



Cathy Sheehan, Executive Director

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**MINUTES OF THE  
REGULAR BOARD OF DIRECTORS MEETING  
WITH PUBLIC HEARING ON DRAFT STATE ANNUAL PLAN/  
CAPITAL IMPROVEMENT PLAN  
WEDNESDAY, JULY 8, 2026  
6:00 p.m.**

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**I. Called Meeting to Order 6:01 p.m.**

This meeting was a hybrid meeting.

**II. Roll Call**

Present

Veronica Miranda  
Patricia Morsillo  
Aaron Paternoster  
Emily Ullman

Absent

Romell Kidd

Also Present: Cathy Sheehan, Executive Director, Gary Dean, Director of Operations, Anne Cameron, Executive Assistant, Luis Lopes, Directors of Maintenance, Maureen Thomas, Director of Public Housing, Jacqui Guzman, Director of Leased Housing, Massiel Garcia, Director of Finance, Patric Bishop,

Public Hearing on State Annual Plan/Capital Improvement Plan

Public Hearing was on July 8, 2026 at the Regular Board Meeting for comment on the State Annual Plan/Capital Improvement Plan.

See attached comments.

State Annual Plan//Capital Improvement Plan



Cathy Sheehan presented to the Board the State Annual Plan/Capital Improvement Plan for approval.

Patricia Morsillo moved to approve the State Annual Plan/Capital Improvement Plan as presented including all tenants and LTO comments. Emily Ullman seconded the motion and the vote was as follows:

Ayes

Veronica Miranda  
Patricia Morsillo  
Aaron Paternoster  
Emily Ullman

Nays

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**SEE ATTACHED SUMMARY FOR ARTICLES III THROUGH ARTICLE XIII..**

**III. Tenant/Public Engagement**

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

**V. Executive Director Report**

- Executive Director Report – July 2026

**VI. Tenant Representative Report**

- July 2026

**VII. Communications**

- Mass NAHRO Newsletters May/June 2026
- Updated Waitlist
- SHA Department Reports (Vacancy Report, State and Federal, CHAMP Report, Modernization Report, Voucher Report, Family Self-Sufficiency Program Report (Federal) (Quarterly), Future Forward Report State Self-Sufficiency Program, Resident Service Coordinator Reports, Maintenance Report for Month of June 2026), Elevator Operations Report June 2026 and Pre-2004 Section 8 Monies (Quarterly Report)

- Mandatory Board Member Training Reminder (Veronica Miranda, expires 9-16-2026, Romell Kidds expires 7-24-26, Aaron Paternoster, expires 4-26-27, Emily Ullman expires 10-8-27 and Patricia Morsillo expires 2-21-28)

## VIII. Reports of the Committees

## IX. Recommendations of the Chair

- Discussion -Strategic Planning

## X. Report of the Treasurer

There was no report of the Treasurer, Romell Kidd as he was absent.

### Bills

Cathy Sheehan presented the Bills for the period June 1, 2026 through June 30, 2026 to the Board of Directors.

Patricia Morsillo moved to approve the bills for the period June 1, 2026 through June 30, 2026 as presented. Veronica Morsillo seconded the motion and the **roll call** vote was as follows:

#### Ayes

Veronica Miranda  
Patricia Morsillo  
Aaron Paternoster  
Emily Ullman

#### Nays

### Balance Sheet and Statements of Revenues and Expenses

The Balance Sheet and Statements of Revenue and Expenses includes any variances in the budget at this point in time

Veronica Miranda moved to accept the Balance Sheet and Statements of Revenues and Expenses prepared by Paul Pavia of Fenton, Ewald & Associates, P.C. for eight (8) months ending May 31, 2026 Patricia Morsillo seconded the motion and the **roll call** vote was as follows:

#### Ayes

#### Nays



Veronica Miranda  
Patricia Morsillo  
Aaron Paternoster  
Emily Ullman

**XI. Unfinished Business**

There was no unfinished business.

