Terrace		12/10/2025 08:00 AM	01/21/2026 04:00 PM	\$0.00	\$1,465.95	\$1,465.95	\$0.00
Description: repair vacancy									
Completed Description: begin cleaning unit replaced doorknob replaced plates. cleaning replaced light fixtures. Contin cleaning stove cabinets window light fixtures. Replaced kitchen light fixtures .Contin cleaning work on floor cut shades. sand Harwood floor clean kitchen clean sweep basement. Sand poly Harwood floors buff wax bathroom kitchen floor									
Task Description: 507 - Rec vacancy for repair									
State Family 200-2: Rainbow Terrace		Incomplete: 0	Complete: 3	\$0.00	\$7,082.83	\$7,082.83	\$0.00		
State 200		Incomplete: 0	Complete: 3	\$0.00	\$7,082.83	\$7,082.83	\$0.00		
Grand Totals:		Incomplete: 0	Complete: 3	\$0.00	\$7,082.83	\$7,082.83	\$0.00		



New England

## U.S. Department of Housing and Urban Development

Office of Public Housing  
Boston Hub  
Thomas P. O'Neill, Jr. Federal Building  
10 Causeway Street  
Boston, Massachusetts 02222-1092

January 30, 2026

Cathy Sheehan  
Executive Director  
Salem Housing Authority  
27 Charter Street  
Salem, MA 01970

### SENT VIA ELECTRONIC MAIL ONLY

Dear Mrs. Sheehan:

The purpose of this letter is to inform you of the Salem Housing Authority's (SHA) overall SEMAP score, overall performance rating (designation) and the rating on each SEMAP indicator.

SEMAP enables HUD to better manage the Section 8 tenant-based program by identifying PHA capabilities and deficiencies related to the administration of the Section 8 Program. As a result, HUD will be able to provide more effective program assistance to PHAs

The SHA's overall SEMAP score for the fiscal year ending 09/30/2025 is **97%**. Attached please find your rating on each indicator. The overall SEMAP score is derived by dividing the sum of the indicator ratings by the total possible points. The SEMAP scores are rounded off to the nearest possible whole number. As a result of your overall SEMAP score of **97%**, the SHA is hereby designated as a **High Performer**.

If you have any questions regarding your SEMAP rating, please contact Amy Wilson, Portfolio Management Specialist, at (617) 994-8415 or by e-mail at [amy.m.wilson@hud.gov](mailto:amy.m.wilson@hud.gov).

Sincerely,

Kara Norman  
Division Director

Attachment

**SEMAP Individual Indicator Score for FYE 09/30/2025**

**HQ Division :** Public and Indian Housing  
**HQ Office :** PO Field Operations  
**Hub :** IHBOS Boston Hub  
**Field Office :** IAPH BOSTON HUB OFFICE  
**Field Office HA :** MA055 Salem Housing Authority

#	Indicator	Points Achieved	Maximum Points	% Achieved
1	Selection from Waiting List (24 CFR 982.54(d)(1) and 982.204(a))	15	15	100.00%
2	Reasonable Rent (24 CFR 982.4, 982.54(d)(15), 982.158(f)(7) and 982.507)	20	20	100.00%
3	Determination of Adjusted Income (24 CFR part 5, subpart F and 24 CFR 982.516)	20	20	100.00%
4	Utility Allowance Schedule (24 CFR 982.517)	5	5	100.00%
5	HQS Quality Control (24 CFR 982.405(b))	5	5	100.00%
6	HQS Enforcement (24 CFR 982.404)	10	10	100.00%
7	Expanding Housing Opportunities.	5	5	100.00%
8	Payment Standards(24 CFR 982.503)	5	5	100.00%
9	Timely Annual Reexaminations(24 CFR 5.617)	10	10	100.00%
10	Correct Tenant Rent Calculations(24 CFR 982, Subpart K)	5	5	100.00%
11	Pre-Contract HQS Inspections(24 CFR 982.305)	5	5	100.00%
12	Continuing HQS Inspections(24 CFR 982.405(a))	10	10	100.00%
13	Lease-Up	20	20	100.00%
14	Family Self-Sufficiency (24 CFR 984.105 and 984.305)	5	10	50.00%
15	Deconcentration Bonus	0	5	0.00%

# Introducing Salem's New 24/7 Housing Assistant!

Get instant answers and support on the Housing Authority website, anytime, anywhere.



## Always Available

Need help at 2 AM? No problem! Get answers to your questions anytime, day or night.



## Instant Answers

Quickly find information on rent, maintenance, policies, and more.



## Multilingual Support

Text or voice chat in your preferred language. Our assistant understands and communicates in multiple languages.



Look for this icon in the bottom right corner on our website.

Quick. Convenient. Always there for you.

# Financial Wellness Programs for Women and Girls Living on Low Incomes

## Program Progression And Impact



### Core Financial Wellness Programs

- Life Launch: Girls
- Life Launch: Teens
- Financial Futures

### Wrap Around Supports

- Direct Financial Support
- Transportation: Cars
- Digital Access: Computers and WiFi

### Continuum of Education

- Level Up Workshops
- Grad To Coach
- Road to Retirement
- Entrepreneurship

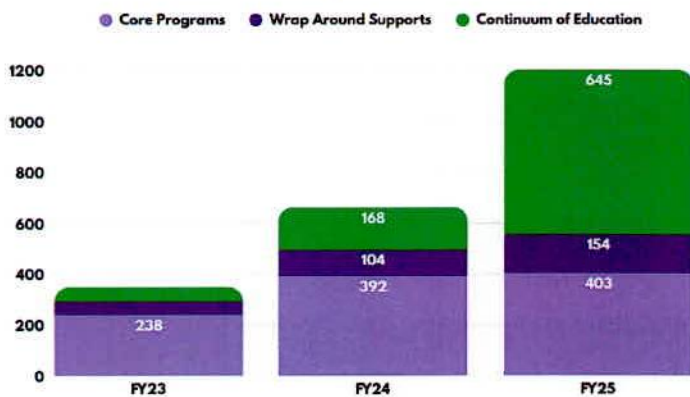
↑ Budgets: **Built**  
Credit Scores: **Rising**  
Savings Accounts: **Growing**  
Women and Girls: **Empowered**

## Program Results

**96%** Percentage of Graduates Confident In Their Ability To Manage Money

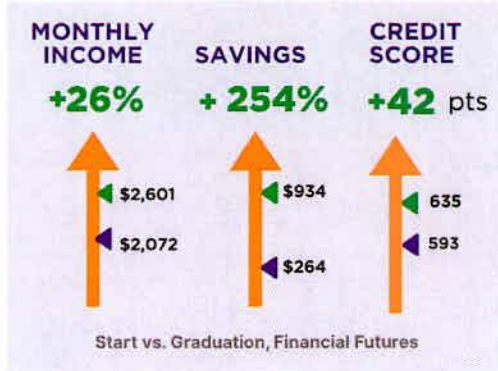
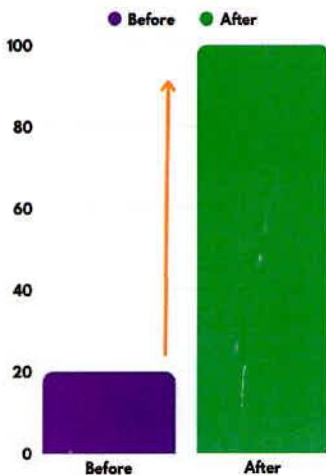


Program Reach



From all the things I've done to make my life easier and enjoyable, joining WMM has been the highlight. I know I'm not alone in this daily roller coaster called personal finances.  
- Jasmine, WMM Graduate

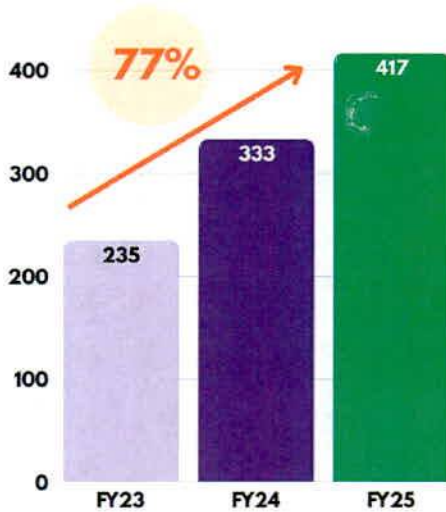
### Percentage of Graduates Who Use a Spending Plan



I'm so grateful to be able to share WMM with anyone who will listen.  
One, because of the amazing staff commitment, and two, because you are all family.  
- Brianna, WMM Graduate



# The Heart of WMM Programs: Volunteers Coaches and Presenters



## WMM Volunteers Are:

- Certified Financial Planner (CFP) candidates
- Accredited Financial Counselor (AFC) candidates
- Corporate Volunteer Programs
- WMM Graduates
- Women ready to make a difference



My coach was very knowledgeable, kind, and friendly. I felt welcomed every time I was in class.

I can not ask for more than what I already had with this amazing program, thank you. I was able to make new friends, I learned much about finances and how to be mindful with using money  
 – Ana, WMM Graduate



Growing up, I didn't have access to these kinds of supportive conversations or role models. My coach has become a crucial part of my support system, significantly influencing my decision-making and helping to secure my financial future.  
 – Aaliyah, WMM Graduate

## Advocacy

We work to influence policy that addresses the root cause of financial disparity



## Partner Organizations

68%

Participants Referred Through 90+ Community Partners



## Learn More About WMM

Volunteer With Us



Learn About Partnership

Get In Touch



womensmoneymatters.org



WOMEN'S MONEY MATTERS

## Salem Housing Authority January 2026 Bills Report

Filter Criteria Includes: 1) Type: Payment History, 2) Date Range From: 1/1/2026 Thru: 1/31/2026, 3) Program: Revolving Fund

Check Name			
Afac			
1	CHK	01-26: AFLAC	<u>\$450.36</u>
AFSCME Council 93			
		01-04-26: Union Dues	
		01-11-26: Union Dues	
		01-18-26: Union Dues	
		01-25-26: Union Dues	
			<u>\$416.52</u>
Employee			
2	CHK	01-16-26: Reimburse. Postage	<u>\$40.83</u>
Blue Triton Brands, Inc.			
		667-5: 5/5 Gal. Water	\$33.45
		16A RT: 6/5 GAL. Water	\$40.14
		Sec. 8: 3/5 Gal. Water	\$20.07
			<u>\$93.66</u>
BLW Engineers, Inc.			
		#258200 #4	<u>\$8,420.00</u>
BOFF LLC d/b/a Proxima Moving & Storage			
		(1) Eviction:	
		(1) Eviction & Clean Out:	
			<u>\$7,800.00</u>
Boston Automatic Time Clock Co. Inc			
		Sec. 8: 3/Red Ribbons	<u>\$39.50</u>
Boston Mutual Life Ins. Co.			
		12-25: Add'l Life	<u>\$459.60</u>
Brake & Clutch, Inc.			
		#230: Sander Strap Supports	\$52.20
			<u>\$52.20</u>
Breen & Sullivan			
		PT: Replace Pole Lights	
		667-5: Troubleshoot 3 circuits	
			<u>\$4,894.80</u>
Canal Realty Development, LLC			
		02-26: Rents	<u>\$5,165.73</u>
Caribe Communications & Publications, Inc.			
		Ad: 02-15: Director Of Operations	<u>\$550.00</u>

Casey Lundregan Burns,  
P.C.

All: Legal Matters

**\$14,752.29**

CBIZ CPAs P. C.

3      CHK           2025 Audit

**\$8,000.00**

City Of Salem

06-25: 635,979 Gals.  
06-25: Sec.8: 47,246  
Gals.

**\$1,493.26**

City Of Salem

20: 207,120 Cu. Ft.  
667: 169,118 Cu. Ft.  
705: 22,593 Cu. Ft.  
705-4: 13,604 Cu. Ft.  
30: 47,149 Cu. Ft.

**\$58,016.98**

Comcast

4      CHK           Various Sites: Cable,  
Wifi Camera  
Connection

\$1,475.13

5      CHK           Various Sites: Cable,  
Wifi Camera  
Connection

\$2,067.86

6      CHK           Various Sites: Cable,  
Wifi Camera  
Connection

\$588.08

**\$4,131.07**

Commonwealth of

7      CHK           200 & 667: 12/Boiler  
Inspections

**\$600.00**

Commonwealth Of  
Massachusetts

8      CHK           10-25/12-25: Active  
Employees  
10-25/12-25: Retiree's

\$142,986.08

9      CHK           10-258/12-25:  
Survivor's  
01-26: HEALTH, Opins.  
& LTD

\$14,442.65

**\$157,428.73**

Dearborn Life Insurance  
Company

10     CHK           01-26: STD

**\$357.96**

Delta Beckwith Elevator

667-7B: Overtime Stuck  
on 1st Floor

**\$2,324.50**

DeStefano Landscaping,  
LLC

25-26: Snow Removal

**\$24,990.00**

Donald R. Famico d/b/a  
M.F.G. Constables

8 constable service

			<u>\$240.00</u>
Drizos Contracting LLC			
		#258187 #3	<u>\$14,243.19</u>
Elan Financial Services			
	INV	Credit Card : 11/26/25- 12/26/25	<u>\$11,169.45</u>
Emily Achterberg			
		12-5/12-31: Consulting Services	<u>\$2,970.00</u>
Environmental Restorations, Inc.			
		258189 #3	<u>\$66,948.95</u>
F. W. Webb Company			
		Maintenance Supplies	<u>\$6,250.59</u>
Fenton, Ewald & Associates, P.C.			
		12-25: Accounting services	<u>\$5,424.00</u>
Gail Neibaur			
		Sec. 8: Leefort Project Based Vouchers Consult, research, meetings	<u>\$3,071.25</u>
Great American Insurance Co.			
	11	CHK	01-26/01-27: Directors and Offices Ins
	12	CHK	01-26/01-27: Bal. Directors & Offices Ins.
			<u>\$16,659.00</u>
Greater Salem Employees Fund, Inc.			
		01-04-26: Credit Union	01/26
			\$800.00
		01-11-26: Credit Union	01/26
			\$800.00
		01-18-26: Credit Union	01/26
			\$800.00
		01-25-26: Credit Union	01/26
			\$800.00
			<u>\$3,200.00</u>
H. T. Berry Company, LLC a Brady PLUS company			
		Maintenance Supplies	<u>\$1,383.00</u>
Hayden's Safe & Lock Co.,			
		RT: 16 Locks	
		667-5: Repair Door Entrance	
			<u>\$4,720.13</u>
Home Depot Commercial Credit			
	13	CHK	Maintenance Supplies
			<u>\$30.00</u>
HUB International			
	14	CHK	03-26/03-27: Power: Directors & Officers Insurance

\$3,468.00

Intellibeam LLC

12-25: 3 Lines, 911,  
Caller ID  
12-25: Computer  
Maintenance

\$2,895.80

Jilcraft Inc.

Sec. 8: Additional  
Document Form

\$349.00

Klein Homig LLP

Sec. 18: #292 Essex  
St. Land Title Plan  
Sec. 18: Barton Sq.  
Land Title Plan  
Sec. 18: 121.5 Bridge  
St. Land Title Plan  
Sec. 18: 122.5 Boston  
Land Title Plan  
Sec. 8: 73 Boston Land  
Title Plan  
Sec. 18: 2 Hawthorne  
Crescent Land Title  
Plan  
Sec. 18: Professional  
Services

\$35,809.00

MassNAHRO

15	CHK	11-03: Webinar: Emergency Plan: 2 employees	\$338.00
16	CHK	2026: Spring Conf. Program Book	\$125.00
17	CHK	2026 Annual Dues	\$1,364.00
18	CHK	2026: Registration Spring Conference: 1 employee	\$399.00
			<b>\$2,226.00</b>

Michael Russo Plumbing

GT: Replace Elec.  
Water Heater  
PT: Repair Nipples on  
HTWT

\$12,024.00

Mini Warehousing, Inc.

01-02/02-01: Maint.  
seasonal Storage  
01-12/02-11: Mattress  
Storage

\$235.00

N.S.H.E.D.A

19	CHK	02-11: Legislative Lunch	\$100.00
----	-----	-----------------------------	----------

National Grid

20	CHK	200: 2,349 KWH 667: 305,270 KWH 705: 1,562 KWH 30: 7,289 KWH	\$3,668.27
			<b>\$3,668.27</b>

National Grid

21	CHK	667: 5,718.39 Therms.	\$8,861.66
		705: 0 Therms.	
22	CHK	667: 727 Therms.	

			200: 2,634 Therms.	
			30: 1,420 Therms.	
			705-4: 5.3 Therms.	\$7,349.85
23	CHK		200: 2.9 Therms.	\$232.07
24	CHK		30: 3.5 Therms.	\$263.33
				<b>\$16,706.91</b>

**National Grid**

25	CHK		667: 371 KWH 20: 240 KWH	\$173.78
26	CHK		667: 250 KWH 200: 330 KWH 705-4: 29 KWH 30: 160 KWH SEC.8: 3,921 KWH	\$1,629.09
27	CHK		667: 420 KWH 200: 640 KWH 705-4: 33 KWH 30: 209 KWH	\$553.22
28	CHK		30: 25 KWH	\$18.71
				<b>\$2,374.80</b>

**New England Mobile Systems, Inc.**

			12-25: GPS Monitoring	<b>\$237.86</b>
--	--	--	-----------------------	-----------------

**New England Reglaze, Inc**

29	CHK		RT: (1) Reglaze Tub 667-7B/ (1): Reglaze Tub	\$1,000.00
				<b>\$1,000.00</b>

**NRG Business Marketing**

30	CHK		667: 3,321.6 Therms.	\$1,870.06
31	CHK		667: 756.5 Therms. 200: 2,581.7 Therms.	\$1,879.40
				<b>\$3,749.46</b>

**O'D Answering Services,**

32	CHK		12-21/01-20: Answering Service	<b>\$2,084.00</b>
----	-----	--	--------------------------------	-------------------

**OnLine Information Services, Inc.**

			11 Criminal Reports 11/Social Services Verification Reports	<b>\$684.95</b>
--	--	--	-------------------------------------------------------------------	-----------------

**Peabody Huggins Mechanical Services**

			Zisson HVAC #1 dep.	<b>\$12,743.00</b>
--	--	--	---------------------	--------------------

**Employee**

			01-07/1-21-26: Parking reimbursement	<b>\$21.75</b>
--	--	--	--------------------------------------	----------------

**Pitney Bowes Bank Inc.**

33	CHK		01-18-26: 667-5Postage	<b>\$5,000.00</b>
----	-----	--	------------------------	-------------------

**Pitney Bowes, Inc.**

34	CHK		667-5: Sealer Tape	<b>\$205.68</b>
----	-----	--	--------------------	-----------------

Principal Bank as Custodian FBO Commonwealth of MA			
35	CHK	01-04-26: Deferrd Comp.	\$1,390.00
36	CHK	01-11-26: Deferred Comp.	\$1,390.00
37	CHK	01-18-26: Deferred Comp.	\$1,390.00
38	CHK	01-25-26: Deferred Comp.	\$1,390.00
			<b>\$5,560.00</b>

Principal Bank as Custodian FBO Commonwealth of MA			
39	CHK	01-04-26: Deferred Comp. "OBRA"	
40	CHK	01-11-26: Deferred Comp. "OBRA"	
41	CHK	01-18-26: Deferred Comp. "OBRA"	
42	CHK	01-25-26: Deferred Comp. "OBRA"	
			<b>\$874.03</b>