**XII. New Business**

Certificate of Substantial Completion for EOHLC project #258194, Elevator upgrade work at 27 Charter Street, effective January 31, 2026.

Cathy Sheehan presented and discussed with the Board Certificate of Substantial Completion for EOHLC project #258194, Elevator upgrade work at 27 Charter Street, effective January 31, 2026.

Veronica Miranda moved to approve Certificate of Substantial Completion for EOHLC project #258194, Elevator upgrade work at 27 Charter Street, effective January 31, 2026. Patricia Morsillo seconded the motion and the roll call vote was as follows:

Ayes

Nays

Veronica Miranda  
Patricia Morsillo  
Aaron Paternoster  
Emily Ullman

Certificate of Final Completion for EOHLC project #258194, Elevator upgrade work at 27 Charter Street, and to approve final payment in the amount of \$18,870.00.

Cathy Sheehan presented and discussed with the Board of Directors the Certificate of Final Completion for EOHLC project #258194, Elevator upgrade work at 27 Charter Street, and to approve final payment in the amount of \$18,870.00.

Veronica Miranda moved to approve the Certificate of Final Completion for EOHLC project #258194, Elevator upgrade work at 27 Charter Street, and to approve final payment in the amount of \$18,870.00. Patricia Morsillo seconded the motion and the roll call vote was as follows:

Ayes

Nays

Veronica Miranda

Patricia Morsillo  
Aaron Paternoster  
Emily Ullman

Salem Housing Authority Federal Annual Public Housing Agency Plan for Fiscal Year 2026

Cathy Sheehan presented to the Board of Directors the Salem Housing Authority Federal Annual Public Housing Agency Plan for Fiscal Year 2026.

Patricia Morsillo moves to approve the 2026 Federal Annual Public Housing Agency Plan for Fiscal Year 2026 as presented and authorize Chair Aaron Paternoster to execute the Civil Rights Certification and Certification of Compliance with PHA Plans and Related Regulations including required and any other certifications required. Veronica Miranda seconded the motion and the roll call vote was as follows:

Ayes

Veronica Miranda  
Patricia Morsillo  
Aaron Paternoster  
Emily Ullman

Nays

Collection of Losses – Write Offs Through June 30, 2026 per Public Housing Notice 2017-17

Cathy Sheehan will present the Collection of Losses – Write Offs Through June 30, 2026 per Public Housing Notice 2017-17.

Veronica Miranda moved to approve write offs through June 30, 2026 for State Development 667 in the amount of \$3,992.41 and State Development 200 in the amount of 1,808.00 for a total amount equal to \$5,800.41 pursuant to Public Housing Notice 2017-17. Emily Ullman seconded the motion and the **roll call** vote was as follows:

Ayes

Veronica Miranda  
Patricia Morsillo  
Aaron Paternoster  
Emily Ullman

Nays

**XIII. Other Business/Late Communications**

See Summary attached hereto.

#### **XIV. Adjournment**

Patricia Morsillo moved that the Board adjourn the Regular Meeting of Wednesday, July

8, 2026 at 8:27 p.m. Veronica Miranda seconded the motion and the vote was as follows:

Ayes

Nays

Veronica Miranda

Patricia Morsillo

Aaron Paternoster

Emily Ullman



**Summary of Article III through Article XIII of the Regular Board  
Meeting with Public Hearing on Draft State Annual Plan/Capital  
Improvement Plan Wednesday, July 8, 2026 at 6:00 p.m.**

**Salem Housing Authority Public Comments**

Aaron Patersnoster called a hybrid meeting of the Salem Housing Authority Board of Directors to allow public comment on community issues within the Housing Authority's scope. During the public comment period, several tenants raised concerns including the removal of fall safety alarms in bathrooms without proper communication, issues with parking lot conditions that were damaging cars, and the need for kitchen improvements at Bertram Terrace. One tenant noted appreciable improvements under current leadership compared to previous management, while another highlighted the need for better preventative maintenance. The conversation ended with plans to resume the public hearing on the State Annual Plan and Capital Improvement Plan after the comment period.

(See attached detailed tenant comments that were attached to the State Annual Plan/Capital Improvement Plan)

**State Annual Plan/Capital Improvement Discussion**

Cathy Sheehan presented the annual plan and discussed feedback received from Charter Street residents, including recommendations to increase resident parking spaces, improve maintenance of flooring surfaces, add defibrillators with training, and replace the access buzzer system. Gary Dean, Director of Operations and Cathy Sheehan explained that while the buzzer system needs updating, it remains functional and is not currently a high priority item. The team discussed plans for installing modern access control systems at multiple properties and mentioned ongoing elevator maintenance efforts, including new instructional flyers about proper elevator usage.

**Building Upgrade Status Report**

Patricia Morsillo requested a report on building upgrade status, particularly for kitchens and bathrooms in older buildings, and discussed the \$750,000 budget available for 23 properties. She reported positive progress on elevator safety protocols following previous discussions, with plans to implement clear move-in procedures and staff supervision to prevent unauthorized elevator use. The team also discussed utilizing reserves for kitchen and bathroom upgrades, with approximately 50% of turnover units receiving kitchen upgrades over the past six years, and mentioned accessing specialized "aging in place" funding for ADA-compliant bathroom upgrades.

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### **Leasing up Vacant Units and Solar Updates**

Cathy Sheehan discussed the timeline for leasing up vacated units, explaining that the process takes an average of 72 days due to maintenance and various factors affecting the waiting list. She clarified that the Housing Authority uses solar net metering contracts rather than rooftop solar panels, citing maintenance challenges and data showing energy savings contracts are more effective. Cathy also addressed concerns about water drainage issues at Garden Terrace, encouraging tenants to report problems through the 24-hour line, and noted that while solar panels are not currently being installed, future roof replacements would not automatically preclude solar panel installation if the roof is viable.

### **Fall Protection Safety Concerns Discussion**

Veronica Miranda raised concerns about fall protection safety issues in bathrooms, specifically regarding the removal of older fall safety devices following EOHLC instructions in 2017. The discussion revealed that these devices were removed because they provided a false sense of security and had led to resident confusion, with EOHLC recommending their removal across public housing in a PHN notice from 2017. The group agreed to send notice to tenants about available resources for call buttons and fall prevention services, while acknowledging the need for future accessibility upgrades. The conversation ended with a vote to approve the State Annual Plan and Capital Improvement Plan.

### **Tenant Board Representation Updates**

Rosa Ordaz, non-housing authority, Salem resident spoke about the importance of maintaining tenant representation on the board and urged the board to reinstate a previously voted mediation process, arguing that canceling it without proper notification was disingenuous. The executive director reported that the Federal Public housing conversion is expected to close soon, pending approval from the Boston HUD office. Additional updates included new requirements for quarterly expenditure reports and enhanced methods for collecting resident feedback on maintenance and property modernization operations.

### **Executive Director Report**

Cathy Sheehan presented monthly reports covering lease updates, evictions, and the DMH voucher program with 45 participants. She announced an upcoming meeting with Charter Street residents regarding \$2 million in building upgrades including new windows and concrete balcony repairs. The report included elevator operations data and applications/waitlist information showing significant need across the state, with 1,176 Section 8 vouchers under lease and a 7% utilization rate. Service coordinators managed 19 new referrals and continued working with 70 residents, while the Housing Now program expanded to serve 5 families with plans to reach 10 families after additional interviews.



Cathy Sheehan reported that the future forward state self-sufficiency program is serving 11 families in Marblehead and 11 families in Salem, with over \$11,000 accumulated in escrow. She announced plans to launch a loaner library for laptops and digital equipment, and discussed the successful women's money matters program graduation. Cathy also provided updates on development projects, noting that all Leefort residents have returned to their units and that the Federal staff is working to **fully lease the development** by November, with approximately 700 people on the waitlist.