PureSky Payment Services Inc.			
		10-01/10-31: Solar Electric State	
			<b>\$62,925.04</b>

Rafael Batista			
		CDBG: 27 Charter/Deep Clean 667-5: (1) unit: 2026 Flex Funds& Tenant 667-5/(1) unit: Deep Clean 12-25: Cleaning	
			<b>\$5,000.00</b>

Raymond T. Guertin,			
		258189 #5	
			<b>\$3,480.50</b>

Recap Advisors, LLC D/B/A Recap Real Estate Advisors			
		12-01/12-31: Public Housing Asset Repositioning	
			<b>\$1,917.50</b>

Reworld Sustainable Solution, LLC			
		12-17/12-31: Trash Disposal Municipal solid waste	
			<b>\$377.55</b>

Richard W. Griffin d/b/a Derby Square Architects			
	#1A	258199 #1	\$5,760.00
	#1B	258182 #1	\$5,950.00
			<b>\$11,710.00</b>

S&D Petroleum Inc.d/b/a			
		#236: Sticker, Oil Change, Hub #232: Repair Flat Tire #235: Check Engine light, Calipers and Rear Pads #242: Tires #231: Ck Engine Light, Tires & Oil Change #233: Light Repair	

		#240: Battery	<u>\$3,939.74</u>
<b>Salem Contributory</b>			
		01-04-26: Retirement	
		01-11-26: Retirement	
		01-18-26: Retirement	
		01-25-26: Retirement	
			<u>\$21,580.59</u>
<b>Sperling Interactive</b>			
		10-25: Website Maintenance	
		11-25: Website Maintenance	
		12-25: Website Maintenance	
			<u>\$1,560.00</u>
<b>The Guardian Life Insurance</b>			
43	CHK	01-26: Admin.	
		01-26: Dental	
			<u>\$3,033.80</u>
<b>Toshiba America Business</b>			
		12-15/01-14: Sec. 8 Copier	
		11-15/12-14: Sec. 8 Copier	
		12-15/01-14: 667-5 & 16A RT copiers	
		01-15/02-14: Sec. 8 & 667 Copiers	
		01-15/02-14: Sec. 8 & 667 Scanners	
			<u>\$2,371.00</u>
<b>Total Administrative Services Corp.</b>			
		01-08-26: TASC:	
		01-15-26: TASC:	
		01-22-26: TASC:	
		01-29-26: TASC:	
			<u>\$723.00</u>
<b>Total Administrative Services Corporation(TASC)</b>			
		01-08-26: TASC	
		01-15-26: TASC	
		02-22-25: TASC	
		01-29-26: TASC	
			<u>\$384.60</u>
<b>Tough Stuff Recycling, LLC</b>			
		11-25: 28 Mattress	
			<u>\$924.00</u>
<b>Uline, Inc.</b>			
		Ice Melt & Snow Blower Supplies	
			<u>\$3,278.79</u>
<b>Universal Environmental Consultants</b>			
		PT: Asbestos Clearance Services	
			<u>\$450.00</u>
<b>Verizon</b>			
44	CHK	12-11/01-10: Cell Phones	
			<u>\$1,157.73</u>
<b>W. B. Mason Co., Inc.</b>			

Office Supplies  
 Sec. 8: Office Supplies  
 Sec. 8: Office Supplies

\$857.96

W. W. Grainger

Maintenance Supplies  
 Maintenance Supplies  
 Bertram: Zone Valves

\$2,411.80

Windows In Stock.Ccm

RT/(1) unit Repair  
 Window

\$199.00

Harpers Payroll

01/08/26 Payroll	\$44,525.29
State & Federal Withholding	\$11,470.06
Harpers Invoice	\$105.53
01/15/2026 Payroll	\$40,692.36
State & Federal Withholding	\$10,115.80
Harpers Invoice	\$103.43
01/22/26 Payroll	\$40,469.63
State & Federal Withholding	\$9,978.92
Harpers Invoice	\$103.43
01/29/26 Payroll	\$49,499.65
State & Federal Withholding	\$13,088.15
Harpers Invoice	\$387.23
	<u>\$220,539.48</u>

**Grand Totals: 44 checks**

**Total Payments: \$897,627.14**

**Grand Totals: Total Payments: 77 \$665,918.21 665918.2**

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 **December 31, 2025**, and the related statements of Revenues and Expenses for the **3** 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: January 29, 2026

AGENCY WIDE OPERATING STATEMENT  
Year To Date Actual

Account Number	Classification	Federal Conventional	Section 8 HOVP	State Consolidated 200-1	Admin. Management Program	MRVP	Total	Pro-Rated Budget	% Favorable (Unfavorable)	% Favorable (Unfavorable)
<b>OPERATING RECEIPTS</b>										
3110	Shelter Rent - Tenant	46,529		948,233			994,762	1,005,741	(10,979)	-1%
3115	Shelter Rent - Federal Sect. 8			0			0	0	0	0%
3190	Non Dwelling Rentals	0		0			0	0	0	0%
3400	Administrative Fees (S8, MOB, MRVP)		467,376	0	43,844	3,195	519,915	528,216	(8,301)	-2%
3610	Interest on Investments - Unrestricted	6,655	5,189	4,500	0	61	16,405	27,650	(11,245)	-41%
3611	Interest on Investments - Restricted			0		0	0	0	0	0%
3690	Other Revenue	4,225	19,767	17,896	4,503	0	46,390	71,797	(25,407)	-35%
3950	Operating Grants			0			0	0	0	0%
3691	Other Revenue Retained			105,212		0	105,212	34,830	70,382	202%
3801	Operating Subsidy	60,194		598,659		244,853	903,706	1,125,337	(221,631)	-20%
<b>TOTAL OPERATING RECEIPTS</b>		<b>117,603</b>	<b>492,832</b>	<b>1,674,500</b>	<b>48,347</b>	<b>253,109</b>	<b>2,586,390</b>	<b>2,793,570</b>	<b>(207,180)</b>	<b>-7%</b>
<b>OPERATING EXPENDITURES</b>										
<b>ADMINISTRATIVE</b>										
4110	Administration Salaries	11,948	346,026	265,639	19,243	4,446	647,303	485,239	(162,064)	-33%
4120	Compensated Absences	0	0	0	0	0	0	5,751	5,751	100%
4130	Legal	7,757	19,521	60,335	1,568	111	89,791	96,875	7,084	7%
4140	Compensation-Board Members			7,336		0	7,336	6,581	(755)	-11%
4150	Travel And Related Expenses	16	4,871	272	0	0	5,158	5,000	(158)	-3%
4170	Accounting Services	2,521	6,866	4,821	1,327	421	15,956	16,161	205	1%
4171	Audit Services	0	0	0	0	0	0	9,000	9,000	100%
4180	Office Rent	0	21,150	0	0	0	21,150	17,132	(4,018)	-23%
4190	Administrative Other	6,575	92,002	60,063	5,464	692	165,126	155,534	(9,591)	-6%
4190.1	Mixed Population Salary		0	0	0	0	0	36,946	36,946	100%
<b>TOTAL ADMINISTRATIVE EXPENSE</b>		<b>28,817</b>	<b>490,436</b>	<b>398,966</b>	<b>27,631</b>	<b>5,970</b>	<b>951,820</b>	<b>834,218</b>	<b>(117,602)</b>	<b>-14%</b>
4230	Resident Services	0		4,423		0	4,423	2,838	(1,585)	-56%
<b>UTILITIES</b>										
4310	Water & Sewer	5,389		109,216			114,605	133,383	18,778	14%
4320	Electricity	7,077		7,928			15,005	220,930	205,925	93%
4330	Gas	3,775		21,673			25,448	32,441	6,993	22%
4340	Fuel	0		0			0	0	0	0%
4360	Energy Conservation	0		0			0	0	0	0%
4390	Other	0		306,573			306,573	0	(306,573)	#DIV/0!
<b>TOTAL UTILITIES EXPENSE</b>		<b>16,240</b>	<b>0</b>	<b>445,390</b>	<b>0</b>	<b>0</b>	<b>461,630</b>	<b>386,754</b>	<b>(74,876)</b>	<b>-19%</b>
<b>ORDINARY MAINTENANCE</b>										
4410	Maintenance Labor	13,372		232,356			245,728	228,528	(17,200)	-8%
4420	Materials And Supplies	4,710		44,417			49,127	79,500	30,373	38%
4430	Contract Costs	32,353		133,806			166,159	125,500	(40,659)	-32%
<b>TOTAL ORDINARY MAINTENANCE</b>		<b>50,435</b>	<b>0</b>	<b>410,579</b>	<b>0</b>	<b>0</b>	<b>461,013</b>	<b>433,528</b>	<b>(27,485)</b>	<b>-6%</b>
<b>GENERAL EXPENSE</b>										
4510	Insurance	30,889	11,796	63,964	534	96	107,279	491,373	384,094	78%
4520	Pilot	3,029		3,072			6,101	6,346	245	4%
4540	Employee Benefits	10,802	111,617	178,012	9,274	1,217	310,923	287,720	(23,203)	-8%
4570	Collection Losses	0		4,130			4,130	10,250	6,120	60%
4590	COVID related Costs		0	0		0	0	0	0	0%
4580/90	Other General Expenses - Port Out Fees	0	42,926				42,926	40,000	(2,926)	-7%
<b>TOTAL GENERAL EXPENSES</b>		<b>44,720</b>	<b>166,339</b>	<b>249,178</b>	<b>9,808</b>	<b>1,313</b>	<b>471,358</b>	<b>835,689</b>	<b>364,331</b>	<b>44%</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>140,212</b>	<b>656,775</b>	<b>1,508,535</b>	<b>37,439</b>	<b>7,282</b>	<b>2,350,244</b>	<b>2,493,027</b>	<b>142,783</b>	<b>6%</b>
<b>NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE EXPENSES</b>		<b>(22,609)</b>	<b>(163,943)</b>	<b>(432,694)</b>	<b>10,907</b>	<b>973</b>	<b>(667,560)</b>	<b>(824,793)</b>	<b>157,233</b>	<b>-19%</b>
<b>NET INCOME (DEFICIT) BEFORE NON-ROUTINE and INCLUDING SUBSIDY</b>		<b>(22,610)</b>	<b>(163,943)</b>	<b>165,965</b>	<b>10,907</b>	<b>245,826</b>	<b>236,146</b>	<b>300,544</b>	<b>(64,397)</b>	<b>-21%</b>
<b>NONROUTINE EXPENSES AND (CREDITS)</b>										
4610	Extraordinary Maintenance / Direct Use of Reserves	11,001	0	58,452		0	69,453	83,750	14,297	17%
4611	Equip. Purchased - Non Capitalized			22,197		0	22,197	18,750	(3,447)	-18%
4612	Restricted Reserve Expenditures			0		0	0	0	0	0%
4715	Housing Assistance Payments			0		244,853	244,853	244,853	0	0%
7520	Replacement of Equipment	0	0	16,513			16,513	27,000	10,487	39%
7540	Betterments & Additions	0		0			0	0	0	0%
4801	Depreciation Expense			0			0	0	0	0%
<b>TOTAL NONROUTINE EXPENSES</b>		<b>11,001</b>	<b>0</b>	<b>97,162</b>	<b>0</b>	<b>244,853</b>	<b>353,016</b>	<b>374,353</b>	<b>21,337</b>	<b>6%</b>
<b>2700 NET INCOME (DEFICIT)</b>		<b>(33,611)</b>	<b>(163,943)</b>	<b>68,803</b>	<b>10,907</b>	<b>973</b>	<b>(116,870)</b>	<b>(73,810)</b>	<b>(43,061)</b>	<b>58%</b>

**Salem Housing Authority**  
 PROJECT MA06-P055-003.7  
 BALANCE SHEET - December 31, 2025

ASSETS

CASH - GENERAL FUND - DEV AND/OR OPS	\$ 726,780.01	
PETTY CASH	0.00	\$ 726,780.01
ACCOUNTS RECEIVABLE TENANTS - Net	5,907.82	
ALLOWANCE FOR DOUBTFUL ACCOUNTS - TENANTS	(4,120.24)	
ACCOUNTS RECEIVABLE - HUD	0.00	
ACCOUNTS RECEIVABLE - Other	0.00	1,787.58
ADVANCE - LIMITED REV FUND		25,000.00
PREPAID INSURANCE	52,978.00	
INVENTORY - MATERIALS	0.00	
DEFERRED CHARGES - OTHER	0.00	
DEFERRED CHARGES - RETIREMENT	9,528.00	
INTERPROGRAM DUE TO / DUE FROM	0.00	62,506.00
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	927,971.01	
BUILDINGS - EQ. TRANSFERRED IN	0.00	
DEFERRED OUTFLOW OF RESOURCES	45,482.00	1,373,123.63
<u>TOTAL ASSETS</u>		<u>\$ 2,189,197.22</u>

LIABILITIES AND SURPLUS

ACCOUNTS PAYABLE	\$ -	
BID DEPOSIT	0.00	
TENANT PET DEPOSITS	522.48	
ACCOUNTS PAYABLE - HUD	0.00	
PREPAID RENTS	2,100.00	
ACCOUNTS PAYABLE REV FUND	697,163.29	\$ 699,785.77
ACCRUED PAYROLL	2,227.02	
ACCRUED OTHER	71,742.37	
ACCRUED COMPENSATED ABSCENCES	7,136.56	
ACCRUED PILOT	3,028.82	84,134.77
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 173% 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)		270,495.62
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>\$ 2,189,197.22</u>

See Accountants' Compilation Report

**Salem Housing Authority**  
3 months ending

MA06-P055-003,7  
12/31/2025

39 units  
117 unit months

FENTON, EWALD & ASSOCIATES, P.C.  
29-Jan-26  
PSP

ACCOUNT NUMBER CLASSIFICATION	APPROVED BUDGET AMOUNT	PRO RATA BUDGET 3 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	45,946	392.70	397.68	46,528.50	583	1.013	137,255
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	7,500	64.10	56.88	6,655.42	(845)	0.887	23,345
3690 Other Income	22,200	5,550	47.44	36.11	4,225.00	(1,325)	0.761	17,975
7530 Sale of Equipment	0	0	0.00	0.00	0.00	0		0
<b>TOTAL OPERATING RECEIPTS</b>	<b>235,983</b>	<b>58,996</b>	<b>504.24</b>	<b>490.67</b>	<b>57,408.92</b>	<b>(1,587)</b>	<b>0.973</b>	<b>178,574</b>
<b>OPERATING EXPENDITURES</b>								
<b>ADMINISTRATIVE</b>								
4110 Salaries	39,891	9,973	85.24	102.12	11,948.40	(1,976)	1.198	27,943
4120 Compensated Absences	937	234	2.00	0.00	0.00	234	0.000	937
4130 Legal	5,000	1,250	10.68	66.30	7,757.10	(6,507)	6.206	(2,757)
4150 Travel	370	93	0.79	0.13	15.74	77	0.170	354
4170 Accounting Services	9,984	2,496	21.33	21.55	2,521.00	(25)	1.010	7,463
4171 Audit Fees	555	139	1.19	0.00	0.00	139	0.000	555
4180 Office Rent	0	0	0.00	0.00	0.00	0		0
4190 Sundry Admin	12,585	3,146	26.89	56.20	6,575.18	(3,429)	2.090	6,010
<b>TOTAL ADMINISTRATIVE EXPENSE</b>	<b>69,322</b>	<b>17,331</b>	<b>148.12</b>	<b>246.30</b>	<b>28,817.42</b>	<b>(11,487)</b>	<b>1.663</b>	<b>40,505</b>
4230 RESIDENT SERVICES UTILITIES	975	244	2.08	0.00	0.00	244	0.000	975
4310 Water	24,663	6,166	52.70	46.06	5,389.16	777	0.874	19,274
4320 Electricity	24,474	6,119	52.29	60.48	7,076.67	(958)	1.157	17,397
4330 Gas	15,821	3,955	33.81	32.26	3,774.51	181	0.954	12,046
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>16,240</b>	<b>138.80</b>	<b>138.81</b>	<b>16,240.34</b>	<b>(1)</b>	<b>1.000</b>	<b>48,718</b>
<b>ORDINARY MAINTENANCE</b>								
4410 Labor	53,771	13,443	114.90	114.29	13,371.59	71	0.995	40,399
4420 Materials And Supplies	18,000	4,500	38.46	40.25	4,709.76	(210)	1.047	13,290
4430 Contract Costs	41,000	10,250	87.61	276.52	32,353.33	(22,103)	3.156	8,647
<b>TOTAL ORDINARY MAINTENANCE</b>	<b>112,771</b>	<b>28,193</b>	<b>240.96</b>	<b>431.07</b>	<b>50,434.68</b>	<b>(22,242)</b>	<b>1.789</b>	<b>62,336</b>
4480 PROTECTIVE SERVICES GENERAL EXPENSES	0	0	0.00	0.00	0.00	0		0
4510 Insurance	128,309	32,077	274.16	264.01	30,889.00	1,188	0.963	97,420
4520 Pilot	11,883	2,971	25.39	25.89	3,028.82	(58)	1.020	8,854
4530 Terminal Leave Payments	0	0	0.00	0.00	0.00	0		0
4540 Employee Benefits	37,749	9,437	80.66	92.33	10,802.14	(1,365)	1.145	26,947
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	250	2.14	0.00	0.00	250	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>44,735</b>	<b>382.35</b>	<b>382.22</b>	<b>44,719.96</b>	<b>15</b>	<b>1.000</b>	<b>134,221</b>
<b>TOTAL ROUTINE EXPENSES</b>	<b>426,967</b>	<b>106,742</b>	<b>912.32</b>	<b>1,198.40</b>	<b>140,212.40</b>	<b>(33,471)</b>	<b>1.314</b>	<b>286,755</b>
<b>NONROUTINE EXPENSES</b>								
4610 Nonroutine Maintenance	35,000	8,750	74.79	94.03	11,001.29	(2,251)	1.257	23,999
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>8,750</b>	<b>74.79</b>	<b>94.03</b>	<b>11,001.29</b>	<b>(2,251)</b>	<b>1.257</b>	<b>23,999</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>115,492</b>	<b>987.11</b>	<b>1,292.42</b>	<b>151,213.69</b>	<b>(35,722)</b>	<b>1.309</b>	<b>310,753</b>
<b>NET INCOME(DEFICIT) BEFORE SUBSIDY</b>	<b>(225,984)</b>	<b>(56,496)</b>	<b>(482.87)</b>	<b>(801.75)</b>	<b>(93,804.77)</b>	<b>(37,309)</b>		
8020 Operating Subsidy	180,162	45,041	384.96	514.48	60,193.84	15,153	1.336	119,968
8020 Capital Fund	0	0	0.00	2,599.20	304,106.55	304,107		(304,107)
<b>RESIDUAL RECEIPTS (DEFICIT)</b>	<b>(45,822)</b>	<b>(11,456)</b>	<b>(97.91)</b>	<b>2,311.93</b>	<b>270,495.62</b>	<b>281,951</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>12/31/2025</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	11,001.29	
	Total - Account 4610		30,000	11,001.29	
	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: 01/29/26

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

ASSETS

Cash - Voucher	\$1,768,438.11	
Petty Cash	0.00	\$1,768,438.11
	<hr/>	
Accounts Receivable - Hud	0.00	
Accounts Receivable (Payable) - Mobilities	(726.26)	
Accounts Receivable -Fraud	211,543.00	
Accounts Receivable -Interprogram	0.00	210,816.74
	<hr/>	
Advances To Revolving Fund		586,875.87
Investments	0.00	
FSS Escrow Balances	104,518.27	104,518.27
	<hr/>	
Prepaid Insurance	31,919.00	
Deferred Outflows - Retirement	112,272.00	
Deferred Charges -Other	10,087.80	
Deferred Expenses - COVID-19 Related	0.00	154,278.80
	<hr/>	
Land, Structures And Equipment - Net		465,704.46
Deferred Outflow of Resources		453,735.00
		<hr/>
		<u>\$3,744,367.25</u>

TOTAL ASSETS

LIABILITIES AND SURPLUS

Accounts Payable - Revolving Fund	\$0.00	
Accounts Payable - HUD	271,801.00	
Current Portion Capital Project/Mortgage	40,870.00	\$312,671.00
	<hr/>	
Accrued Compensated Absences - Current	73,789.18	
Accrued Payroll	31,824.49	
Accrued Liabilities	72,650.54	
Fss Escrow	104,518.27	282,782.48
	<hr/>	
Deferred Fraud Income Charges	211,543.00	
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	3,997,328.45
	<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	6,385,998.00	
Less HAP Expenses	(6,298,554.00)	
Plus: Interest on HAP Reserves		
Plus: Fraud Receipts - HAP portion	13,144.00	100,588.00
	<hr/>	
Expenditures for Equipment - Contra		0.00
Depreciation Expense		0.00
Net Surplus (Deficit) from Operations		(163,943.08)
		<hr/>
		<u>\$3,744,367.25</u>

TOTAL LIABILITIES AND SURPLUS

See Accountants' Compilation Report

PSP  
29-Jan-26

SALEM HOUSING AUTHORITY  
SECTION 8 VOUCHER  
MONTHLY OPERATING STATEMENT  
3 Months Ending December 31, 2025

1/29/26

PSP  
Fenton, Ewald & Associates, P.C.