Cathy Sheehan discussed the challenges and process involved in managing public/private partnership project, emphasizing the importance of community consideration and the significant effort from the team and developer partners. She addressed elevator maintenance issues, explaining the cause of a 4-day downtime due to a specific part and the systemic problems with older building infrastructure, particularly with plumbing and sewer lines. Cathy also detailed the process of annual inspections, explaining how they address both maintenance and safety issues, and the role of compliance inspections in providing educational support to tenants to ensure pass rates and tenant safety.

### **Tenant Representative Report**

Veronica Miranda reported on her recent tenant engagement activities and encouraged the board to hold annual plan hearings at SHA developments rather than at the current location. She discussed state regulation 760 Cmr. 6.0 9 regarding tenant participation in meetings and requested that written reports be included in future board packets for advance review. The main discussion centered on strategic planning for both the housing authority and nonprofit, with Veronica proposing to separate strategic planning from relationship building discussions, focusing on specific questions about organizational functions and funding uses rather than broad scope. The board discussed the need for a two-pronged strategic plan addressing both housing authority operations and nonprofit activities, with particular focus on modernization projects and understanding the specific capabilities of each organization.

### **Strategic Planning and Financial Updates**

The board discussed strategic planning for both the nonprofit and housing authority, agreeing to develop specific questions for the next nonprofit meeting on Thursday. Veronica Miranda proposed bringing in external facilitators and ensuring tenant voice is central to the process, suggesting they review previous strategic planning bids from 2024. The group also addressed mediation between board and staff, with Veronica Miranda requesting a separate discussion about resolving ongoing issues.

The conversation ended with approval of various financial items including bills, balance sheets and statements of revenue and expenses and a Federal Annual Public Housing Plan, along with a certificate of substantial completion and certificate of final completion for elevator work.

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### **Other Business/Late Communications**

Veronica Miranda brought up the fact that Aaron Paternoster's term as Chair was coming up in August 2026 and she asked what the plan was and if Aaron was comfortable staying on until October 2026 to align with the fiscal year. Aaron said that in the interest of maintaining stability he would stay on as Chair until the October 2026 meeting.

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### **Gene's Collins Comments (Safety, Maintenance, and Governance) (Pioneer Terrace)**

- **Bathroom Safety Concerns:** Raised serious concerns that the housing authority removed fall safety alarms in 104 bathrooms. Pointed out that these old bathrooms feature high-sided tubs (requiring a 2.5-foot step over), slippery porcelain/tiled floors, and lack exhaust ventilation.
- **Lack of Communication:** Stated that tenants were left out of communication and not properly involved regarding these changes.
- **Annual Maintenance & Inspections:** Criticized the annual maintenance plan, alleging it prioritizes internal promotions over property care and uses in-house staff without proper licensing rather than outside statewide independent licensed trades/contractors
- **Board Responsibility:** Challenged the housing authority board and commissioners, stating they lack understanding of their core business responsibilities and regulations. Announced plans to present information on regulations at the next meeting.

### **William Caron's Comments (Property Infrastructure) (Barton Square)**

- **Parking Lot & Walkway Issue:** Inquired about repairs to the handicap ramp and the entrance to the parking lot.
- **Vehicle Damage:** Noted that the uneven pavement and curving sidewalk at the entrance are tearing up the bottoms of cars, and requested clarification on whether the housing authority or the city is responsible for fixing it.