COMPUTATION OF ADMINISTRATIVE FEE EARNED:							Leasing %
1st 600	rate	HUD % Funding	> 600:	rate	HUD % Funding	Total	Current Month: 85.57%
							Year to Date: 86.19%
Oct	600	157.17	88.513%	565	146.68	88.513%	156,824.00
Nov	600	157.17	88.513%	560	146.68	88.513%	156,175.00
Dec	600	157.17	88.513%	550	146.68	88.513%	154,877.00
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>467,876.00</u>
1,800			3,475	1,675			
CARES Act Administrative Fees							0.00
TOTAL ADMINISTRATIVE FEE EARNED							<u>467,876.00</u>

	STATEMENT OF OPERATING RECEIPTS AND EXPENDITURES			Favorable (Unfavorable)	% favorable (unfavorable)
	BUDGET	PRO RATA BUDGET 3 months	ACTUAL 3 months		
ADMINISTRATIVE FEE EARNED	1,951,630	487,908	467,876.00	(20,031.50)	-4.1%
INTEREST ON RESERVE FUNDS INVESTED	20,000	5,000	5,189.20	189.20	3.8%
MOBILITY FEE INCOME	24,738	6,185	6,622.75	438.25	7.1%
FRAUD RECOVERY RECEIPTS	80,000	20,000	13,144.00	(6,856.00)	-34.3%
FSS COORDINATOR	110,250	27,563	0.00	(27,562.50)	-100.0%
OTHER INCOME	0	0	0.00	0.00	
<b>TOTAL OPERATING RECEIPTS</b>	<b>2,186,618</b>	<b>546,655</b>	<b>492,831.95</b>	<b>(53,822.55)</b>	<b>-9.8%</b>
ADMINISTRATIVE SALARIES	1,103,338	275,835	346,026.39	(70,191.89)	-20.3%
COMPENSATED ABSENCES	22,067	5,517	0.00	5,516.75	
LEGAL	110,000	27,500	19,520.71	7,979.29	40.9%
TRAVEL	12,782	3,196	4,870.91	(1,675.41)	-34.4%
ACCOUNTING	28,192	7,048	6,866.00	182.00	2.7%
AUDIT FEE	19,173	4,793	0.00	4,793.25	
OFFICE RENT	68,528	17,132	21,150.36	(4,018.36)	-19.0%
SUNDRY ADMINISTRATIVE	393,152	98,288	92,001.79	6,286.21	6.8%
DIRECT CHARGES TO PRE 2004 RESERVES	0	0	0.00	0.00	
INSURANCE	52,283	13,071	11,796.00	1,274.75	10.8%
EMPLOYEE BENEFITS	444,700	111,175	111,617.31	(442.31)	-0.4%
COVID19-related expenses	0	0	0.00	0.00	
OTHER GENERAL EXPENSES Ports Out Admin Fee	160,000	40,000	42,925.56	(2,925.56)	-6.8%
<b>TOTAL ROUTINE NON-HAP EXPENSES</b>	<b>2,414,215</b>	<b>603,554</b>	<b>656,775.03</b>	<b>(53,221.28)</b>	<b>-8.1%</b>
<b>NET INCOME BEFORE NONROUTINE</b>	<b>(227,597)</b>	<b>(56,899)</b>	<b>(163,943.08)</b>	<b>(107,043.83)</b>	<b>188.1%</b>
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	
<b>TOTAL NONROUTINE EXPENSES</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>	
<b>NET OPERATING INCOME (LOSS)</b>	<b>(227,597)</b>	<b>(56,899)</b>	<b>(163,943.08)</b>	<b>(107,043.83)</b>	
					(163,943.08)

COMPUTATION OF EXCESS OR DEFICIENCY OF FUNDS RECEIVED			Voucher
4715	HOUSING ASSISTANCE PAYMENTS (HAPs)		6,298,554.00
	less: Fraud Receipts - HAP portion	Max ACC	(13,144.00)
	less: Interest Earned on Excess Funds - HAP portion		
	<b>TOTAL ANNUAL CONTRIBUTION USED TO DATE</b>	percent used	98.4%
3801	AMOUNT OF ACC GRANT RECEIVED FROM HUD		6,385,998.00
	Amount (OVER) / UNDER Utilized		<u>100,588.00</u>

SALEM HOUSING AUTHORITY

Analysis and Summary of Housing Choice Voucher Program Expenditures  
 ABA Fund Limits, Amounts Available, Amounts Used and Balances Remaining

number of units used as basis							Restricted Net Assets - HAPs 9/30/2025				147,738		
		2021	2022	2023	2024	2025	Less: Amount used Oct-Dec. 2025						
Annual ABA		\$16,449,831	\$18,597,433	\$21,779,939	\$22,720,644	\$23,617,467	= Net HAP Reserve Surplus						
average monthly ABA		\$1,370,819	\$1,549,786	\$1,814,995	\$1,893,387	\$1,968,122	Available for current year use				147,738		
ABA per unit calculation		\$1,019.95	\$1,153.11	\$1,350.44	\$1,408.77	\$1,464.38	Projected amount (used) or accumulated in Fiscal Year				100,588		
								Amount (used) or accumulated in Current Year					
								Estimated Current HAP Reserve balance		248,326		NRA	
	Actual Units Leased	% Unit Utilization	Actual Monthly Payments	Actual Average HAP	adjustments	Actual Adjusted Net	ABA available	HUD - Program Reserves	% Dollar Utilization	compare to ABA rec'd	Amount used (above) or below ABA	Cumulative Amount used (above) or below ABA	Program Reserves Balance
October 24	1,217	90.6%	2,000,838	1,644	(6,793)	1,994,046	1,893,387	(638,007)	105.3%	1,995,393	1,348	(221,800)	(757,899)
November 24	1,196	89.0%	2,007,803	1,679	(5,788)	2,002,015	1,893,387	(579,804)	105.7%	1,835,184	(166,831)	(387,283)	(699,696)
December 24	1,186	88.2%	2,018,092	1,702	(5,310)	2,012,782	1,893,387	(751,262)	106.3%	2,064,845	52,063	(335,220)	(871,154)
January 25	1,184	88.1%	1,995,912	1,686	(7,708)	1,988,204	1,968,122	(883,468)	101.0%	2,100,328	112,124	(223,096)	(1,003,360)
February 25	1,179	87.7%	2,081,822	1,766	(6,141)	2,075,682	1,968,122	(986,969)	105.5%	2,071,623	(4,059)	(227,155)	(1,106,861)
March 25	1,193	88.8%	2,080,813	1,744	(4,040)	2,076,773	1,968,122	(1,066,805)	105.5%	2,047,959	(28,814)	(255,969)	(1,186,697)
April 25	1,184	88.1%	2,073,824	1,752	(6,948)	2,066,876	1,968,122	(1,146,642)	105.0%	2,047,959	(18,917)	(274,886)	(1,266,534)
May 25	1,184	88.1%	2,087,600	1,763	(2,740)	2,084,860	1,968,122	(1,201,697)	105.9%	2,023,177	(61,683)	(336,569)	(1,321,589)
June 25	1,184	88.1%	2,121,930	1,792	(4,911)	2,117,019	1,968,122	(1,343,276)	107.6%	2,109,701	(7,318)	(343,887)	(1,463,168)
July 25	1,176	87.5%	2,096,182	1,782	(7,517)	2,088,665	1,968,122	(1,498,641)	106.1%	2,123,488	34,823	(309,064)	(1,618,533)
August 25	1,161	86.4%	2,067,323	1,781	(6,513)	2,060,811	1,968,122	(1,687,083)	104.7%	2,156,564	95,754	(213,310)	(1,806,975)
September 25	1,167	86.8%	2,155,254	1,847	(10,924)	2,144,331	1,968,122	(1,854,961)	109.0%	2,136,000	(8,331)	(221,641)	(1,974,853)
October 25	1,165	86.7%	2,099,494	1,802	(5,933)	2,093,562	1,968,122	(2,020,203)	106.4%	2,133,364	39,803	(181,838)	(2,140,095)
November 25	1,160	86.3%	2,105,953	1,815	(3,592)	2,102,362	1,968,122	(2,180,494)	106.8%	2,128,414	26,053	(155,786)	(2,300,386)
December 25	1,150	85.6%	2,093,107	1,820	(3,620)	2,089,487	1,968,122	(2,336,592)	106.2%	2,124,220	34,733	(121,053)	(2,456,484)
January 26	-	-	-	-	-	-	-	-	-	-	-	-	-
February 26	-	-	-	-	-	-	-	-	-	-	-	-	-
March 26	-	-	-	-	-	-	-	-	-	-	-	-	-
April 26	-	-	-	-	-	-	-	-	-	-	-	-	-
May 26	-	-	-	-	-	-	-	-	-	-	-	-	-
June 26	-	-	-	-	-	-	-	-	-	-	-	-	-
July 26	-	-	-	-	-	-	-	-	-	-	-	-	-
August 26	-	-	-	-	-	-	-	-	-	-	-	-	-
September 26	-	-	-	-	-	-	-	-	-	-	-	-	-
October 26	-	-	-	-	-	-	-	-	-	-	-	-	-
November 26	-	-	-	-	-	-	-	-	-	-	-	-	-
December 26	-	-	-	-	-	-	-	-	-	-	-	-	-
		17,686	109.7%	31,085,947	1,758	(88,475)	30,997,472	29,297,628	99.7%	31,098,219	100,588		
								Prior Fiscal Year		24,712,221			
								Current Fiscal Year		6,385,998			

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT  
BALANCE SHEET

Salem Housing Authority  
12/31/2025 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	400,872.34	
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	409,130.03
<b>ACCOUNTS RECEIVABLE</b>			
1121	Federal and DHCD--Section 8 Subsidy-Shelter Rent	0.00	
1122	Tenants Accounts Receivable	138,167.41	
1122.1	Tenants Accounts Receivable - Repayment (Contra)	0.00	
1123	Allowance for Doubtful Accounts - Dwelling Rents	(47,054.73)	
1124	Accounts Receivable - Fraud/Retroactive	224,734.58	
1124.1	Fraud/Retroactive- Contra	(224,734.58)	
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	441,112.68
<b>INVESTMENTS</b>			
1162	Investments - Unrestricted		3,395,685.32
<b>DEFERRED CHARGES</b>			
1211	Prepaid Expenses	224,579.00	
1212	Inventory/Net - Supplies	0.00	
1290	Deferred Charges - Other	858,983.00	1,083,562.00
<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>10,061,054.03</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	749,492.00	
2119	Accounts Payable - Interfund	740,451.66	
2120	Accounts Payable - Other	0.00	1,498,101.35
<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)	3,072.00	
2138	Accrued Payroll	47,624.85	
2139	Accrued Liabilities - Other	371,199.41	519,016.76
<b>DEFERRED CREDITS</b>			
2240	Tenants Prepaid Rents	80,750.35	
2290	Undistributed Credits	0.00	
2291	Deferred Revenue - Subsidy	0.00	
2292	Deferred Revenue - Other	902,240.00	982,990.35
<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)	85,316.53	
2802	Invested in Capital Assets, net of Related Debt	4,715,050.75	
2805	Net Assets - Restricted	0.00	
2806	Net Assets - Unrestricted	Max % 66.27%	2,348,644.84
2806.1	Net Assets - OPEB	(4,322,637.00)	2,826,375.12
<b>TOTAL LIABILITIES AND EQUITY</b>			<b>10,061,054.03</b>

See Accountants' Compilation Report

Number	Account Classification	Approved Budget Amount	Pro Rata Budget 3 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	959,795	473.27	467.57	948,233.39	(11,562)	0.988	2,890,948
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	15,000	7.40	2.22	4,500.10	(10,500)	0.300	55,500
3611	Interest on Investments - Restricted	0	0	0.00	0.00	0.00	0		0
3690	Other Revenue	30,000	7,500	3.70	8.82	17,895.51	10,396	2.386	12,104
3950	Operating Grants	0	0	0.00	0.00	0.00	0		0
3691	Other Revenue Retained	139,321	34,830	17.17	51.88	105,212.28	70,382	3.021	34,109
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	836,443	411.98	295.20	598,659.00	(236,784)	0.717	2,743,113
<b>TOTAL OPERATING RECEIPTS</b>		<b>7,410,274</b>	<b>1,852,569</b>	<b>913.50</b>	<b>826.69</b>	<b>1,674,500.28</b>	<b>(178,068)</b>	<b>0.904</b>	<b>5,735,774</b>
<b>OPERATING EXPENDITURES</b>									
<b>ADMINISTRATIVE</b>									
4110	Administration Salaries	706,989	176,747	87.15	130.99	266,636.62	(86,891)	1.503	441,350
4120	Compensated Absences	0	0	0.00	0.00	0.00	0		0
4130	Legal	270,000	67,500	33.28	30.00	60,835.09	6,665	0.901	209,165
4140	Compensation-Board Members	26,325	6,581	3.25	3.62	7,336.00	(755)	1.115	18,989
4150	Travel And Related Expenses	6,848	1,712	0.84	0.13	271.80	1,440	0.159	6,576
4170	Accounting Services	19,542	4,886	2.41	2.38	4,821.00	65	0.987	14,721
4171	Audit Services	15,630	3,908	1.93	0.00	0.00	3,908	0.000	15,630
4180	Penalties & Interest	0	0	0.00	0.00	0.00	0		0
4190	Administrative Other	195,900	48,975	24.15	29.62	60,063.14	(11,088)	1.226	135,837
4190.1	Mixed Population	147,782	36,946	18.22	0.00	0.00	36,946	0.000	147,782
4191	Resident Services	10,375	2,594	1.28	2.18	4,422.69	(1,829)	1.705	5,952
<b>TOTAL ADMINISTRATIVE EXPENSE</b>		<b>1,399,391</b>	<b>349,848</b>	<b>172.51</b>	<b>198.91</b>	<b>403,388.34</b>	<b>(63,541)</b>	<b>1.153</b>	<b>996,003</b>
<b>UTILITIES</b>									
4310	Water & Sewer	508,869	127,217	62.73	53.85	109,215.60	18,002	0.858	399,653
4320	Electricity	859,245	214,811	105.92	3.91	7,927.96	206,883	0.037	851,317
4330	Gas	113,944	28,486	14.05	10.69	21,673.48	6,813	0.761	92,271
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	151.17	306,572.73	(306,573)		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>370,515</b>	<b>182.70</b>	<b>219.62</b>	<b>445,389.77</b>	<b>(74,875)</b>	<b>1.202</b>	<b>1,343,241</b>
<b>ORDINARY MAINTENANCE</b>									
4410	Maintenance Labor	860,342	215,086	106.06	114.57	232,356.21	(17,271)	1.080	627,986
4420	Materials And Supplies	300,000	75,000	36.98	21.90	44,417.02	30,583	0.592	255,583
4430	Contract Costs	461,000	115,250	56.83	65.98	133,805.55	(18,556)	1.161	327,194
<b>TOTAL ORDINARY MAINTENANCE</b>		<b>1,621,342</b>	<b>405,336</b>	<b>199.87</b>	<b>202.46</b>	<b>410,578.78</b>	<b>(5,243)</b>	<b>1.013</b>	<b>1,210,763</b>
<b>GENERAL EXPENSE</b>									
4510	Insurance	1,781,993	445,498	219.67	31.54	63,964.00	381,534	0.144	1,718,029
4520	Pilot	13,500	3,375	1.66	1.51	3,072.00	303	0.910	10,428
4540	Employee Benefit Contr.	631,833	157,958	77.89	87.78	178,012.23	(20,054)	1.127	453,821
4541	Employee Benefit Contr. OPEB	0	0	0.00	0.00	0.00	0		0
4570	Collection Losses	40,000	10,000	4.93	2.04	4,129.91	5,870	0.413	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>616,832</b>	<b>304.16</b>	<b>122.87</b>	<b>249,178.14</b>	<b>367,653</b>	<b>0.404</b>	<b>2,218,148</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>6,970,117</b>	<b>1,742,529</b>	<b>859.24</b>	<b>743.85</b>	<b>1,508,535.03</b>	<b>233,994</b>	<b>0.866</b>	<b>5,768,155</b>
<b>NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE Expenses</b>									
		<b>(2,901,615)</b>	<b>(725,404)</b>	<b>-357.69</b>	<b>-213.36</b>	<b>(432,693.75)</b>	<b>292,710</b>	<b>0.596</b>	<b>(2,775,494)</b>
<b>NET INCOME (DEFICIT) before NON-ROUTINE, and INCLUDING SUBSIDY</b>									
		<b>440,157</b>	<b>110,039</b>	<b>54.26</b>	<b>81.84</b>	<b>165,965.25</b>	<b>55,926</b>	<b>1.508</b>	<b>(32,381)</b>
<b>NONROUTINE EXPENSES AND (CREDITS)</b>									
4610	Extraordinary Maintenance	300,000	75,000	36.98	28.82	58,452.00	16,548	0.779	241,548
4611	Equip. Purchased - Non Capitalized	75,000	18,750	9.25	10.95	22,196.72	(3,447)	1.184	52,803
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>93,750</b>	<b>46.23</b>	<b>39.77</b>	<b>80,648.72</b>	<b>13,101</b>		
<b>CAPITAL EXPENDITURES</b>									
7520	Replacement of Equipment-Capitalized	108,000	27,000	13.31	8.14	16,513.25	10,487		
7540	Betterments & Additions - Capitalized	0	0	0.00	0.00	0.00	0		
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>108,000</b>	<b>27,000</b>	<b>13.31</b>	<b>8.14</b>	<b>16,513.25</b>	<b>10,487</b>		
2700	<b>NET INCOME (DEFICIT) FROM OPERATIONS</b>	<b>(42,843)</b>	<b>(10,711)</b>	<b>-5.28</b>	<b>33.93</b>	<b>68,803.28</b>	<b>79,514</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>(10,711)</b>	<b>-5.28</b>	<b>33.93</b>	<b>68,803.28</b>	<b>79,514</b>		

Operating Subsidy Earned year-to-date	\$598,659
Operating Subsidy Rec'd year-to-date	\$1,348,151
Amount (Over) or Under Subsidized	(\$749,492)



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

**Assets**

Cash - Management Services		\$0.00
A/R - Marblehead Housing Authority	0.00	
A/R - Revolving Fund	766,655.74	766,655.74
Deferred Charges - Prepaid Expenses		10,072.00
Fixed Assets - Net		0.00
Deferred Outflows of Resources		9,400.00
		\$786,127.74
Total Assets		

**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	8,128.52	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	5,378.00	617,278.92
Net Income (Deficit) - Current Year		10,907.16
		\$786,127.74
Total Liabilities and Surplus		

See Accountants' Compilation Report

**Salem Housing Authority  
Management Fund  
Monthly Operating Statement**

**3 months ending December 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	32,883.00	43,844.00	10,961.00
3110.2	Developer Fees	-	-	-	-
3690	Other Operating Receipts	20,000.00	5,000.00	4,502.50	(497.50)
<b>Total Operating Receipts</b>		<u>151,532.00</u>	<u>37,883.00</u>	<u>48,346.50</u>	<u>10,463.50</u>
<b>Operating Expenditures</b>					
4110	Administration Salaries	76,972.00	19,243.00	19,243.02	(0.02)
4120	Compensated Absences	-	-	-	-
4130	Legal	2,000.00	500.00	1,567.50	(1,067.50)
4150	Travel and Related Expenses	-	-	-	-
4170	Accounting Services	5,256.00	1,314.00	1,327.00	(13.00)
4171	Audit Services	-	-	-	-
4190	Administrative Other	18,000.00	4,500.00	5,493.69	(993.69)
4510	Insurance	2,468.00	617.00	534.00	83.00
4540	Employee Benefits	31,074.00	7,769.00	9,274.13	(1,505.13)
<b>Total Administrative Expenses</b>		<u>135,770.00</u>	<u>33,943.00</u>	<u>37,439.34</u>	<u>(3,496.34)</u>
<b>Net Income (Deficit) before Non Cash Expenses</b>		<b>15,762.00</b>	<b>3,940.00</b>	<b>10,907.16</b>	<b>6,967.16</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>3,940.00</u>	<u>10,907.16</u>	<u>6,967.16</u>

See Accountants' Compilation Report

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT  
BALANCE SHEET

Salem Housing Authority  
12/31/2025 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	230,901.57	
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	230,901.57
<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	33,023.76	
1131	Allowance for Doubtful Accounts - Other	0.00	
1145	Accrued Interest Receivable	0.00	33,023.76
<b>INVESTMENTS</b>			
1162	Investments - Unrestricted		0.00
<b>DEFERRED CHARGES</b>			
1211	Prepaid Expenses	397.00	
1212	Inventory/Net - Supplies and Fuel	0.00	
1290	Deferred Charges - Other	5,981.00	6,378.00
<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>270,303.33</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	15,524.00	
2119	Accounts Payable - Interfund	0.00	
2120	Accounts Payable - Other	0.00	15,524.00
<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	81,483.00	
2292	Deferred Revenue - Other	7,754.00	89,237.00
<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)	973.34	
2802	Invested in Capital Assets, net of Related Debt	0.00	
2805	Net Assets - Restricted	0.00	
2806	Net Assets - Unrestricted	Max % 32.94%	164,465.83
2806.1/2	Net Assets - Unrestricted for OPEB & Pension Liability	(31,509.00)	133,930.17
<b>TOTAL LIABILITIES AND EQUITY</b>			<b>270,303.33</b>

See Accountants' Compilation Report

Salem Housing Authority MRVP/DMH  
3 months ending  
December 31, 2025

16 units  
149 unit months

Fenton, Ewald & Associates, P.C.  
PSP 01/29/26

Account Number	Classification	Approved Budget Amount	Pro Rata Budget 3 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	7,425	49.83	55.00	8,195.00	770	1,104	21,505
3610	Interest on Investments - Unrestricted	600	150	1.01	0.41	60.68	(89)	0.405	539
3611	Interest on Investments - Restricted	-	-	-	-	-	0	-	0
3690	Other Revenue	-	-	-	-	-	0	-	0
3691	Other Revenue Retained	-	-	-	-	-	0	-	0
3802	Operating Subsidy - MRVP Landlords	979,412	244,853	1,643.31	1,643.31	244,853.00	0	1,000	734,559
<b>TOTAL OPERATING RECEIPTS</b>		<u>1,009,712</u>	<u>252,428</u>	<u>1,694.15</u>	<u>1,698.72</u>	<u>253,108.68</u>	<u>681</u>	<u>1,003</u>	<u>756,603</u>
<b>OPERATING EXPENDITURES</b>									
<b>ADMINISTRATIVE</b>									
4110	Administration Salaries	13,765	3,441	23.10	29.84	4,446.07	(1,005)	1,292	9,319
4120	Compensated Absences	-	-	-	-	-	0	-	0
4130	Legal	500	125	0.84	0.74	110.80	14	0.886	389
4140	Compensation-Board Members	-	-	-	-	-	0	-	0
4150	Travel And Related Expenses	-	-	-	-	-	0	-	0
4170	Accounting Services	1,668	417	2.80	2.83	421.00	(4)	1,010	1,247
4171	Audit Services	642	161	1.08	-	-	161	0.000	642
4180	Penalties & Interest	-	-	-	-	-	0	-	0
4190	Administrative Other	2,500	625	4.19	6.66	991.74	(367)	1,587	1,508
4190.1	Mixed Population Salary	-	-	-	-	-	0	-	0
4191	Resident Services	-	-	-	-	-	0	-	0
<b>TOTAL ADMINISTRATIVE EXPENSE</b>		<u>19,075</u>	<u>4,769</u>	<u>32.01</u>	<u>40.06</u>	<u>5,969.61</u>	<u>(1,201)</u>	<u>1,252</u>	<u>13,105</u>
<b>GENERAL EXPENSE</b>									
4510	Insurance	439	110	0.74	0.64	96.00	14	0.875	343
4540	Employee Benefit Contr.	5,524	1,381	9.27	8.17	1,216.73	164	0.881	4,307
4570	Collection Losses	-	-	-	-	-	0	-	0
4580/90	Interest & Other General Expenses	-	-	-	-	-	0	-	0
<b>TOTAL GENERAL EXPENSES</b>		<u>5,963</u>	<u>1,491</u>	<u>10.01</u>	<u>8.81</u>	<u>1,312.73</u>	<u>178</u>	<u>0.881</u>	<u>4,650</u>
<b>TOTAL OPERATING EXPENSES</b>		<u>25,038</u>	<u>6,260</u>	<u>42.01</u>	<u>48.87</u>	<u>7,282.34</u>	<u>(1,023)</u>	<u>1.163</u>	<u>17,756</u>
<b>NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE EXPENSES</b>		<u>5,262</u>	<u>1,316</u>	<u>8.83</u>	<u>6.53</u>	<u>973.34</u>	<u>(342)</u>	<u>0.740</u>	<u>4,289</u>
<b>NET INCOME (DEFICIT) before NON-ROUTINE and INCLUDING SUBSIDY</b>		<u>984,674</u>	<u>246,169</u>	<u>1,652.14</u>	<u>1,649.84</u>	<u>245,826.34</u>	<u>(342)</u>	<u>0.999</u>	<u>738,848</u>
<b>NONROUTINE EXPENSES AND (CREDITS)</b>									
4610	Extraordinary Maintenance	-	-	-	-	-	0	-	0
4611	Equip. Purchased - Non Capitalized	-	-	-	-	-	0	-	0
4612	Restricted Reserve Expenditures	-	-	-	-	-	0	-	0
4715	Housing Assistance Payments	979,412	244,853	1,643.31	1,643.31	244,853.00	0	1,000	734,559
<b>TOTAL NONROUTINE EXPENSES</b>		<u>979,412</u>	<u>244,853</u>	<u>1,643.31</u>	<u>1,643.31</u>	<u>244,853.00</u>	<u>0</u>	<u>1,000</u>	<u>734,559</u>
<b>NET INCOME (DEFICIT) FROM OPERATIONS</b>		<u>5,262</u>	<u>1,316</u>	<u>8.83</u>	<u>6.53</u>	<u>973.34</u>	<u>(342)</u>	<u>0.740</u>	<u>4,289</u>
2700	Depreciation Expense	-	-	-	-	-	-	-	-
4541	Employee Benefits - GASB 45	-	-	-	-	-	-	-	-
4542	Pension Expense - GASB 68	-	-	-	-	-	-	-	-
<b>NET CHANGE IN UNRESTRICTED NET ASSET:</b>		<u>5,262</u>	<u>1,316</u>	<u>8.83</u>	<u>6.53</u>	<u>973.34</u>	<u>(342)</u>	<u>0.740</u>	<u>4,289</u>

See Accountants' Compilation Report

## Cathy Sheehan

---

**From:** Thomas Russell <TRussell@marbleheadha.org>  
**Sent:** Tuesday, January 20, 2026 10:03 AM  
**To:** Cathy Sheehan; Gary Dean  
**Subject:** Management agreement letter

Dear Marblehead Housing Authority Board of Directors,

I am writing this email to voice my full support in favor of continuing our management agreement with the Salem housing authority. Since we first entered into this agreement, it has brought nothing but good things to the Marblehead Housing Authority. Cathy Sheehan's leadership has brought us stability after years of many changes of less qualified people in that position, She has helped us to comply with E.O.H.L.C. regulations in ways that we previously did not, and used her many connections in the housing industry to help us complete many different policies and create programs that have been so valuable to both the MHA staff and residents. Her leadership has been a game changer here at the M.H.A..

As the Maintenance foreman I work closely with Gary Dean on an almost daily basis. Having his support and knowledge during some of the many catastrophic breakdowns in equipment e.g. elevator breakdowns and sprinkler freeze up at Roads School, multiple underground pipe breaks at Farrell Court, the failure of under warranty boilers at both Green Street Court and Powder House Court, as well as many others has been invaluable. The knowledge and connections from his many years in housing maintenance have helped us find the most qualified subcontractors and for us to be able to work with and not against E.O.H.L.C. to get these jobs done within their guidelines. He has set up contractor service contracts, preventative and scheduled maintenance policies, and vacant turnover procedure policies to help us stay in compliance with those guidelines and regulations.

Recently we ran into an issue of some confusion around overtime and on call policies. Previous directors had failed to either create or keep record of many policies and the ones we could find were very incomplete, this led to a great deal of confusion around how to properly keep track of and record time during emergency on call and overtime work. Cathy and Gary worked with the maintenance staff and myself to quickly and professionally remedy this situation and create a new policy that everyone was pleased with. Without their prompt and effective attention to this matter, it could have caused some major issues but in the end, it worked out very well for everyone.

All around, I believe that this agreement has been a giant step forward for the Marblehead Housing Authority. The support the MHA receives from not just Cathy and Gary but also Luis Lopez, Maureen Thomas, and other members of the Salem Housing Authority has proven mutually beneficial for all involved from MHA staff, to residents, to the community as a whole, a true case symbiotic mutualism in a public housing environment.

Thank you,  
T.J. Russell

## MANAGEMENT SERVICES AGREEMENT AMENDMENT

This Amendment is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2026, by and between Marblehead Housing Authority (the "Owner") having an address at 26 Rowland Street, Marblehead, MA and Salem Housing Authority (the "Management Agent") having an address at 27 Charter Street, Salem, MA collectively referred to herein as "the Parties."

WHEREAS, the Parties have entered into certain Management Services Agreement dated \_\_\_\_\_ for the purpose of carrying out the day-to-day management responsibilities of the Owner Housing Authority.

WHEREAS, the Parties hereby agree to amend the said Agreement in accordance with the terms and conditions contained in this Amendment.

NOW THEREFORE, in consideration of the mutual promises and conditions contained hereunder and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

1. AMENDMENT (check and complete only the applicable amendment(s))

- The Parties agree that Article 3, "Term of Agreement" of the Agreement is hereby modified and amended as follows:

The Management Agent commenced work under the original term of this Agreement on [09/03/2021 and then on 12/14/2022] and in accordance with its terms, the Agreement was to expire on [12/31/2026]. The Parties agree that the original term of the Agreement is hereby extended by 60 months until the fiscal year end of the Owner on [12/31/31].

- The Parties agree that Article 5, "Agreement Sum" of the Agreement is hereby modified and amended as follows:

The Owner shall pay the Management Agent in current funds for the performance of the Work the annual contract sum of \$135,287.50, prorated monthly at a rate of \$.11,273.96. Payments will increase annually as according to the Budget Guidelines for allowable Executive Director salary increases/management services agreement. Payments will be made on a monthly basis. This new Agreement Sum is a result of (select all that apply):

- a change to the Owner's approved ANUEL of \_\_\_\_\_ %.
- the previous management fee was below the maximum allowable.





**Gary Dean, Cover Letter, applicant for Director of Operations position**

To whom it may concern,

I am writing to express my interest in the Director of Operations position with the Salem Housing Authority. With more than eighteen years of experience in public housing and over a decade in senior leadership roles, I bring a deep understanding of housing authority operations, regulatory compliance, and mission-driven service that aligns directly with the needs of Salem Housing Authority. I love working here with this team and under the direction of Cathy Sheehan.d

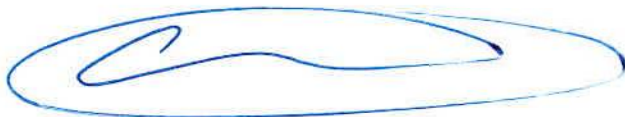
In my current role as Director of Maintenance for both the Salem Housing Authority and the Marblehead Housing Authority, I serve as a key member of agency leadership and work closely with the Executive Director and department heads to support agency-wide operations. I oversee maintenance and modernization functions across more than 1,050 state and federal units, manage staff and vendors, coordinate procurement activities, and ensure continuous compliance with HUD, DHCD/EOHLC, REAC, NSPIRE, and PHMAP requirements. I also support operations under management agreements, providing continuity, accountability, and effective leadership across agencies.

Throughout my career, I have demonstrated the ability to lead teams, manage complex operations, and respond decisively during emergencies. I am accustomed to 24/7 on-call responsibilities and understand the importance of operational readiness, clear communication, and collaboration during critical incidents. My background includes direct supervision of maintenance and modernization programs, oversight of capital and energy-efficiency initiatives, and successful participation in audits, inspections, development and redevelopment efforts.

I hold a Bachelor of Science degree and am MPHA certified, meeting and exceeding the qualifications outlined for this role. I am fully committed to obtaining any additional certifications required, including MCPPO, within the established timeframe. Most importantly, I am passionate about public housing and committed to supporting the Salem Housing Authority's mission to provide safe, well-maintained, and sustainable housing for its residents.

I would welcome the opportunity to bring my leadership experience, operational expertise, and dedication to service to the Director of Operations role. Thank you for your time and consideration.

Sincerely,



Gary Dean

## **Gary Dean**

### **Director of Operations | Public Housing Leadership & Administration**

Merrimac, MA • 978-430-3531 • gdean@salemha.org

---

#### **Professional Summary**

Senior public housing leader with **18+ years of experience** and **10+ years in executive-level supervision**, currently serving as Director of Maintenance for the Salem Housing Authority and Marblehead Housing Authority. Proven ability to lead multi-department operations including **maintenance, modernization, procurement coordination, vendor management, and emergency response**. Trusted partner to the Executive Director, Boards, residents, and state and federal agencies. Deep expertise in **HUD, DHCD/EOHLC, REAC, NSPIRE, PHMAP**, and Massachusetts public housing administration. Known for decisive leadership, operational accountability, and mission-driven service.

---

#### **Executive Core Competencies**

- Agency-Wide Operations Oversight
  - Maintenance, Modernization & Capital Programs
  - Procurement & Contract Administration
  - Management Agreements & Multi-Agency Oversight
  - Regulatory Compliance (HUD, DHCD/EOHLC)
  - REAC, NSPIRE & PHMAP Inspections
  - Emergency Management & On-Call Leadership
  - Staff Leadership & Performance Management
  - Budget Coordination & Asset Management
  - Resident Relations & Engagement,
- 

#### **Certifications**

##### **Housing & Compliance**

- NAHRO MPHA – Certified Public Housing Manager
- MAHAMS MMS – Massachusetts Maintenance Supervisor
- REAC, UPCS & NSPIRE Inspection Certified
- Lead Paint Removal Certified
- OSHA 10
- Able to converse in Spanish

### **Safety & Emergency Response**

- USDOT/NHTSA First Responder
  - CPR & AED Certified
  - Massachusetts Fire Academy – Call/Volunteer (2010)
- 

### **Technical & Administrative Systems**

- PHA-Web, HAFIS, CAP-Hub, CPS, CHART
  - Microsoft Office Suite, Windows & macOS Environments
- 

### **Major Grants, Capital Projects & Initiatives**

- **2016** – MODPHASE Grant Recipient, Ipswich Housing Authority
  - **2017** – Lean Program: Agawam Village Boiler Replacement & Energy Efficiency Initiative
  - **2020** – Leefort Terrace Redevelopment, Salem MA
  - **2022** – Lean Program: Rainbow Terrace Boiler Replacement & Energy Efficiency Initiative
  - **2023** – Lean Program: Broughton Road Boiler Replacement & Energy Efficiency Initiative
  - **2023–2024** – EOHLC Vacancy Initiative (Manchester HA & Essex HA)
  - **2025** – Marblehead - Broughton Road Redevelopment Project
  - **2025** – Salem – First Street Development Project
- 

### **Professional Experience**

#### **Director of Maintenance**

**Salem Housing Authority – Salem, MA**

**Marblehead Housing Authority – Marblehead, MA**

*2020 – Present*

- Serve as a senior member of agency leadership, overseeing maintenance and facilities operations for **1,050+ state and federal units across 32 properties**.
- Directly supervise **16 employees** and provide operational leadership aligned with agency-wide goals and Executive Director directives.
- Oversee modernization initiatives, capital improvements, vendor contracts, and compliance activities across two housing authorities.
- Support and coordinate **management agreement operations** with Marblehead Housing Authority.