### **Ann Friedgen's Comments (Bertram Terrace)**

- **Project Priorities at Bertram Terrace:**
    - Expressed appreciation that new kitchens are finally on the project plan, noting they have been requested for a long time.
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- Suggested prioritizing kitchen renovations over bathroom upgrades to save costs and expedite the process, as kitchens are a much bigger concern for residents than bathrooms.
- Pointed out structural limitations of the property (narrow/steep internal stairs, outdoor cement steps, and lack of ramps), noting it does not function well as traditional elder housing.
- **Maintenance & Elevators:**
  - Briefly touched upon preventative maintenance and acknowledged that elevators are a widespread issue (drawing from experience working in downtown Boston).
- **Critique of Local Perspective:**
  - Criticized a Salem League of Women Voters newsletter article regarding elevators as one-sided, emphasizing that seniors and families often have different perspectives and needs.
- **Leadership and Housing Authority Progress:**
  - As a Salem Housing Authority tenant of over 10 years, commended current leadership ("Kathy") for an appreciable improvement compared to previous management ("the Carol McGowan dance").
  - Called for a more measured, fair approach and encouraged giving credit where it is due, acknowledging that while conditions aren't perfect, they are significantly better than before.

Rosa Ordaz, City of Salem resident thanked the board for allowing her to speak despite missing the formal sign-up deadline.

**Core Issue:** She expressed disappointment regarding the board's decision to discontinue a previously voted-upon mediation process aimed at preserving tenant representation.

#### **Key Criticisms:**

- She called the board's actions **disingenuous**, specifically noting that the contract was cancelled privately without notifying the tenant representative.
  - She emphasized that despite low meeting attendance or informal Facebook commentary, formal advocacy matters.
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**Calls to Action:**

- Urged the board to bring the mediation item back onto the agenda.
  - Encouraged the board to incorporate additional training sessions, as recommended by a previous investigation report.
  - Highlighted that maintaining true tenant representation and inclusion is essential to encouraging other residents to fill vacant seats (such as Ms. Miranda's) on the board.
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July 8, 2026  
minutes

## **Anne Cameron**

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**From:** Veronica Miranda  
**Sent:** Wednesday, July 8, 2026 7:42 PM  
**To:** Anne Cameron  
**Cc:** Aaron Paternoster; Cathy Sheehan  
**Subject:** Re: Public Comment for Tonight

**July 2026**

### **Tenant Rep Report**

Over the past month, I've continued connecting with tenant leaders and residents across our developments. While there are no major updates to report this month, I'd like to encourage this Board to make sure the Annual Plan Hearings are held at SHA developments. I'm glad to see tenants here tonight. I'd like for us to be more present where the tenants are, as often as possible.

Raising up the state regulation of 760 CMR 6.09 that has been raised during public comment many times for members of the public and for this Board. "...The LHA shall provide a reasonable opportunity for Residents to be heard on agenda items so long as the agenda items directly bear on common rights, duties or interests of Tenants and/or Household Members and not on grievable matters regarding individual Tenants." I interpret that in the most pro tenant way possible - the Chair has the discretion to allow tenants to speak on matters that directly bear on common rights, or interests of tenants throughout the agenda.

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**From:** Veronica Miranda <VMiranda@saalemha.org>  
**Sent:** Friday, June 26, 2026 9:50 AM  
**To:** Anne Cameron <acameron@saalemha.org>  
**Cc:** Aaron Paternoster <APaternoster@saalemha.org>; Cathy Sheehan <CSheehan@saalemha.org>  
**Subject:** Re: Public Comment for Tonight

Hi there, here is my report from the June meeting, thank you!

*This report was summarized during the public meeting as it was made at the end of the meeting, since it was not on the agenda yet. I would still like the report to be entered into the record.*

### **Tenant Representative Report of June 2026:**

I appreciate the opportunity to give my first tenant rep report.

#### Concerns of having poorly trained maintenance staff

I'll start with the concerns brought by a tenant during public comment that maintenance staff are undertrained or lacking certifications. It's important that maintenance staff have pathways to gain certifications if they want, and from what I understand, those opportunities are offered. I think it's unfair to characterize our entire maintenance staff as poorly trained.



### Rainbow Terrace Election

I would like to congratulate the residents of Rainbow Terrace on the election of a new slate of officers to serve a term of 3 years. It was stated at the previous meeting that the Rainbow Terrace LTO had dissolved, but that was incorrect. As we heard during public comment, Rainbow Terrace residents have expressed concerns regarding the loss of access to the LTO office space, and I understand after talking with residents that SHA is interested in giving them access to the space to support their work.