- Lead preventive maintenance strategies, emergency response planning, and 24/7/365 on-call operations.
  - Coordinate and prepare for **REAC, NSPIRE, DHCD/EOHLC, PHMAP, and independent audits**, ensuring operational readiness and compliance.
  - Collaborate with procurement functions to manage contractor selection, scheduling, quality assurance, and invoice approval.
  - Maintain strong working relationships with residents, municipal officials, inspectors, and regulatory agencies.
- 

### **Director of Maintenance & Modernization**

**Ipswich Housing Authority – Ipswich, MA**  
**Hamilton Housing Authority – Hamilton, MA**  
**Salisbury Housing Authority – Salisbury, MA**  
*2015 – 2020*

- Led maintenance and modernization programs for **447 public housing units** and **52 Section 8 vouchers** across three authorities.
  - Supervised **7 staff members** while managing multi-site operations and modernization planning.
  - Oversaw procurement coordination, vendor management, and capital project execution.
  - Played a key leadership role during agency inspections, funding initiatives, and modernization cycles.
- 

### **Maintenance Supervisor**

**Topsfield Housing Authority – Topsfield, MA**  
*2014 – 2015*

- Managed daily maintenance operations for **80 public housing units**.
  - Partnered directly with the Executive Director on **CIP and modernization projects**.
  - Supervised staff, contractors, work orders, inventory, and emergency response.
- 

### **Earlier Career Roles**

**Maintenance Supervisor – West Newbury Housing Authority (2010–2014), Maintenance Mechanic – Wakefield Housing Authority (2010–2014), Maintenance Laborer – Ipswich Housing Authority (2007–2010)**

---

### **Education**

**Emerson College**  
Bachelor of Science in Mass Communication

**SALEM HOUSING AUTHORITY**

**OPERATING BUDGET - DRAFT**

**FYE**

**September 30, 2026**

February 25, 2026

Description	Account	MA 55-3&7	Section 8	4001	MRVP	MGMT	2026 Budget	2025 Budget	\$ Change	% Change
Rental Income	3110	187,090		4,124,248			4,311,338	4,022,964	288,374	7.17%
Interest on Investments	3610	24,000	25,000	20,000	600		69,600	110,600	(41,000)	-37.07%
Other Income	3690	21,200	219,314	459,901		20,000	720,415	426,509	293,906	68.91%
Administrative Fee	3801		1,863,236		33,000	135,288	2,031,524	2,112,202	(80,678)	-3.82%
Section 8 Contract Rent	3802	520,092					520,092	-	520,092	0.00%
Subsidy Calculation	8020	200,164		1,857,223			2,057,387	2,067,640	(10,253)	-0.50%
<b>Total Funds Available</b>		<b>952,546</b>	<b>2,107,550</b>	<b>6,461,372</b>	<b>33,600</b>	<b>155,288</b>	<b>9,710,356</b>	<b>8,739,915</b>	<b>970,441</b>	<b>11.10%</b>
Administrative Salaries	4110	42,704	1,245,807	756,078	19,772	83,737	2,148,098	1,940,955	207,143	10.67%
Compensated Absences	4120		24,916				24,916	23,004	1,912	8.31%
Legal	4130	10,000	100,000	280,000	500	2,500	393,000	387,500	5,500	1.42%
Members Compensation	4140			29,462			29,462	26,325	3,137	11.92%
Travel	4150	370	12,746	6,884			20,000	20,000	-	0.00%
Accounting Fees	4170	10,284	29,008	20,118	1,716	5,412	66,538	64,642	1,896	2.93%
Audit Fees	4171	722	24,855	18,499	924		45,000	36,000	9,000	25.00%
Office Rent	4180		65,992				65,992	68,528	(2,536)	-3.70%
Administrative Other	4190	16,811	278,772	227,524	3,000	20,000	546,107	622,137	(76,030)	-12.22%
Social Service Coordinators	4191			217,220			217,220	147,782	69,438	46.99%
<b>Total Administrative Expenses</b>	<b>4100's</b>	<b>80,891</b>	<b>1,782,098</b>	<b>1,555,785</b>	<b>25,912</b>	<b>111,649</b>	<b>3,556,333</b>	<b>3,336,873</b>	<b>219,460</b>	<b>6.58%</b>
<b>Resident Services:</b>	<b>4200's</b>	<b>975</b>		<b>16,900</b>			<b>17,875</b>	<b>11,350</b>	<b>6,525</b>	<b>57.49%</b>
Maintenance Labor	4410	53,955		965,115			1,019,070	914,113	104,957	11.48%
Maintenance Materials	4420	20,000		330,000			350,000	318,000	32,000	10.06%
Maintenance Contractual	4430	52,000		580,000			632,000	502,000	130,000	25.90%
<b>Total Maintenance Expenses</b>	<b>4400's</b>	<b>125,955</b>	<b>-</b>	<b>1,875,115</b>	<b>-</b>	<b>-</b>	<b>2,001,070</b>	<b>1,734,113</b>	<b>266,957</b>	<b>15.39%</b>
Insurance	4510	123,190	54,373	269,688	594	2,541	450,386	465,492	(15,106)	-3.25%
PILOT	4520	11,022		13,500			24,522	25,383	(861)	-3.39%
Employee Benefits	4540	37,876	488,538	674,814	7,699	32,909	1,241,836	1,150,880	90,956	7.90%
Collection Losses	4570	2,000		50,000			52,000	41,000	11,000	26.83%
Other General	4590		170,000				170,000	160,000	10,000	6.25%
<b>Total General Expenses</b>	<b>4500's</b>	<b>174,088</b>	<b>712,911</b>	<b>1,008,002</b>	<b>8,293</b>	<b>35,450</b>	<b>1,938,744</b>	<b>1,842,755</b>	<b>95,989</b>	<b>5.21%</b>
<b>Total Non-Utility Expenses</b>		<b>381,909</b>	<b>2,495,007</b>	<b>4,455,802</b>	<b>34,205</b>	<b>147,099</b>	<b>7,514,022</b>	<b>6,925,091</b>	<b>588,931</b>	<b>8.50%</b>
Water	4310	25,444		509,576			535,020	533,532	1,488	0.28%
Electricity	4320	32,504		810,421			842,925	883,719	(40,794)	-4.62%
Gas	4330	18,919		106,024			124,943	129,765	(4,822)	-3.72%
<b>Total Utilities Expenses</b>	<b>4300's</b>	<b>76,867</b>	<b>-</b>	<b>1,426,021</b>	<b>-</b>	<b>-</b>	<b>1,502,888</b>	<b>1,547,016</b>	<b>(44,128)</b>	<b>-2.85%</b>
<b>Total Routine Expenses</b>		<b>458,776</b>	<b>2,495,007</b>	<b>5,881,823</b>	<b>34,205</b>	<b>147,099</b>	<b>9,016,910</b>	<b>8,472,107</b>	<b>544,803</b>	<b>6.43%</b>
<b>Net Surplus (Deficit) before Non-Routine Expenses</b>		<b>493,770</b>	<b>(387,457)</b>	<b>579,549</b>	<b>(605)</b>	<b>8,189</b>	<b>693,446</b>	<b>267,808</b>	<b>425,638</b>	<b>158.93%</b>
Extraordinary Maintenance	6510	50,000		300,000			350,000	330,000	20,000	6.06%
Equipment Non-Capitalized	7520			80,000			80,000	80,000	-	0.00%
Equipment Capitalized	7540			130,000			130,000	108,000	22,000	20.37%
<b>Total Non-routine Expenses</b>		<b>50,000</b>	<b>-</b>	<b>510,000</b>	<b>-</b>	<b>-</b>	<b>560,000</b>	<b>518,000</b>	<b>42,000</b>	<b>8.11%</b>
<b>Net Surplus (Deficit) after Non-Routine Expenses</b>		<b>443,770</b>	<b>(387,457)</b>	<b>69,549</b>	<b>(605)</b>	<b>8,189</b>	<b>133,446</b>	<b>(250,192)</b>	<b>383,638</b>	<b>-153.34%</b>
<b>Number of Units</b>		<b>39</b>	<b>1,344</b>	<b>676</b>	<b>50</b>		<b>2,109</b>	<b>2,106</b>		
<b>Maximum Reserve (50% of Total Expenses)</b>		<b>254,388</b>	<b>1,247,504</b>	<b>3,130,912</b>	<b>17,103</b>	<b>73,550</b>	<b>4,723,457</b>	<b>4,441,054</b>		
<b>Minimum Reserve (35% of Maximum Reserve)</b>		<b>89,036</b>	<b>436,626</b>	<b>1,095,819</b>	<b>5,986</b>	<b>25,743</b>	<b>1,653,210</b>	<b>1,554,369</b>		
<b>Current Reserve</b>		<b>128,112</b>	<b>1,887,268</b>	<b>2,348,645</b>	<b>164,466</b>	<b>747,690</b>	<b>5,276,181</b>	<b>4,614,286</b>		
<b>Net Surplus (Deficit)</b>		<b>443,770</b>	<b>(387,457)</b>	<b>69,549</b>	<b>(605)</b>	<b>8,189</b>	<b>133,446</b>	<b>(250,192)</b>		
<b>Projected Reserve</b>		<b>571,882</b>	<b>1,499,811</b>	<b>2,418,194</b>	<b>163,861</b>	<b>755,879</b>	<b>5,409,627</b>	<b>4,364,094</b>		
<b>Percent of Maximum</b>		<b>225%</b>	<b>120%</b>	<b>77%</b>	<b>958%</b>	<b>1028%</b>	<b>115%</b>	<b>98%</b>		
<b>Amount above (below) Minimum</b>		<b>482,846</b>	<b>1,063,185</b>	<b>1,322,375</b>	<b>157,875</b>	<b>730,136</b>	<b>3,756,417</b>	<b>2,809,725</b>		
<b>Percent of Total Reserves</b>		<b>11%</b>	<b>28%</b>	<b>45%</b>	<b>3%</b>	<b>14%</b>	<b>100%</b>	<b>100%</b>		

Account	Description	2025 Actual	2025 Budget	2026 Budget	\$ Change	% Change
3110	Dwelling Rental Income	190,170	183,783	187,090	3,307	1.80%
3610	Interest Income	25,931	30,000	24,000	(6,000)	-20.00%
3690	Other Income	18,440	22,200	21,200	(1,000)	-4.50%
3802	Section 8 Contract Rent	-	-	520,092	520,092	0.00%
8020	Subsidy	235,157	180,162	200,164	20,002	11.10%
	Total Income	469,698	416,145	952,546	536,401	128.90%
4110	Administrative Salaries	38,540	39,891	42,704	2,813	7.05%
4120	Compensated Absences	-	937	-	(937)	-100.00%
4130	Legal	1,995	5,000	10,000	5,000	100.00%
4150	Travel	162	370	370	-	0.00%
4170	Accounting	10,095	9,984	10,284	300	3.00%
4171	Audit Fees	444	555	722	167	30.09%
4180	Office Rent	-	-	-	-	0.00%
4190	Administrative Other	20,275	12,585	16,811	4,226	33.58%
4230	Resident Services	-	975	975	-	0.00%
4310	Water	24,703	24,663	25,444	781	3.17%
4320	Electricity	31,557	24,474	32,504	8,030	32.81%
4330	Gas	18,368	15,821	18,919	3,098	19.58%
4410	Maintenance Labor	46,402	53,771	53,955	184	0.34%
4420	Maintenance Materials	21,460	18,000	20,000	2,000	11.11%
4430	Maintenance Contractual	58,650	41,000	52,000	11,000	26.83%
4510	Insurance	104,970	128,309	123,190	(5,119)	-3.99%
4520	Pilot	11,554	11,883	11,022	(861)	-7.25%
4540	Employee Benefits	42,250	37,749	37,876	127	0.34%
4570	Collection Losses	1,619	1,000	2,000	1,000	100.00%
	Total Operating Expenses	433,044	426,967	458,776	31,809	7.45%
	Net Income (Loss) Before Non-routine Expenses	36,654	(10,822)	493,770	504,592	-4662.65%
4610	Extraordinary Maintenance	99,887	35,000	50,000	15,000	42.86%
7500	Capital Expenditures	-	-	-	-	0.00%
	Total Non-routine Expenses	99,887	35,000	50,000	15,000	42.86%
	Total Expenses	532,931	461,967	508,776	46,809	10.13%
	Net Surplus (Deficit)	(63,233)	(45,822)	443,770	489,592	-1068.46%

Reserve Balance - 9/30/2024		191,345
Percent of Max	75%	(63,233)
Reserve Balance - 9/30/2025		128,112
Percent of Max	50%	443,770
Projected Reserve Balance - 9/30/2026		571,882
Percent of Max	225%	
Amount Above or (Below) Minimum		482,846

Salem Housing Authority  
 Section 8 Budget  
 Budget for the Year Ending 9/30/2026

1,344 Max Monthly Units  
 16,128 Max Annual Units

<u>Calculation of Administrative Fee</u>		<u>2025</u> <u>Actual</u>	<u>2025</u> <u>Budget</u>	<u>2026</u> <u>Budget</u>	<u>\$</u> <u>Change</u>	<u>%</u> <u>Change</u>
	Administrative Fee Rate - 600 Units	157.17	152.40	157.17		
	Administrative Fee Rate - >600 Units	146.68	142.23	146.68		
	Proration Factor	88%	92%	88%		
3801	Administrative Fee - 600 Units	1,002,915	1,009,498	995,829	(13,669)	-1.35%
3801	Administrative Fee - >600 Units	911,438	942,132	867,407	(74,725)	-7.93%
3801	FSS Grant	186,690	110,250	117,526	7,276	6.60%
3610	Interest Income	22,692	20,000	25,000	5,000	25.00%
3300	Mobility Fees	20,750	24,738	21,788	(2,950)	-11.92%
3300	Fraud Recovery	75,331	80,000	80,000	-	0.00%
3690	Other Income	1,000	-	-	-	0.00%
	<b>Total Income</b>	<b>2,220,816</b>	<b>2,186,618</b>	<b>2,107,550</b>	<b>(79,068)</b>	<b>-3.62%</b>
4110	Administrative Salaries	1,252,186	1,103,338	1,245,807	142,469	12.91%
4120	Compensated Absences	21,278	22,067	24,916	2,849	12.91%
4130	Legal	82,339	110,000	100,000	(10,000)	-9.09%
4150	Travel	6,521	12,782	12,746	(36)	-0.28%
4170	Accounting	27,126	28,192	29,008	816	2.89%
4171	Audit Fees	15,472	19,173	24,855	5,682	29.64%
4180	Office Rent	62,473	68,528	65,992	(2,536)	-3.70%
4190	Administrative Other	266,659	393,152	278,772	(114,380)	-29.09%
4510	Insurance	47,413	52,283	54,373	2,090	4.00%
4540	Employee Benefits	422,509	444,700	488,538	43,838	9.86%
4590	Other General - Port Out Fees	160,106	160,000	170,000	10,000	6.25%
7520	Equipment	-	-	-	-	0.00%
	<b>Total Expenses</b>	<b>2,364,082</b>	<b>2,414,215</b>	<b>2,495,007</b>	<b>80,792</b>	<b>3.35%</b>
	<b>Net Surplus (Deficit)</b>	<b>(143,266)</b>	<b>(227,597)</b>	<b>(387,457)</b>	<b>(159,860)</b>	<b>70.24%</b>
	Reserve Balance - 9/30/2024			2,030,534		
	Net Income - Current Year			(143,266)		
	Reserve Balance - 9/30/2025			1,887,268		
	Budgeted Net Income			(387,457)		
	Projected Reserve Balance - 9/30/2026			1,499,811		

Salem Housing Authority  
 4001 Budget  
 Budget for the Year Ending 9/30/2026

676 Units  
 8,112 Unit Months

Account	Description	2025 Actual	2025 Budget	2026 Budget	\$ Change	% Change
4110	Administrative Salaries	735,543	706,989	756,078	49,089	6.94%
4120	Compensated Absences	79,105	-	-	-	0.00%
4130	Legal	276,989	270,000	280,000	10,000	3.70%
4140	Members Compensation	20,319	26,325	29,462	3,137	11.92%
4150	Travel	3,705	6,848	6,884	36	0.53%
4170	Accounting Fees	19,046	19,542	20,118	576	2.95%
4171	Audit Fees	26,982	15,630	18,499	2,869	18.36%
4190	Administrative Other	212,469	195,900	227,524	31,624	16.14%
4191	Resident Service Coordinators	149,798	147,782	217,220	69,438	46.99%
4230	Resident Services	15,381	10,375	16,900	6,525	62.89%
4410	Maintenance Labor	807,305	860,342	965,115	104,773	12.18%
4420	Maintenance Materials	296,552	300,000	330,000	30,000	10.00%
4430	Maintenance Contractual	541,951	461,000	580,000	119,000	25.81%
4510	Insurance	268,254	281,993	269,688	(12,305)	-4.36%
4520	PILOT	13,234	13,500	13,500	-	0.00%
4540	Employee Benefits	691,118	631,833	674,814	42,981	6.80%
4570	Collection Losses	54,072	40,000	50,000	10,000	25.00%

Total		4,211,823	3,988,059	4,455,802	467,743	11.73%
Change in CAP	206,695					
New CAP	4,625,450					
Balance Available	169,648					
Non-Utility Expenses	4,455,802			Maximum Operating Reserve		3,130,912
Utilities	1,426,021			(50% of Total Operating Expenses less DHCD Costs)		
Total Operating Expenses	5,881,823			Minimum Operating Reserve (35% of Max)		1,095,819
Total Income	4,604,149			Beginning Operating Reserve		2,348,645
Net Income (Deficit) Before Subsidy	(1,277,674)			75% of Maximum		
Subsidy To Be Earned	1,857,223			Net Income (Deficit)		69,549
Non-Routine Expenses	510,000			Projected Reserve Balance - 9/30/2026		2,418,194
Net Income (Deficit)	69,549			77% of Maximum		
				1,322,375		over Minimum

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT

OPERATING SUBSIDY CALCULATION "ANUEL"  
(ALLOWABLE NON-UTILITY EXPENSE LEVEL)  
BUDGET AND ACTUAL (ACTUAL USED AT YEAR END ONLY)

LHA Name: Salem Housing Authority  
Fiscal Year Ending 9/30/2026

Program No. 4001

Quarter	1ST	2ND	3RD	4TH

	050-1 1	051-1 2	051-1 3	4
	BUDGETED AMOUNT	DHCD MODIFIC.	ACTUAL AMOUNT	DHCD MODIFIC.
1. REVENUE (050-1/051-1 LINES 1 + 2 + 3 + 5 + 7)	4,194,248			
2. NON-UTILITY COST (ANUEL - PR. YR. APPROV. PER LINE 3 ON APPENDIX B)	4,133,895			
3. ALLOWABLE INCREASE (LINE 2 X 1.05%)	206,695			
3A. APPROPRIATE % OF LINE 3 (COLUMN 3 ONLY)				
4. DHCD APPROVED OPERATING COSTS EXEMPTIONS				
Trash Removal - All Sites	25,000			
5. UTILITIES (Line 29 050-1 for Budget) (Line 29 051-1 for Actual)	1,426,021			
6. OPERATING SUBSIDY PRIOR TO APPROVED EXEMPTIONS (1 MINUS 3 MINUS 4 MINUS 5) (IF RESULTS ARE A POSITIVE NUMBER USE ZERO)	(1,597,363) (1,597,363)			
7. LINE 6 (IF -0- ENTER -0- OR CONVERT NEGATIVE AMOUNT TO BE POSITIVE)	1,597,363			
8. DHCD APPROVED EXEMPTIONS DIRECT REIMBURSEMENT				
Heat Pumps	21,600			
Legal Settlement	1,500			
Mixed Population Coordinator	60,000			
Resident Service Coordinator	70,000			
250th Anniversary Celebrations	6,760			
Self-Sufficiency Program (SSP)	100,000			
REDUCE ACTUAL SUBSIDY BY COST OVERRUNS				
9. 4110				0
10. 4150				0
11. Total				0
12. TOTAL SUBSIDY (LINE 7 + 8 - 11) (050-1 OR 051-1)	1,857,223			
13. REDUCE ACTUAL SUBSIDY BY THE AMOUNT THAT WOULD CAUSE THE OPERATING RESERVE BALANCE TO BE IN EXCESS OF 50% OF LINE 46 ON FORM 050-1 (SEE APPENDIX C LINE 8)				

Salem Housing Authority  
 MRVP/DMH Budget  
 Budget for the Year Ending 9/30/2026

	2025 Actual	2025 Budget	2026 Budget	\$ Change	% Change
<u>Calculation of Administrative Fee</u>					
Number of Units	47	44	50		
Unit Fee	55	55	55		
Maximum Fee	30,855	29,040	33,000	3,960	13.64%
Interest Income	587	600	600	-	0.00%
Other Revenue	-	-	-	-	0.00%
Total Income	31,442	29,640	33,600	3,960	13.36%
4110 Administrative Salaries	13,756	13,765	19,772	6,007	43.64%
4120 Compensated Absences	1,009	-	-	-	0.00%
4130 Legal	292	500	500	-	0.00%
4150 Travel	-	-	-	-	0.00%
4170 Accounting	1,529	1,668	1,716	48	2.88%
4171 Audit Fees	312	642	924	282	43.93%
4190 Administrative Other	2,802	2,500	3,000	500	20.00%
4510 Insurance	323	439	594	155	35.31%
4540 Employee Benefits	4,025	5,524	7,699	2,175	39.37%
	24,048	25,038	34,205	9,167	36.61%
Net Surplus (Deficit)	7,394	4,602	(605)	(5,207)	-113.15%

Reserve Balance - 9/30/2024	157,072
Net Income - Current Year	7,394
Reserve Balance - 9/30/2025	164,466
Budgeted Net Income	(605)
Projected Reserve Balance - 9/30/2026	163,861

Salem Housing Authority  
Management Budget  
Budget for the Year Ending 9/30/2026

<u>Account</u>	<u>Description</u>	<u>2025 Actual</u>	<u>2025 Budget</u>	<u>2026 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
	<u>Operating Receipts</u>					
3110.1	Management Fees - Marblehead	130,859	131,532	135,288	3,756	2.86%
3610	Interest on Investments	-	-	-	-	0.00%
3690	Other Operating Receipts	25,813	20,000	20,000	-	0.00%
	Total Operating Receipts	<u>156,672</u>	<u>151,532</u>	<u>155,288</u>	<u>3,756</u>	<u>2.48%</u>
	<u>Operating Expenditures</u>					
4110	Administration Salaries	77,727	76,972	83,737	6,765	8.79%
4120	Compensated Absences	-	-	-	-	0.00%
4130	Legal	2,567	2,000	2,500	500	25.00%
4150	Travel and Related Expenses	-	-	-	-	0.00%
4170	Accounting Services	4,805	5,256	5,412	156	2.97%
4190	Administrative Other	19,156	18,000	20,000	2,000	11.11%
4510	Insurance	2,113	2,468	2,541	73	2.96%
4540	Employee Benefits	37,336	31,074	32,909	1,835	5.91%
	Total Operating Expenditures	<u>143,704</u>	<u>135,770</u>	<u>147,099</u>	<u>11,329</u>	<u>8.34%</u>
	Net Surplus (Deficit)	12,968	15,762	8,189	(7,573)	-48.05%
	Beginning Reserve Balance	734,722	120,361	747,690	627,329	521.21%
	Projected Reserve Balance	<u>747,690</u>	<u>136,123</u>	<u>755,879</u>	<u>619,756</u>	<u>455.29%</u>

Salem Housing Authority  
Income Projections  
Budget for the Year Ending 9/30/2026

	MA 55-3&7	4001	200s	667s	705s
Rental Income:					
Monthly Rent Roll - 12/31/2025	15,285	336,950	115,894	191,914	29,142
Number of Months	12	12	12	12	12
Units Occupied	38	617	164	411	42
Total Units	39	626	168	415	43
Average Rent/Unit	402.24	546.11	706.67	466.94	693.86
Inflation Factor	2%	2%	2%	2%	2%
Occupancy Percentage	97%	99%	98%	99%	98%
Total Projected Rental Income	187,090	4,124,248	1,418,541	2,349,007	356,700
Section 8 Contract Rent	520,092				
Interest Income:					
Investment Balances	600,000	500,000	134,185	331,470	34,345
Interest Rate	4.00%	4.00%	4.00%	4.00%	4.00%
Total Projected Interest Income	24,000	20,000	5,367	13,259	1,374
Other Income:					
Washers & Dryers	2,000	50,000		50,000	
Parking	19,200				
Total Projected Other Income	21,200	50,000	-	50,000	-
Other Retained Revenue:					
Antenna		105,834		105,834	
Solar		150,000		150,000	
RSC NOW		80,000		80,000	
Fraud Recovery		74,067	49,167	23,641	1,259
Total Projected Retained Revenue	-	409,901	49,167	359,475	1,259
Total Projected Income	752,382	4,604,149	1,473,075	2,771,741	359,333

Salem Housing Authority  
Schedule of Administrative Salaries  
Budget for the Year Ending 9/30/2028

Position	2025 Budget Code, W/	2025 Actual W/	2025 Locality W/	2026 Total W/	MA 85	HCY	DCM	Non-Fund	ACM/AT	Revolent Service	Total
Executive Director	1	200,101	200,101	212,534	3,667	100,050	88,053	4,700	27,058	1,000	212,534
1 Sheehan, Cathy				1,016	0,017	0,513	0,320	0,02211	0,127	1,000	
Director of Operations	1	142,212	141,337	185,250	3,427	118,080	95,373	4,380	6,367	1,000	185,250
2 Vacant				1,305	0,019	0,837	0,321	0,024	0,127	1,000	
Executive Assistant	1	81,177	80,702	85,096	1,547	53,277	26,703	1,881	5,000	1,000	85,096
3 Cameron, Arns				1,052	0,019	0,537	0,321	0,024	0,127	1,000	
Accounting Coordinator	1	76,919	76,959	79,215	1,348	46,401	33,348	1,726	6,367	1,000	79,215
4 Coyne, Elizabeth				1,030	0,019	0,537	0,321	0,024	0,127	1,000	
Accounting Coordinator	1	44,926	44,926	118,793	2,188	75,700	38,070	2,815	15,018	1,000	118,793
5 Larrabee, Beverly and Daisy, Peyton				2,644	0,019	0,837	0,321	0,024	0,127	1,000	
Director of Public Housing	2	105,183	104,708	108,424	5,088	87,418	87,418	0,806	0,147	1,000	108,424
6 Thomas, Maurice				1,030	0,047	0,806	0,806	0,147	0,147	1,000	
Assistant Director of Public Housing	2	79,482	79,482	81,960	4,603	77,354	77,354	0,645	0,127	1,000	81,960
7 Escher, Joshua				1,030	0,055	0,645	0,645	0,127	0,127	1,000	
Section 8 Housing Coordinator	8	63,355	63,005	65,245	3,887	65,245	65,245	1,000	0,000	1,000	65,245
8 Merrifield, Jusi				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
Property Manager	2	70,049	70,049	72,580	3,887	72,580	72,580	0,946	0,000	1,000	72,580
9 Rojas, Lily				1,030	0,055	0,946	0,946	0,000	0,000	1,000	
Property Manager	2	71,086	70,191	73,171	4,024	69,147	69,147	0,945	0,000	1,000	73,171
10 Rodriguez, Alexandra				1,030	0,055	0,945	0,945	0,000	0,000	1,000	
Director of Section 8	8	141,415	140,540	145,631	1,030	145,631	145,631	1,000	0,000	1,000	145,631
11 Guzman, Jacqueline				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
Administrative Housing Coordinator	8	63,005	63,005	65,245	3,887	65,245	65,245	1,000	0,000	1,000	65,245
12 Quinones-Uflet, Maria				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
Assistant Director of Section 8	8	79,599	79,599	81,886	3,887	81,886	81,886	1,000	0,000	1,000	81,886
13 Eschman, Sabrina				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
Section 8 Housing Coordinator	8	63,679	63,679	65,960	3,887	65,960	65,960	1,000	0,000	1,000	65,960
14 Trujedo-Hacallina, Karina				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
FSS Coordinator	8	79,300	79,300	79,989	3,887	79,989	79,989	1,000	0,000	1,000	79,989
15 Allen, Tan				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
Receptionist Part-Time	1	65,466	65,466	67,432	1,246	43,574	21,612	1,589	0,024	1,000	67,432
16 Mylinski, Sherry and Davison, Larina				1,030	0,019	0,837	0,321	0,024	0,024	1,000	
Section 8 Housing Coordinator	8	83,600	83,600	85,508	3,887	85,508	85,508	1,000	0,000	1,000	85,508
17 Emily, Gomez				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
Maintenance Director	2	161,083	161,083	165,000	6,258	167,519	167,519	0,796	0,157	1,000	168,000
18 Dean, Gary				0,835	0,046	0,796	0,796	0,157	0,157	1,000	
Operations and Facilities Manager	2	88,488	88,138	91,132	4,286	91,132	91,132	0,959	0,080	1,000	91,132
19 Lopez, Luis				1,030	0,047	0,959	0,959	0,080	0,080	1,000	
Section 8 Housing Coordinator	8	63,679	63,679	65,960	3,887	65,960	65,960	1,000	0,000	1,000	65,960
20 Urcy, Catherine				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
Director of Finance	15	109,475	109,000	112,745	4,750	96,373	15,784	1,127	39,481	1,000	112,745
21 Garcia, Masail				1,030	0,500	0,500	0,140	0,010	0,350	1,000	
Social Service Coordinator	14	38,207	38,207	39,353	3,887	39,353	39,353	0,000	0,000	1,000	39,353
22 Harout, Mary Ann				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
Resident Services Coordinator	14	44,575	44,575	45,912	4,512	45,912	45,912	1,000	0,000	1,000	45,912
23 Valenti, Kathryn				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
Section 8 Inspector	8	85,010	85,010	86,590	3,887	86,590	86,590	1,000	0,000	1,000	86,590
24 Soto, Rebecca				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
Resident Services Coordinator - NOW	14	65,000	65,000	66,500	3,887	66,500	66,500	1,000	0,000	1,000	66,500
25 Dominguez, Alexandra				1,030	0,000	1,000	1,000	0,000	0,000	1,000	
Mod & Development Coordinator	1	36,069	36,069	36,069	1,121	36,069	36,069	1,435	0,000	1,000	36,069
26 Tucker, Debra				0,019	0,837	0,837	0,321	0,024	0,000	1,000	
Future Forward Coordinator	14	65,005	65,005	65,005	0,000	65,005	65,005	0,000	0,000	1,000	65,005
27 Reiniger, Sandra				0,000	0,000	0,000	0,000	0,000	0,000	1,000	

2,132,052	2,135,952	6,250	2,404,778	42,704	1,245,807	756,078	19,772	39,481	83,737	217,226	2,404,778
	272,727	\$ change									
2,132,052	39,891	1,103,338	700,549	13,765	43,315	76,072	217,226	2,404,778			

Prior Budget

Salem Housing Authority  
 Schedule of Administration Expenses Other Than Salaries  
 Budget for the Year Ending 9/30/2026

Description	Code	2025 Budget	2026 Budget	1 MA 55	2 HCV	3 4001	4 DMH	5 MGMT	Total
1 Legal	D	387,500	393,000	10,000	100,000	280,000	500	2,500	393,000
2 Members' Compensation	D	26,325	29,462			29,462			29,462
LHA Travel									
1 Outside Area of LHA Jurisdiction	3	12,000	12,000	222	7,648	4,130			12,000
2 Within Area of LHA Jurisdiction	3	8,000	8,000	148	5,098	2,754			8,000
3 Total Other LHA Travel		20,000	20,000	370	12,746	6,884	-	-	20,000
Administrative Expenses - Other									
Conventions and Training									
1 HUD Training Seminars	8	5,000	5,000		5,000				5,000
2 MA NAHRO	3	5,000	5,000	93	3,187	1,720			5,000
3 National NAHRO	6	8,000	10,000	300	9,700				10,000
4 NERC NAHRO	6	5,000	5,000	150	4,850				5,000
5 Other	3	5,000	5,000	93	3,187	1,720			5,000
6 Total Conventions and Training		28,000	30,000	636	25,924	3,440	-	-	30,000
1 Telephones	3	28,500	31,000	574	19,756	10,670			31,000
2 Computers	3	62,583	67,590	1,251	43,075	23,264			67,590
3 Copier	3	12,007	12,968	239	8,265	4,464			12,968
4 Internet	3	11,897	12,849	237	8,189	4,423			12,849
5 Postage	3	30,000	35,000	647	22,306	12,047			35,000
6 Postage Lease	3	4,300	5,200	96	3,314	1,790			5,200
7 Answering Service	3	2,800	3,500	64	2,231	1,205			3,500
8 Advertising	D	17,000	15,000	1,000	1,000	13,000			15,000
9 Membership Dues	3	18,050	20,000		10,000	10,000			20,000
10 Publications	3	2,000	2,500	46	1,593	861			2,500
11 Licenses	2	2,300	2,500	137		2,363			2,500
12 Constable	D	3,000	3,000			3,000			3,000
13 Collection Fees & Court Costs	D	15,700	18,000	1,000	5,000	12,000			18,000
14 Printing	3	44,000	45,000	1,000	4,000	40,000			45,000
15 Shredding	3	2,000	2,500	46	1,593	861			2,500
16 Interpreter	3	2,000	2,500	46	1,593	861			2,500
17 Inspections	D	70,000	10,000	1,000	5,000	4,000			10,000
18 Office Supplies	D	236,000	181,000	8,000	100,000	50,000	3,000	20,000	181,000
19 Insurance Consultant	3	2,000	2,000	37	1,275	688			2,000
20 Recycling Permits	2	6,000	6,000	330		5,670			6,000
21 Payroll Fees	3	6,000	8,000	148	5,098	2,754			8,000
22 Software	3	11,000	15,000	277	9,560	5,163			15,000
23 Total Administration Other		617,137	531,107	16,811	278,772	212,524	3,000	20,000	531,107
24 Accounting Fees	D	64,642	66,538	10,284	29,008	20,118	1,716	5,412	66,538
25 Audit and AUP	1	36,000	45,000	722	24,855	18,499	924		45,000
26 Service Coordinators	D	5,000	15,000			15,000			15,000
Total Administration Expenses		1,156,604	1,100,107	38,187	445,381	582,487	6,140	27,912	1,100,107
Prior Year Budget			1,156,604	28,494	563,299	534,245	5,310	25,256	1,156,604

Account	MA 55	HCV	4001	DMH	MGMT	Total
4130	10,000	100,000	280,000	500	2,500	393,000
4140	-	-	29,462	-	-	29,462
4150	370	12,746	6,884	-	-	20,000
4170	10,284	29,008	20,118	1,716	5,412	66,538
4171	722	24,855	18,499	924	-	45,000
4190	16,811	278,772	227,524	3,000	20,000	546,107
	38,187	445,381	582,487	6,140	27,912	1,100,107

Salem Housing Authority  
 Schedule of Maintenance Positions and Labor Costs  
 Budget for the Year Ending 9/30/2026

Position	Code	2025 Budget Rate	2025 Budget	04/01/25 DLWD Rate	2026 Budget Rate	2026 Budget	1	2	3	4	5	6	Total
							MA 55	HCV	4001	DMH	Mod	MGMT	
1 Electrician 75%/ Laborer 25% Powers, Craig	10	44.41	92,373 1.000	46.24	46.24	96,179 1.000			96,179 1.000				96,179 1.000
2 Maint. Mech II 60%/ Laborer 40% Vega-Lopez, Jose	10	36.18	75,254 1.000	37.20	37.20	77,376 1.000			77,376 1.000				77,376 1.000
3 Maint. Mech I 60%/ Laborer 40% Debenedictis, John	10	34.21	71,157 1.000	35.34	35.34	73,507 1.000			73,507 1.000				73,507 1.000
4 Maint. Mech I 60%/ Laborer 40% Norris, William	10	34.21	71,157 1.000	35.34	35.34	73,507 1.000			73,507 1.000				73,507 1.000
5 Maint. Mech I 60%/ Laborer 40% Bishop, Patric	10	34.21	71,157 1.000	35.34	35.34	73,507 1.000			73,507 1.000				73,507 1.000
6 90% Laborer/ 10% M.Mech I Rudloff, Christian	10	30.97	64,418 1.000	32.46	32.46	67,517 1.000			67,517 1.000				67,517 1.000
7 Maint. Mech I 60%/ Laborer 40% Felton, Charles	10	34.21	71,157 1.000	35.34	35.34	73,507 1.000			73,507 1.000				73,507 1.000
8 90% Plumber/ 10% Laborer Vacant	10	50.91	105,893 1.000	52.90	52.90	110,032 1.000			110,032 1.000				110,032 1.000
9 Foreman ( 90% MM, 10% Laborer plus \$3.00 Fitzgerald, Michael	13	39.15	81,432 1.000	40.07	40.07	83,346 1.000	41,673 0.500		41,673 0.500				83,346 1.000
10 90% Laborer/ 10% M.Mech I Fabrune, Etienne	10	-	- 1.000	32.46	32.46	67,517 1.000			67,517 1.000				67,517 1.000
11 Temporary	10	20.00	41,600 1.000	25.00	25.00	52,000 1.000			52,000 1.000				52,000 1.000
<b>Total</b>			<b>745,598</b>			<b>847,995</b>	<b>41,673</b>	<b>-</b>	<b>806,322</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>847,995</b>
Prior Year Budget		1.05	Average Rate Change			745,598	40,716	-	704,882	-	-	-	745,598
Percentage Change						13.7%	2.4%		14.4%				13.7%
Overtime			125,000			125,000	6,143		118,857				125,000
Rate Differentials			18,640		5.00%	21,200	1,042		20,158				21,200
Longevity			4,075			4,075	4,075						4,075
On Call			20,800			20,800	1,022		19,778				20,800
<b>Total Maintenance Labor</b>			<b>914,113</b>			<b>1,019,070</b>	<b>53,955</b>	<b>-</b>	<b>965,115</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,019,070</b>

			2025 Budget	2026 Budget	MA 55	HCV	4001	DMH	Total
1	Materials and Supplies		318,000	350,000	20,000		330,000		350,000
			2025 Budget	2026 Budget	MA 55	HCV	4001	DMH	Total
Maintenance Contracts	Vendor								
1	Elevator	Delta Beckwith	42,000	45,000	13,000		32,000		45,000
2	Extermination	A-1 Exterminators	15,000	30,000			30,000		30,000
3	Inspections	Various	5,000	10,000			10,000		10,000
4	Vehicle Maintenance	Various	15,000	20,000	2,000		18,000		20,000
5	Equipment Maintenance	Various	5,000	12,000	2,000		10,000		12,000
6	Trash Removal	City of Salem	63,000	70,000	2,000		68,000		70,000
7	Infrastructure	MacKey & Sons	5,000	12,000	2,000		10,000		12,000
8	Painting	Bay Shore	35,000	40,000	2,000		38,000		40,000
9	Oil Burner Service	Arctic Oil	5,000	10,000			10,000		10,000
10	Locksmith	Hayden Safe & Lock	10,000	14,000	2,000		12,000		14,000
11	Cleaning	HUB Cleaning	45,000	50,000	8,000		42,000		50,000
12	Landscaping/Snow Removal	All-Pro/Greenscape	200,000	210,000	8,000		202,000		210,000
13	Fire Extinguisher Testing	Boston Fire	2,000	10,000			10,000		10,000
14	Compactor Cleaning	Chute Master	5,000	12,000	2,000		10,000		12,000
15	Sprinklers	Berry Fire	10,000	15,000	2,000		13,000		15,000
16	Flooring	Edge Pro Flooring	25,000	40,000	5,000		35,000		40,000
17	Generators	SBE/Dawes	5,000	10,000			10,000		10,000
18	Windows	Peabody Glass	5,000	10,000			10,000		10,000
19	Alarms	Wayne Alarm	5,000	12,000	2,000		10,000		12,000
20			-	-					-
Total Contract Costs			502,000	632,000	52,000		580,000		632,000