### Elevator outages at Charter Street

I attended the recent Charter Street resident meeting regarding elevators along with fellow commissioners, Housing Authority staff, resident advocates, and community partners. The message I heard from residents was clear: recurring elevator outages continue to significantly impact quality of life, particularly for elderly residents and residents with disabilities. What stood out to me from the poll at the end of the meeting, was that no one in the room appeared to believe that the current situation is acceptable. While discussions took place regarding possible causes of some outages, including doors being held open, or debris being in the tracks, residents also raised concerns about incidents that appear unrelated to resident behavior, including elevators stopping between floors or repeated service interruptions during a power surge. As we continue addressing these issues, I hope we remain careful in how we characterize residents and resident behavior. Terms such as "vandalism" imply intent, and we should avoid over-assigning blame. When residents repeatedly hear that building issues are the fault of tenants, it can discourage reporting and weaken trust.

### Board Member Rights

At our last meeting, concerns were raised regarding board members communicating with auditors or oversight agencies. Asking questions, seeking clarification, requesting records, and communicating with oversight entities are normal parts of public accountability and fiduciary duties. These actions should not be viewed as investigations of any individual, but rather as efforts to ensure transparency and good governance. This is within our right as board members and constituents.

Public housing authorities manage public funds, including significant revenue generated from tenant rents. Tenants therefore have a legitimate interest in transparency, accountability, and understanding how decisions are made. Questions about policies, financial controls, authority, and compliance is to be expected. One concern I have observed over time is a tendency for discussions to shift away from the substance of questions and toward the individuals raising them. Whether concerns come from a commissioner, a tenant, or a member of the public submitting records requests, the focus should remain on the facts and the information being requested.

Warmly,

Veronica Miranda  
Tenant Representative

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**From:** Anne Cameron <acameron@salemha.org>

**Sent:** Wednesday, 17 June 2026 15:59:34

**To:** Aaron Paternoster <APaternoster@salemha.org>

**Cc:** Cathy Sheehan <CSheehan@salemha.org>; Judith Reilly <judith.reilly.77@gmail.com>; Emily Ullman <EUllman@salemha.org>; Veronica Miranda <VMiranda@salemha.org>; Patricia Morsillo <pmorsillo@salemha.org>; Romell Kidd <RKidd@salemha.org>

**Subject:** RE: Public Comment for Tonight

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FOR INFORMATIONAL PURPOSES ONLY.

Yes.

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Anne M. Cameron  
Executive Assistant to  
Cathy Sheehan Executive Director  
**Salem Housing Authority**  
27 Charter Street  
Salem, MA 01970  
Tel.: 978-744-4431 extension 101  
Fax: 978-744-9614

*Please be aware that all communications pertaining to Salem Housing Authority matters including email sent or received are a public record subject to disclosure under the Massachusetts Public Records Law. If requested, email may be disclosed to another party unless exempted from disclosure. All electronic messages sent through the Salem Housing Authority system are archived in conformance with Massachusetts and Federal Public Records laws.*

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**From:** Aaron Paternoster <APaternoster@salemha.org>  
**Sent:** Wednesday, June 17, 2026 3:39 PM  
**To:** Anne Cameron <acameron@salemha.org>  
**Cc:** Cathy Sheehan <CSheehan@salemha.org>; Judith Reilly <judith.reilly.77@gmail.com>  
**Subject:** Fwd: Public Comment for Tonight

Hi Anne,

Can you include Ms. Reilly's email below into the minutes for this evening's meeting under public comment?