26%

Salem Housing Authority  
 Insurance Policies and Costs  
 Budget for the Year Ending 9/30/2026

Type		Insurer	Policy Date	2025 Premium	2026 Premium	4001	DMH	MA 55	HCV	MGMT	Total	
Workers' Compensation	4.00%	X	NAHRO	2/7/25-26	91,385	95,868	52,095	594	2,924	37,714	2,541	95,868
			3,423,849		70%							
Auto			Safety	9/29/25-26	25,748	25,103	25,103					25,103
Property			Hays	11/17/25-26	208,575	192,490	192,490					192,490
Directors & Officers			Great American	1/3/25-26	16,122	16,659			16,659			16,659
Property			Vermont Mutual	9/29/25-26	23,076	24,343			24,343			24,343
Umbrella			Vermont Mutual	9/29/25-26	2,976	1,995			1,995			1,995
Crime			Hanover	6/1/25-26	1,521	1,521			1,521			1,521
Property/Liability	5 Barton Sq.	Norfolk & Dedham	3/5/25-26	46,032	35,133			35,133				35,133
Umbrella	5 Barton Sq.	Norfolk & Dedham	3/5/25-26	2,053	4,777			4,777				4,777
Property	288 Essex	Philadelphia	4/1/25-26	29,866	32,513			32,513				32,513
Umbrella	5 Barton Sq.	HUB	7/1/25-26	18,138	19,984			19,984				19,984
Total				465,492	450,386	269,688	594	123,190	54,373	2,541		450,386

-3.2%

Salem Housing Authority  
 Calculation of Employee Benefits and Payroll Prorations  
 Budget for the Year Ending 9/30/2026

Retirement		7/1/2025	3 / 4 yr.	435,846
		7/1/2026	1 / 4 yr.	<u>153,654</u>
				589,500
Unemployment	0.20%	of Salaries	3,423,849	6,848
Medicare	1.45%	of Salaries	3,423,849	49,646
Health Insurance Tax	0.34%	38 employees @ \$15,000	570,000	1,938
Guardian/Dental Insurance				36,408
Group Insurance	139,374	per Quarter		557,496
Total Employee Benefits				<u>1,241,836</u>

	<u>MA 55</u>	<u>HCV</u>	<u>4001</u>	<u>DMH</u>	<u>MGMT</u>	<u>Resident No Benefits</u>	<u>Total</u>
Administrative Salaries Total	42,704	1,245,807	756,078	19,772	83,737	256,681	2,404,779
Maintenance Salaries Total	53,955		965,115				1,019,070
Total Salaries	96,659	1,245,807	1,721,193	19,772	83,737	256,681	3,423,849
Benefits Proration	0.031	0.393	0.543	0.006	0.026		1.000
Programs' Portion of Benefit Costs	37,876	488,538	674,814	7,699	32,909		1,241,836
Prior Budget	37,749	444,700	631,833	5,524	31,074		1,150,880
Retirement	17,980	231,909	320,334	3,655	15,622		589,500
Unemployment	209	2,694	3,721	42	182		6,848
Medicare	1,514	19,531	26,978	308	1,315		49,646
Health Insurance Tax	59	762	1,053	12	52		1,938
Dental Insurance	1,110	14,323	19,784	226	965		36,408
Group Insurance	17,004	219,319	302,944	3,456	14,773		557,496
	37,876	488,538	674,814	7,699	32,909	-	1,241,836

4001

Extraordinary Maintenance					
Description of Work	Development Number	Total Estimated Cost	% Complete Current Budget FYE	Estimated Expenditure FYE	% Complete FYE
1 Turnover	All	300,000		300,000	
<b>Total</b>		<b>300,000</b>		<b>300,000</b>	

Non-Capitalized Equipment				
Description of Equipment Items Non-Capitalized	Dev. No.	No. of Items	Item Cost	Estimated Expenditure in Year
1 Stoves	All	60	500	30,000
2 Floor Machine	All	2	5,000	10,000
3 Dumpsters	All	20	1,500	30,000
4 Drain Snake	All	2	5,000	10,000
<b>Total</b>				<b>80,000</b>
Capitalized Equipment and Improvements				
1 Pickup Truck & Plow	All	1	50,000	50,000
2 Spider Lift	All	1	40,000	40,000
3 Lawn/Snow Machine	All	1	20,000	20,000
4 Utility Cart	All	1	20,000	20,000
<b>Total</b>				<b>130,000</b>

MA 055

Extraordinary Maintenance and Betterments/Additions					
Description of Work	Development Number	Total Estimated Cost	% Complete Current Budget FYE	Estimated Expenditure FYE	% Complete FYE
1 Turnover		50,000		50,000	
<b>Total</b>		<b>50,000</b>		<b>50,000</b>	

Equipment Requirements				
Description of Equipment Items Non-Capitalized	Dev. No.	No. of Items	Item Cost	Estimated Expenditure in Year
<b>Total</b>				<b>-</b>
Betterments and Additions				
<b>Total</b>				<b>-</b>

**HOUSING AND FINANCE INFORMATION SYSTEM**

**Salem Housing Authority**

**Extract (Rev:** Initial Submission)

**Board Meeting Type:** Regular

**Meeting Date:** 3/11/2026

**Meeting Time:** 6 : 00 PM

**MEMBERS PRESENT** (ENTER ALL BOARD MEMBERS PRESENT AT THE MEETING LISTED ABOVE)

Enter Present Members

**MEMBERS ABSENT** (ENTER ALL BOARD MEMBERS ABSENT FROM THE MEETING LISTED ABOVE)

Enter Absent Members

**OTHERS PRESENT** (ENTER THE NAMES OF ALL NON-BOARD MEMBERS PRESENT AT THE MEETING ABOVE)

Enter Others Present

**ANNUAL OPERATING BUDGET FOR STATE-AIDED HOUSING FISCAL YEAR:**

Motion: **Enter Name of Motion Initiator** moved that the proposed Operating Budget for State-Aided Housing of the **Salem Housing Authority** (Chapter 200 / 667 / 705 / 689 / MRVP), Program Number **4001** for fiscal year ending **9/30/2026** showing total revenue of \$ **6,461,372 (Acct. No. 3000)** and Total Expenses of \$ **6,261,823 (Acct. No. 4000)** thereby requesting a subsidy of \$ **1,857,223 (Acct. No. 3801)**, and further that the Executive Director's total annual salary of \$**212,534** for fiscal year ending **9/30/2026** be submitted to the Department of Housing and Community Development for its review and approval. **Enter Person Who Seconded** the motion which, upon roll-call, was passed by a vote of **Enter "For" Vote Total** to **Enter "Against" Vote Total**.

Certified as a true and correct copy of a resolution adopted at said meeting and on file and of record by:

\_\_\_\_\_  
Secretary/Ex-Officio Signature

**Salem Housing Authority**

\_\_\_\_\_  
Date of Certification

By checking this box  , this certification shall have the effect of being made under the seal of the **Salem Housing Authority**.

**BUDGET CERTIFICATION – PART A**

Each member of the **Salem Housing Authority** has exercised appropriate care and due diligence in reviewing and approving the annual budget and we, the undersigned members of the **Salem Housing Authority**, do certify, under the pains and penalties of perjury, the following:

1. That in the preparation of the Authority's Annual Operating Budget for Program Number **4001** for Fiscal Year ending **9/30/2026**:
  - a. The Authority has complied with the provisions of the Ch. 121B of the Massachusetts General Laws, all regulations, rules and requirements promulgated thereunder that may apply to the administration of State-Aided Public Housing programs as set forth by DHCD, the Contract(s) for Financial Assistance, and, if applicable, the Master Subsidy Agreement.
  - b. No person or persons employed by the Authority receive financial compensation for more than one position.
  - c. The attached budget is complete and accurate in all respects and establishes funding for the requested Budget Year.
2. That we received and reviewed the quarterly operating statements for the previous quarters of the fiscal year for Program Number **4001**. We also acknowledge that we will receive, review and certify the year end statements for Program Number **4001**.
3. Please select the appropriate statement below:
  - That the contract for employment for the Executive Director, if one has been fully executed per 760 CMR 4.05, and the Schedule of All Positions and Salaries and applicable account line items submitted with this budget fully reflects the total compensation for the Executive Director and each position included in the referenced Schedule.
  - That there is no contract for employment for the Executive Director and the Schedule of All Positions and Salaries and applicable account line items submitted with this budget fully reflects the total compensation for the Executive Director and each position included in the referenced Schedule.
4. Please select the appropriate statement below:
  - That no staff person has any relationship to any board member or other staff member of the **Salem Housing Authority**.
  - That the attachment discloses all staff persons with any relationship to any board member or other staff member at the **Salem Housing Authority**.

**BUDGET CERTIFICATION – PART B**

The Executive Director of the **Salem Housing Authority** has exercised appropriate care and due diligence in the preparation of the annual budget and certifies under pains and penalties of perjury that the information provided is complete and accurate in all respects including the above statements.

Cathy Sheehan

Executive Director (Printed Name)

Signature

Date

**BOARD MEMBER SIGNATURES** BY SIGNING THIS DOCUMENT, ALL BOARD MEMBERS ACKNOWLEDGE AND AGREE WITH ALL INFORMATION CONTAINED IN THIS BUDGET CERTIFICATION (HAFIS EXTRACT AND BUDGET CERTIFICATION PARTS A, B & C) FOR THE **SALEM HOUSING AUTHORITY'S 4001** PROGRAM FOR FISCAL YEAR ENDING **9/30/2026**. ALL BOARD MEMBERS MUST SIGN WHETHER OR NOT PRESENT AT MEETING

Aaron Paternoster Chairman (Printed Name)	Signature	Date
Emily Ullman Board Member (Printed Name)	Signature	Date
Veronica Miranda Board Member (Printed Name)	Signature	Date
Romell Kidd Board Member (Printed Name)	Signature	Date
Patricia Morsillo Board Member (Printed Name)	Signature	Date
Board Member (Printed Name)	Signature	Date
Board Member (Printed Name)	Signature	Date
Board Member (Printed Name)	Signature	Date
Board Member (Printed Name)	Signature	Date
Board Member (Printed Name)	Signature	Date

**BUDGET CERTIFICATION – PART C**

All signatories understand that an electronically filed version of this certification (saved as a PDF, PNG, JPG, etc.) is as valid as the original signatures. The original fully executed Certification will be kept on file at the **Salem Housing Authority** and will be available for review by DHCD and/or auditors upon request.

**EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES**  
**Local Housing Authority Executive Director Salary Calculation Worksheet**

Effective for Fiscal Years Beginning: July 1, 2025, October 1, 2025, January 1, 2026, April 1, 2026 V2.5

**Instructions:**

Use this Worksheet to determine the LHA Calculated Salary Maximum and to enter the Board-Approved Salary. Print and submit this Worksheet signed by the Board Chair to your Housing Management Specialist (HMS) by email only no later than your LHA's budget submission/revision deadline. An executive director of two LHAs (Dual ED) will need to submit two Worksheets, one for each LHA.

Enter data in clear cells only (see Worksheet sections with this arrow (→))  
 Gray cells will auto-calculate


**LHA Info:** →

LHA Name:	Salem Housing Authority
LHA Office Hours:	8 AM to 4 PM
Executive Director:	Cathy Sheehan
Current Required Work Hours / Week: (Full Time Executive Director, enter 37.5) (Dual EDs enter current required work hours for one LHA only)	37.5 Full Time
For Existing Executive Directors Only: Enter all sources composite salary from most recent EOHLC-approved budget (Current Approved Salary):	\$ 209,101

**Step 1.** → **Determine LHA's Size by the Total Number of Units**

**Note:** Count only the units that are owned and operated by the LHA from programs that have created housing for income-eligible households, and count only the units currently "leased," not "contracted" for the LHA's voucher programs which are administered by the LHA. **Chapter 167 and Chapter 689 developments count as a single program.**

Do not include units or vouchers where the LHA does not own the unit or receive direct funding to administer the voucher, but instead receives a fee pursuant to a Management Services Agreement, or by another contract with a separate public or private entity where the contract is temporary or otherwise may terminate. Do not count resident service programs such as ABL, FSS, or MassLEAP.

Enter all information into the chart below. Please note that this Calculation Worksheet does not pro-rate salary share.

Program	All Units	State Family Units	
1 Chapter 200	168	168	
2 Chapter 705	43	43	
3 Chapter 667 Regular	449		
4 Chapter 667 Congregate	16		
5 Chapters 689 and 167	0		
6 Massachusetts Rental Assistance Program (MRVP)	50		
7 Alternative Housing Voucher Program (AHVP)	0		
8 Federal Conventional Public Housing	39		
9 Section 8 Housing Choice Voucher Program (HCVP)	1160		
10 Section 8 New Construction / Substantial Rehabilitation	0		
11 Section 8 Moderate Rehab	0		
12 Other(s) (Local program(s) Do not count resident service programs such as ABL, FSS or MassLEAP)	0		
13 Other(s) (Local program approved prior to the FY'24.)	0		
14 Other(s) (Local program approved prior to the FY'24.)	0		
15 Total Units	1,925		211

Does the LHA participate in the following programs for LHA-owned c. 200, 705, or 667 units?

14 Supportive Senior Housing Initiative (through the Executive Office of Elder Affairs)	YES
15 Local Housing Authority Transitional Housing Program (LHATHP)	YES

**Step 2. Full Time Unit-Based Salary**

(Auto-calculates)

Maximum Salary from "At Lowest Unit Count in Range"	\$ 154,465
Incremental Units	425
Increment Factor	\$ 28.3
Incremental Salary	\$ 12,012
Full Time Unit-Based Salary Maximum	\$ 166,477

**Step 3. Program Factor**

(Auto-calculates)

Number of Programs	9
Applicable Program Factor	\$ 14,500

**Step 4. Family Factor**

(Auto-calculates)

Number of Family Units	211
Applicable Family Factor	\$ 4,500

**Step 5. LHA Calculated Salary Maximum (Not to Exceed \$214,726)**

(Auto-calculates)

Full Time LHA Calculated Salary Maximum	\$ 185,477
-----------------------------------------	------------

*Note: The LHA Calculated Salary Maximum is the maximum annual salary that an executive director may receive, not to exceed **\$214,726**, the Salary Cap for an executive director directly employed by one or two LHAs.*

**Step 6. → Salary from Other Sources / Program Activities (Not to Exceed **\$236,198**)**

*Note: Include here all salary from other program activities, if any (i.e. Management Services Agreements and other contracts with public and private entities that are temporary or otherwise may terminate). Resident service programs such as ABL, FSS, or MassLEAP do not count as Other Program Activities. This amount is the LHA Calculated Salary Maximum plus salary from all other program activities and contracts, and must not exceed **\$236,198.00***

**→ Enter Salary from Management Services Agreement Fees (if applicable)**

Management Services Agreement #1	\$27,058.00
Management Services Agreement #2	\$0.00
Management Services Agreement #3	\$0.00
Management Services Agreement #4	\$0.00
Management Services Agreement #5	\$0.00

**Owner LHA**

Marblehead Housing

**→ Enter Salary from Other Program Activities / Contract Fees (if applicable)**

Other Program Activity / Contract #1	\$0.00
Other Program Activity / Contract #2	\$0.00
Other Program Activity / Contract #3	\$0.00
Other Program Activity / Contract #4	\$0.00
Other Program Activity / Contract #5	\$0.00
Other Program Activity / Contract #6	\$0.00
Other Program Activity / Contract #7	\$0.00
Other Program Activity / Contract #8	\$0.00

Source / Description

Full Time LHA Calculated Salary Maximum Including Other Sources	\$ 212,535
-----------------------------------------------------------------	------------

**Step 7.**

**Board-Approved Salary**

*Note: Board-Approved Salary is not to exceed the lesser of the LHA Calculated Salary Maximum or \$214,726.00 for executive directors directly employed by one or two LHAs (see Step 5, above).*

*For executive directors that also receive salary from Management Services Agreement(s) or from other program activities, the LHA Calculated Salary Maximum plus that additional salary (total salary) may not exceed \$236,198 per year (see Step 6, above).*

*Exception: if an existing executive director's Current Approved Salary exceeds the maximum in Step 5 or Step 6 above, enter the Current Approved Salary in "Enter Board-Approved Salary" below and check the applicable box. The Current Approved Salary will remain the same until EOHLC publishes a new Salary Schedule and the Current Approved Salary does not exceed the new limits.*

*Note: Executive Director salary increases must be absorbed within the LHA's ANUEL as published in the most current EOHLC Budget Guidelines; receive Board approval after the Board considers and carefully analyzes potential short and long-term impacts that a salary increase may have on the LHA's overall operating needs; determines that the increase is reflective of the executive director's performance to-date; is calculated in accordance with this Schedule; and granted only if the LHA is in conformance with applicable guidelines and all other rules and regulations in effect during the executive director's contract term.*

**Summary**

Local Housing Authority:	Salem Housing Authority
Executive Director:	Cathy Sheehan
Total Programs:	9
Total Units:	1,925
Full Time LHA Calculated Salary Maximum:	\$ 185,477
Full Time LHA Calculated Salary Maximum Including All Other Sources:	\$ 212,535
Current Approved Salary:	\$ 209,101

- **Enter Board-Approved Salary** **\$ 212,534**  
*Use this salary in LHA budget submission to EOHLC*
  
- **For Existing Executive Directors (check applicable box):**
  - ED is eligible for a salary increase up to the LHA Calculated Salary Maximum
  - ED is not eligible for a salary increase, and will stay at the Current Approved Salary

Signature of LHA Chairperson: \_\_\_\_\_

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

Print Name: \_\_\_\_\_

**Print and submit this signed Executive Director's Salary Calculation Worksheet by email only to the LHA's Housing Management Specialist on or before the EOHLC Budget Submission / Revision Deadline for your LHA.**



Cathy Hoog, Executive Director

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

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

Telephone: 978-744-4431 Fax: 978-744-9614  
Website: www.salemha.org

EXTRACT FROM THE MINUTES OF THE  
REGULAR MEETING OF THE BOARD MEMBERS OF THE  
SALEM HOUSING AUTHORITY HELD ON  
WEDNESDAY, JUNE 12, 2024 AT 6:00 P.M.

The BOARD MEMBERS of the SALEM HOUSING AUTHORITY met in a REGULAR MEETING at the office of the Authority, 136 Canal Street, Unit 1 & Unit 2 in the City of Salem, Massachusetts on WEDNESDAY, JUNE 12, 2024 at 6:00 p.m., the place, hour, and date duly established for the holding of such meeting.

This meeting was a hybrid Meeting.

The meeting was called to order at 6:02 p.m. by Veronica Miranda, Temporary Chair and upon a roll call, the following answered present:

Present

John A. Boris  
Veronica Miranda  
Carly McClain  
Aaron Paternoster  
Romell Kidd

Absent

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

Some staff members of the Salem Housing Authority were also present at the meeting.

The Temporary Chair declared a quorum present.

---

MOTION

The following resolution was introduced by Veronica Miranda, Temporary Chair, read in full, and considered:

Carly McClain moved to approve the Submission of US Department of Housing and Urban Development Inventory Removal Application HUD S2860 Voluntary Public Housing Conversion to Project Based Vouchers as presented.

Aaron Paternoster seconded the motion and the roll call vote was as follows:

Ayes

John A. Boris  
Veronica Miranda  
Carly McClain  
Aaron Paternoster  
Romell Kidd

Nays

The Temporary Chair thereupon declared the motion carried.





U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Special Applications Center  
77 W. Jackson Blvd., Room 2401  
Chicago, Illinois 60604-3507  
Phone: (312) 353-6236 Fax: (312) 913-8892

OFFICE OF PUBLIC AND INDIAN HOUSING

July 28, 2025

Ms. Cathy Hoog  
Executive Director  
Salem Housing Authority  
27 Charter Street  
Salem, MA 01970-3656

Dear Ms. Hoog:

The U.S. Department of Housing and Urban Development (HUD) Special Applications Center (SAC) hereby approves the disposition Application, DDA0013128 submitted on July 22, 2024, by the Salem Housing Authority (SHA). The Application is for 6 dwelling buildings containing 39 dwelling units and 1.38 acres of underlying land at a development known as Federal Elderly Public Housing, MA055000003 (Property).

SAC has determined that SHA's proposed Property disposition is consistent with the U.S. Housing Act of 1937 (42 U.S.C. 1437p) (the Act) and 24 C.F.R. 970. The SAC approves the Application as summarized below.

Federal Elderly Public Housing, MA055000003				
Approved for Disposition: Buildings: 6; Units: 39; Acres: 1.38				
Total Units to be Redeveloped: 39	Less than 80% of Area Median Income			
	ACC	Non-ACC	PBV*	Market Rate
Rental	0	0	39	0
Acquiring Entity	Housing Opportunities of Salem Inc.			
Disposition Method	Negotiated Sale at less than FMV for \$1.00			
Justification	24 CFR 970.17(c): The PHA owns and operates 50 or fewer public housing units under its ACC and can demonstrate that it is in the best interests of the residents and PHA to close out its Section 9 public housing program in accordance with Notice PIH 2019-13			
Proposed Future Use	PBV units			
Commensurate Public Benefit	Residents will remain in place with a Section 8 project-based voucher and the units will continue to remain affordable at 80 percent of Area Median Income (AMI)			

\* This chart is not HUD approval of the Project-Based Voucher (PBV) assistance to the units, only the number of units the PHA plans to attach PBV.

**Disposition Justification**

SHA has determined the disposition to be appropriate for reasons that are in the best interests of the residents and the PHA; consistent with the PHA goals and plans; and otherwise, consistent with the Act. Specifically, SHA proposed the disposition because it is a Very Small PHA with 50 or fewer public housing units under its ACC and has determined that it is in the



- Below FMV transactions require the Property to be encumbered by use restriction covenants. Under the use restriction term, the SHA and its successors agree for the benefit of HUD that the Property must be used for the “commensurate public benefit” as approved by the SAC in this letter. If the Property will be operated as affordable rental units to families at or below 80% of Area Median Income (AMI), units must be maintained in a condition that meets housing quality standards (HQS) for HUD’s Section 8 program (or replacement standard), the rents must be affordable to these families (i.e., through LIHTC, HCV or other programs; or through a use restriction capping rents at 30% of 80% of AMI). The units must be operated and maintained as decent, safe, sanitary, and in good repair. The required term of the use restriction must be at least 30 years from the date of disposition (removal of DOT) (the Use Restriction Term). See “PHA’s Next Steps” enclosure for more directions regarding “Use Restriction”.

### **Tenant Protection Vouchers (TPVs)**

The date of this approval determines SHA’s maximum TPV eligibility based on current appropriations laws, and not the SHA’s actual TPV award. Rather, SHA’s actual TPV award is based on the current Housing Choice Voucher (HCV) Funding Notice (PIH Notice 2023-07) at the time the TPV application (HUD-52515) is submitted to HUD, and the availability of TPV funding.

On the date of this approval, 35 units are currently occupied, and within the previous 24 months, an additional 4 units were occupied. SHA’s Application reflects that no replacement public housing units will be developed on the Property. Therefore, SHA’s maximum TPV award is as follows:

Type of TPVs	Relocation TPVs	Replacement TPVs
Maximum TPV Award	0	39

This maximum TPV is subject to change if redevelopment plans change, and contingent on HUD approval before the SHA applies for TPV assistance. The Field Office has approved the PHA that will administer the TPVs.

### **IMS/PIC and Monitoring**

In accordance with 24 C.F.R. 970.7(a)(4) and 24 C.F.R. 970.21(d), PHA submitted an estimated timetable for the proposed disposition as follows:

	Milestone	Number of Days after Approval
A	Begin Relocation	90
B	Complete Relocation	90
C	Execute Disposition Document	90
D	Dispose of Property/HUD Releases DOT	120

The Field Office has been informed of this approval and will assist SHA in its implementation. SAC recommends maintaining an open dialogue with your Field Office, residents and local officials. If PHA has any questions about this approval, please contact [SACTA@hud.gov](mailto:SACTA@hud.gov).

Please refer to **“PHA’s Next Steps” enclosure** for more information on your public housing inventory removal and necessary actions if any material changes should occur.

Sincerely,

**JAMES  
ISAACS**

Digitally signed by: JAMES  
ISAACS  
DN: CN = JAMES ISAACS, C =  
US, O = U.S. Government, OU =  
Department of Housing and Urban  
Development, Office of Public  
and Indian Housing  
Date: 2025.07.28 12:47:28 -05'00'

James A. Isaacs  
Acting Director

CC: Boston Field Office



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
Financial Management Center  
2380 McGee Street, Suite 400  
Kansas City, MO 64108-2605

OFFICE OF PUBLIC AND INDIAN HOUSING

February 23, 2026

MA055  
SALEM HOUSING AUTHORITY  
27 CHARTER STREET  
SALEM, MA 01970-3699

Dear Executive Director:

SUBJECT: Section 8 Housing Choice Voucher Program – PH Replacement  
Project: Federal Elderly Publi - Additional Funds

This letter is to notify you that additional funds have been obligated to provide replacement vouchers for Public Housing units lost in connection with a HUD-approved demolition/disposition plan at the above-named project(s).

In relation to regular HCV funding, all special purpose voucher disbursements are determined using Form 50058 entered in IMS/PIC. It is important to ensure timely reporting by the 19<sup>th</sup> of each month as this information is picked up in eVMS prior to the final monthly disbursement calculations.

These funds are available to your agency but will not be automatically disbursed due to cash management requirements. If an additional disbursement is needed, your agency should contact your assigned Financial Analyst at the FMC and proceed as outlined in PIH Notice 2011-67, Implementation of New Cash Management Requirements for the Housing Choice Voucher Program.

Ongoing administrative fees for new vouchers for tenant protection actions are based on leasing as reported by your PHA in VMS and will be included in your agency's monthly administrative fee disbursement once leasing for these vouchers has been established in VMS. These vouchers should be reported under the Tenant Protection category in VMS.

Enclosed is your executed copy of the notice to amend the Consolidated Annual Contributions Contract (CACC) with revised funding exhibits reflecting the changes described above. The amendment notices and revised funding exhibits should be filed with your most recent executed CACC.

Public housing agencies receiving an increment in excess of \$100,000 in Budget Authority (BA) are required to submit Form HUD-50071, Certification of Payments to Influence Federal Transactions, and if applicable, Form SF-LLL, Disclosure of Lobbying Activities. If this letter notifies you of a renewal in excess of \$100,000, and your PHA has not submitted the Form(s) HUD-50071 (and SF-LLL where applicable) for your current fiscal year; the documents must be submitted to your local field office and Financial Analyst at the Financial Management Center (FMC) within 30 days of the date of this letter. These forms are located on the Internet at the following addresses:

[www.hud.gov](http://www.hud.gov)

HUD NOTICE TO HOUSING AGENCY AMENDING  
CONSOLIDATED ANNUAL CONTRIBUTIONS CONTRACT

Housing Agency: MASS  
SALEM HOUSING AUTHORITY

In accordance with Paragraph 5.c. of the Consolidated Annual Contributions Contract between HUD and the HA you are notified that the funding exhibit of the Consolidated Annual Contributions Contract is being revised to add a new funding increment as provided in the attached revised funding exhibit. (The notice also sets out more funding increments listed on the attached funding exhibit.)

The revised funding exhibit is attached to this HUD notice. This revised funding exhibit replaces and revises the prior funding exhibit.

In accordance with Paragraph 5.d. of the Consolidated Annual Contributions Contract, this HUD notice and the attached funding exhibit constitutes an amendment to the Consolidated Annual Contributions Contract.

Date of Contract

United States of America, Secretary of Housing and Urban Development  
Assistant Administrator

000000

Robert H. Goetz, Director  
Public Housing Administration



**U.S. Department of Housing and Urban Development**  
**PIH Section 8 - Funding Exhibit**  
 Program-Based

**ACC NUMBER:** MA055VO

**FIELD OFFICE:** 1APH

PIH.BOSRO, OFFICE OF PUBLIC H

**HA NUMBER:** MA055

SALEM HOUSING AUTHORITY

27 CHARTER STREET

SALEM, MA01970-3699

**HA FISCAL YEAR END:** 09/30

**PROGRAM TYPE:** VOUCHER PROGRAM

FI Number	First Date of Term	Last Date of Term	Contract Term	Budget Authority	Units Count
MA055VO0222	01-01-2024	01-31-2024	1	\$1,933,424.00	1094
MA055VO0225	01-01-2024	12-31-2024	12	\$1.00	250
MA055VO0224	02-01-2024	02-29-2024	1	\$1,986,606.00	1094
MA055VO0226	03-01-2024	03-31-2024	1	\$1,923,373.00	1094
MA055VO0227	04-01-2024	04-30-2024	1	\$1,987,045.00	1094
MA055VO0229	05-01-2024	05-31-2024	1	\$1,957,612.00	1094
MA055VOPR23	05-01-2024	05-31-2024	1	\$4,353.00	N/A
MA055VO0230	06-01-2024	08-31-2024	3	\$5,359,035.00	1094
MA055VO0232	09-01-2024	10-31-2024	2	\$1,893,387.00	1094
MA055VO0233	09-01-2024	10-31-2024	2	\$1,893,387.00	N/A
MA055VO0234	11-01-2024	12-31-2024	2	\$3,786,774.00	1094
MA055VO0235	11-01-2024	11-30-2024	1	\$658,087.00	N/A
MA055VO0236	01-01-2025	02-28-2025	2	\$4,136,015.00	1094
MA055VO0237	01-01-2025	12-31-2025	12	\$1.00	250
MA055VO0238	03-01-2025	04-30-2025	2	\$4,073,142.00	1094
MA055VO0239	05-01-2025	05-31-2025	1	\$2,089,658.00	1094
MA055VO0240	06-01-2025	09-30-2025	4	\$7,414,283.00	1094
MA055VO0241	09-01-2025	09-30-2025	1	\$1,039,060.00	N/A
MA055VO0243	10-01-2025	10-31-2025	1	\$1,621,769.00	1094
MA055VO0245	10-01-2025	10-31-2025	1	\$465,000.00	N/A
MA055VO0244	11-01-2025	11-30-2025	1	\$697,421.00	1094
MA055VO0246	11-01-2025	11-30-2025	1	\$692,663.00	N/A
MA055VO0247	12-01-2025	12-31-2025	1	\$1,406,316.00	1094
MA055VO0248	12-01-2025	12-31-2025	1	\$1,696,202.00	N/A
MA055VO0249	01-01-2026	03-31-2026	3	\$6,429,486.00	1094
MA055VO0250	01-01-2026	12-31-2026	12	\$1.00	250
MA055VO0242	02-01-2026	03-31-2026	2	\$167,480.00	39



# AIA Document G701<sup>®</sup> – 2017

## Change Order

**PROJECT:** (Name and address)  
Salem Housing Authority  
Low-Slope Roof Replacement  
292 Essex Street Salem, MA

**CONTRACT INFORMATION:**  
Contract For: General Construction

**CHANGE ORDER INFORMATION:**  
Change Order Number: 001

Date: August 14, 2025

Date: February 10, 2026

**OWNER:** (Name and address)  
Salem Housing Authority  
27 Charter Street  
Salem, MA 01970

**ARCHITECT:** (Name and address)  
Andrew M. Brockway  
209 Parker Street  
Acton, MA 01720

**CONTRACTOR:** (Name and address)  
Leading Way Construction Co., Inc.  
31 Perkins Street  
Brockton, MA 02302

**THE CONTRACT IS CHANGED AS FOLLOWS:**

(Insert a detailed description of the change and, if applicable, attach or reference specific exhibits. Also include agreed upon adjustments attributable to executed Construction Change Directives.)

Change Proposal No. 01: Addition of Skylight (\$2,270)

Change Proposal No. 02: Repairs to edge of upper roof (YMCA) in order to avoid leaks at lower roof (\$4,245)

The original Contract Sum was	\$	388,600.00
The net change by previously authorized Change Orders	\$	0.00
The Contract Sum prior to this Change Order was	\$	388,600.00
The Contract Sum will be increased by this Change Order in the amount of	\$	6,515.00
The new Contract Sum including this Change Order will be	\$	395,115.00

The Contract Time will be increased by Ten (10) days.

The new date of Substantial Completion will be December 12, 2025

**NOTE:** This Change Order does not include adjustments to the Contract Sum or Guaranteed Maximum Price, or the Contract Time, that have been authorized by Construction Change Directive until the cost and time have been agreed upon by both the Owner and Contractor, in which case a Change Order is executed to supersede the Construction Change Directive.

**NOT VALID UNTIL SIGNED BY THE ARCHITECT, CONTRACTOR AND OWNER.**

Andrew M. Brockway & Associates

Leading Way Construction Co., Inc.

Salem Housing Authority

ARCHITECT (Firm name)

CONTRACTOR (Firm name)

OWNER (Firm name)

*Andrew M. Brockway*  
SIGNATURE

*Harold Grabert*  
SIGNATURE

\_\_\_\_\_  
SIGNATURE

Andrew M. Brockway, Principal

Harold GRABERT

\_\_\_\_\_  
PRINTED NAME AND TITLE

PRINTED NAME AND TITLE

PRINTED NAME AND TITLE

February 10, 2026

2/10/2026

\_\_\_\_\_  
DATE

DATE

DATE

DATE

**LEADING WAY CONSTRUCTION CO., INC.**

31 PERKINS STREET  
BROCKTON, MA 02302

OFFICE: 508-857-5460 FAX: 508-857-5934

E-MAIL: LEADINGWAY@HOTMAIL.COM

**CHANGE ORDER # 1**

Date: 2/5/2026	Company: Salem Housing Authority
Attention: Andy Brockway and Debra Tucker. Project Managers	From: Harold Grabert <b>COP # 1</b>
Project: Roof Replacement Project <b>Roof Replacement At 292 Essex Street Salem Ma.</b>	
One-Lump sum cost for changes to 292 Essex Street. Installation of New Skylight Unit and Roof Repairs to YMCA roof where it ties into Salem Housing roof level	
<b>NEW SKYLIGHT INSTALLATION</b>	
1. Skylight Cost	\$ 1,450.00
2. Installation Labor	\$ 820.00
<b>YMCA REPAIRS</b>	
1. Material Cost	\$ 1,785.00
2. Installation Labor	\$ 2,460.00

**YMCA Work Repair Complied**

1. Installed 130 linear feet of 12" EPDM rubber membrane on perimeter edging which over hangs Salem Housings roof System.
2. Install 70 linear feet of 6" EPDM rubber membrane on delaminated seams.
3. Repaired 3 Locations where existing roof had holes through the membrane.  
These repairs where required in order to prevent water from leaking from the YMCA roof into the new Salem Housing Roof.

TOTAL COST



**\$ 6,515.00**

(Six Thousand Five Hundred Fifteen)



# AIA® Document G704® – 2017

## Certificate of Substantial Completion

**PROJECT:** *(name and address)*  
Salem Housing Authority 292 Essex Street  
Low-Slope Roof Replacement

**CONTRACT INFORMATION:**  
Contract For: General Construction  
Date: August 14, 2025

**CERTIFICATE INFORMATION:**  
Certificate Number: 001  
Date: February 12, 2026

**OWNER:** *(name and address)*  
Salem Housing Authority  
27 Charter Street  
Salem, MA 01970

**ARCHITECT:** *(name and address)*  
Andrew M. Brockway & Associates  
209 Parker Street  
Acton, MA 01720

**CONTRACTOR:** *(name and address)*  
Leading Way Construction Co., Inc.  
31 Perkins Street  
Brockton, MA 02302

The Work identified below has been reviewed and found, to the Architect's best knowledge, information, and belief, to be substantially complete. Substantial Completion is the stage in the progress of the Work when the Work or designated portion is sufficiently complete in accordance with the Contract Documents so that the Owner can occupy or utilize the Work for its intended use. The date of Substantial Completion of the Project or portion designated below is the date established by this Certificate.

*(Identify the Work, or portion thereof, that is substantially complete.)*

Entire roof and metal wall panels on upper roof.

Andrew M. Brockway &  
Associates

Andrew M. Brockway,  
Principal

December 12, 2025

ARCHITECT *(Firm Name)*

SIGNATURE

PRINTED NAME AND TITLE

DATE OF SUBSTANTIAL COMPLETION

### WARRANTIES

The date of Substantial Completion of the Project or portion designated above is also the date of commencement of applicable warranties required by the Contract Documents, except as stated below:

*(Identify warranties that do not commence on the date of Substantial Completion, if any, and indicate their date of commencement.)*

The date warranties will commence is dependent upon final review and acceptance of roofing installation by roofing manufacturer. Roofing manufacturer representative shall endeavor to review the roof at the earliest possible date when weather conditions allow.

### WORK TO BE COMPLETED OR CORRECTED

A list of items to be completed or corrected is attached hereto, or transmitted as agreed upon by the parties, and identified as follows:

*(Identify the list of Work to be completed or corrected.)*

Final review of roof to be completed when weather conditions allow.

The failure to include any items on such list does not alter the responsibility of the Contractor to complete all Work in accordance with the Contract Documents. Unless otherwise agreed to in writing, the date of commencement of warranties for items on the attached list will be the date of issuance of the final Certificate of Payment or the date of final payment, whichever occurs first. The Contractor will complete or correct the Work on the list of items attached hereto within Weather Dependent ( ) days from the above date of Substantial Completion.

Cost estimate of Work to be completed or corrected: \$Less than \$10,000

The responsibilities of the Owner and Contractor for security, maintenance, heat, utilities, damage to the Work, insurance, and other items identified below shall be as follows:

*(Note: Owner's and Contractor's legal and insurance counsel should review insurance requirements and coverage.)*

The Owner and Contractor hereby accept the responsibilities assigned to them in this Certificate of Substantial Completion:

Leading Way Construction  
Co., Inc.

Harold G. Gilbert Pres. 2/18/26

CONTRACTOR *(Firm Name)*

SIGNATURE

PRINTED NAME AND TITLE

DATE

Salem Housing Authority

OWNER *(Firm Name)*

SIGNATURE

PRINTED NAME AND TITLE

DATE