Thank you

Aaron Paternoster  
917-513-2964  
Chair/Commissioner - Labor Appointee  
Salem Housing Authority

Begin forwarded message:

**From:** Judith Reilly <judith.reilly.77@gmail.com>  
**Date:** June 17, 2026 at 12:28:14 PM EDT  
**To:** Aaron Paternoster <APaternoster@salemha.org>, Emily Ullman <EUllman@salemha.org>, Romell Kidd <RKidd@salemha.org>, Veronica Miranda <VMiranda@salemha.org>, Patricia Morsillo <pmorsillo@salemha.org>  
**Subject:** ~~Public Comment for Tonight~~

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Public Comment:

I am not asking that this statement be read aloud at tonight's meeting, but I would ask that you include it with the meeting minutes.

I am writing as an individual. My views are my own and not those of any organization to which I am or have been affiliated.

If the Board votes tonight in relation to its contract with Conditioning Leaders for mediation services and board relationship- and trust-building services, and in relation to Commissioner Miranda's Open Meetings Law complaint, I hope you will do so only after public discussion establishing what the facts are.

I am attaching and including as an image the proposal that the board voted to accept in May 2025. The contract in your board packet was prepared by Ms. Sheehan after that vote, to implement the vote. Neither the board nor Conditioning Leaders set the August 29, 2025 expiration date in that contract. The board voted to undertake the scope of work in the proposal, with no set expiration date, although the implication was that the work would be completed by the end of 2025.

The services in the proposal (mediation and board relationship- and trust-building) were supposed to help heal the turmoil at SHA, between and amongst Ms. Miranda, the ED, the staff, and the board.

Apparently, in September 2025, Conditioning Leaders cautioned Ms. Sheehan against skipping the full mediation process and moving on to the board sessions. It seems their caution was valid, as you are once again in turmoil.

Apparently, based on public records (emails), Ms. Sheehan canceled the remaining mediation sessions on behalf of the board in October 2025, following the October 8, 2025 board meeting. (4-minute video:  
<https://drive.google.com/file/d/1uNrl764wdFoQNXVRZLK4sHW4k-g7hgxn/view?usp=sharing>)

Apparently, Ms. Ullman did not cancel the mediation sessions in February 2026, but rather agreed with Conditioning Leaders that the firm had performed \$9,999 worth of work at that point ("planning meetings, holding times in our calendar, emailing, creating and sending agendas and prework"). Ms. Ullman, on behalf of the board, agreed the board would require no more work from Conditioning Leaders under that contract.

Here are questions to establish very important facts:

1. Were Commissioners Paternoster, Ullman, and Kidd aware in October 2025 that Ms. Sheehan was going to cancel the remaining mediation sessions on behalf of the board? If yes, how and when did they become aware? (How and when they became aware is important for Open Meetings Law purposes.) Clearly Commissioner Miranda was not aware of the cancellation until months later.
2. Why was the topic of the contracted mediation sessions not on the October 2025 agenda? Why was no formal vote taken to amend the contract by canceling the



mediation sessions? Why was Mr. Paternoster absent from such an important meeting, if he was aware of what would be "discussed"? Why were the words "cancel" and "mediation sessions" not uttered at the October 8, 2025 board meeting?

3. Was the staff informed of the cancellation of the mediation sessions in advance of the cancellation?
4. Did the staff, especially the 5 complainants, agree to the cancellation of the mediation sessions? If so, why? Do they feel their workplace conditions have improved?

At this point, I think the board has to ratify Ms. Ullman's February 2026 decision. I don't see how the SHA board could in good conscience ask Conditioning Leaders to do more work under the original contract, considering how they were treated by SHA. First you asked for a large proposal including strategic planning. Then you asked them to submit a new proposal just for mediation services and board development sessions, to come in under the \$10,000 mark. Then you canceled the mediation sessions after the first one. Then you had them reserve time to conduct the board session at the "January 13 meeting" - a Tuesday, not your actual meeting date. Then you canceled that after realizing the error. Then you wanted to wait until a new board member came on board. Then you "parted ways" and publicly insulted the quality of their work.

However, although the past can't be undone, the entire Salem community needs an explanation of why SHA spent somewhere in the vicinity of \$17,000\* on investigating "hostile workplace" complaints and then another \$10,000 on mediation and board trust- and relationship-building services, only to end up in more turmoil.

What went wrong?

Judith Reilly  
Salem, MA  
(Ms./she)

\*\$9,450 for the investigation. Approximately \$2,000 for transcripts. An unknown, but substantial, amount for legal advice, from 2024-2026 on various topics, from how to hold an executive session DIY investigation to the ongoing public records dispute.



July 8, 2026  
minutes

Anne Cameron

**From:** Frank Gayton <frankgayton1960@gmail.com>  
**Sent:** Tuesday, July 7, 2026 3:40 PM  
**To:** Anne Cameron  
**Subject:** Capital Plan Rec 26/7

## **CAPITAL PLAN 2026/27 RECOMMENDATIONS**

Based on a community poll, as well as ongoing conversations with residents throughout the past year, the Charter Street Tenant Association has compiled this list of maintenance concerns and capital improvements that tenants at Charter Street would like to have considered for the year ahead:

### **MAINTENANCE AND REPAIR RECOMMENDATIONS**

- 1. INCREASED NUMBER OF RESIDENT PARKING SPACES.** For a building of 110 units, each occupied by elderly and handicapped individuals to have less than thirty-five Resident Parking spaces available is unacceptable, not to mention unconscionable on the part of the Housing Authority. People with heart conditions and breathing difficulties, using walkers and canes should not have to feed parking meters and walk significant distances to reach the home for which they are paying rent to occupy, while significantly younger and able-bodied SHA employees have reserved parking spaces on the premises.
- 2. BETTER MAINTENANCE of PUBLIC FLOORING SURFACES.** This issue ranked second in our Capital Plan Survey. During the colder months, salt and sand being tracked in and remaining on the floors posed a danger to elderly and handicapped residents with limited mobility. Additionally, floors throughout the building are often marked and dirty for lengthy periods, defeating morale and raising health and safety concerns.
- 3. DEFIBRILLATOR ON PREMISES/TRAINING SESSIONS.** Due to numerous recent incidents in which paramedics have been called, more than once when their help was too late, residents have chosen to request that a defibrillator be kept on the premises and that a training session be provided on how to use it. Even though the paramedics are just a few blocks away, the time that it takes for them to reach a resident in distress can be too long.

The remaining top issues, as identified by 27 Charter Street residents, included updated kitchen cabinets and closet doors, a lobby upgrade, as well as moving people living in wheelchairs to the #07 apartments designed specifically for their use.



## **CAPITAL IMPROVEMENT RECOMMENDATIONS**

**1. Needed Upgrades in Kitchens and Bathrooms,** including the installation of **Walk-In Tubs and Showers.** This should include occupied apartments, not only empty units. Several tenants have lived here for decades and things wear out, not to mention that their age and changing health conditions make.

**2. Replacement of the Access Buzzer System.** At one time the buzzer system at 27 Charter Street included a camera that allowed tenants to see who was at the door and was broadcast on a cable channel. It was suggested that there may be an app that would allow the same function to residents. The absence of such a service leaves residents vulnerable to individuals who ring every buzzer in the building in the hope that at least one resident will unlock the main door.

**3. Elevators Overhauled.** There were also other concerns raised by residents throughout the year, including proper elevator maintenance to put an end to elevators not landing correctly, causing people to trip on the way out or stumble on the way into the car. It is also suggested that spare parts be kept on the premises to avoid the prolonged outages that have taken place over the last few years.

Overall, tenants at 27 Charter Street are pleased with the improvements made this year, including the replacement of the Community Room seating and new heating and cooling units for that room, though a number of broken windows and blinds remain. The monthly communication between the Tenant Association and the SHA Management is working. This Annual Plan process helps to focus attention on tenant needs and is much appreciated.

These comments were drawn up & approved by the Charter Street Tenant Association.