



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

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2026 SEP 10 AM 9: 59

CITY CLERK
SALEM, MASS

September 10, 2026

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

Dear Ms. Simons:

In accordance with Chapter 30A, Section 20 of the General Laws, as amended, Notice of **SPECIAL MEETING** of the **SALEM HOUSING AUTHORITY** to be held on **WEDNESDAY, SEPTEMBER 16, 2026 at 6:00 p.m. at the Salem Housing Authority's Section 8 Office and Meeting Space located at 136 Canal Street, Unit 1 and Unit 2, Salem, MA** is hereby posted.

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

Zoom Webinar Invite:

When: Sep 16, 2026 06:00 PM Eastern Time (US and Canada)
Topic: Salem Housing Authority Special Meeting of the Board of Directors -
Wednesday, September 16, 2026 at 6:00 p.m.

Join from PC, Mac, iPad, or Android:

<https://us02web.zoom.us/j/87447237164?pwd=y5ZMbssGxSimTABJvYZeb0wWtJoWiy.1>

Passcode:478890

Phone one-tap:

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+16469313860,,87447237164#,,,*478890# US

Join via audio:



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+1 312 626 6799 US (Chicago)
+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
+1 507 473 4847 US
+1 564 217 2000 US
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+1 669 900 9128 US (San Jose)
+1 689 278 1000 US

Webinar ID: 874 4723 7164

Passcode: 478890

International numbers available: <https://us02web.zoom.us/j/kdINISRmD0>

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
SPECIAL BOARD OF DIRECTORS' MEETING
WEDNESDAY, SEPTEMBER 16, 2026
6:00 p.m.**

This meeting will take place at 136 Canal Street, Unit 1 and Unit 2, Salem, MA and virtual.

- I. Call Meeting to Order**
- II. Roll Call**
- III. Acceptance of the Minutes of Previous Meeting(s)**
 - Minutes of the Special Meeting of the Board of Directors of August 26, 2026
- IV. Tenant/Public Engagement**
- V. Report of the Executive Director**

- Executive Director Report – September 2026

VI. Report of the Tenant Representative

VII. Communications

- Mass NAHRO Newsletters – September 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 August 2026) , Elevator Operations Report August 2026, and Pre-2004 and Section 8 Monies (Quarterly Report Next Report due: Oct. 2026)
- Mandatory Board Member Training Reminder (Veronica Miranda, expires Romell Kidd expires 7-24-26, Aaron Paternoster, expires 4-26-27, Emily Ullman expires 10-8-27 and Patricia Morsillo expires 2-21-28)
- Public Housing Notice 2026-11- FY 2027 Local Housing Authorities Budget Guidelines

VIII. Reports of the Committees

IX. Recommendations of the Chair

X. Report of the Treasurer

- Bills for the period August 1, 2026 through August 31, 2026
- Balance Sheet and Statements of Revenues and Expenses for month ending July 31, 2026

XI. Unfinished Business

- Discussion/Vote - Memorandum of Understanding Between the Salem Housing Authority and Beacon Community Services, LLC relative to the Development of a 120—142 Unit Affordable Housing Development referred to as the “Highlands” located at 17-27 First Street, Salem, Massachusetts.
- Discussion – Mediation/Board Training

XII. New Business

- Discussion – Pull Cords – Pioneer Terrace
- Revision – Salem Housing Authority’s Internal Controls Policy
- PHA Board Resolution – U.S. Department of Housing and Urban Development

- Affirmative Action Goal and Selection Rate
- 2026 Payment Standards
- Section 8 Utility Allowance Study
- Bid for Automated Laundry Services at 10 Locations

XIII. Other Business /Late Communications

XIV. 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
Rainbow Terrace Tenants Organization

This notice posted on "Official Bulletin Board"
City Hall, Salem, Mass. on SEP 10 2026
at 9:59AM in accordance with MGL Chap. 30A,
Sections 18-25.

10 de septiembre de 2026

2026 SEP 10 AM 10:00
CITY CLERK
SALEM, MASS

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

Estimada Sra. Simons:

De conformidad con el Capítulo 30A, Sección 20 de las Leyes Generales, según enmendadas, se publica el Aviso de REUNIÓN EXTRAORDINARIA de la Autoridad de Vivienda de Salem, que se llevará a cabo el MIÉRCOLES 16 DE SEPTIEMBRE DE 2026 a las 6:00 p. m. en la Oficina y Espacio de Reuniones de la Sección 8 de la Autoridad de Vivienda de Salem, ubicada en 136 Canal Street, Unidades 1 y 2, Salem, MA.

Aviso de Reunión Híbrida: El público puede asistir en persona a la Oficina y Espacio de Reuniones de la Sección 8 de la Autoridad de Vivienda de Salem, ubicada en 136 Canal Street, Unidades 1 y 2, Salem, Massachusetts, o a través del seminario web de Zoom que se proporciona a continuación. Tenga en cuenta que la reunión presencial no se suspenderá ni se cancelará si surgen problemas técnicos que interrumpan la conexión remota.

Invitación al seminario web de Zoom:

Fecha: 16 de septiembre de 2026, 18:00 (hora del este de EE. UU. y Canadá)
Tema: Reunión extraordinaria de la Junta Directiva de la Autoridad de Vivienda de Salem -
Miércoles, 16 de septiembre de 2026, 18:00

Únete desde PC, Mac, iPad o Android:
<https://us02web.zoom.us/j/87447237164?pwd=y5ZMbssGxSimTABJvYZeb0wWtJoWiy.1>
Código de acceso: 478890

Acceso telefónico con un toque:

+16465588656,,87447237164#,,,*478890# EE. UU. (Nueva York)
+16469313860,,87447237164#,,,*478890# EE. UU.

Únete por audio:

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+1 301 715 8592 EE. UU. (Washington D. C.)
+1 305 224 1968 EE. UU.
+1 309 205 3325 EE. UU.
+1 312 626 6799 EE. UU. (Chicago)
+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.
+1 507 473 4847 EE. UU.
+1 564 217 2000 EE. UU.

X. Informe del tesorero

- Facturas del período del 1 al 31 de agosto de 2026
- Balance general y estados de ingresos y gastos del mes que finaliza el 31 de julio de 2026

XI. Asuntos pendientes

- Discusión/Votación: Memorando de entendimiento entre la Autoridad de Vivienda de Salem y Beacon Community Services, LLC, relativo al desarrollo de un proyecto de vivienda asequible de 120 a 142 unidades denominado "Highlands", ubicado en 17-27 First Street, Salem, Massachusetts.

- Discusión: Mediación/Capacitación de la junta directiva

XII. Nuevos Asuntos

- Discusión – Sistemas de Llamada de Emergencia – Pioneer Terrace
- Revisión – Política de Controles Internos de la Autoridad de Vivienda de Salem
- Resolución de la Junta Directiva de la Autoridad de Vivienda Pública – Departamento de Vivienda y Desarrollo Urbano de los Estados Unidos
- Meta y Tasa de Selección de Acción Afirmativa
- Estándares de Pago para 2026
- Estudio de Subsidios para Servicios Públicos de la Sección 8
- Licitación para Servicios de Lavandería Automatizada en 10 Ubicaciones

XIII. Otros Asuntos / Comunicaciones Tardías

XIV. Clausura

Atentamente,



Cathy Sheehan
Directora Ejecutiva

Copia: Miembros de la Junta Directiva de la Autoridad de Vivienda de Salem

Asociación de Inquilinos de Charter Street

Organización de Inquilinos de Pioneer/Bertram Terrace

Organización de Inquilinos de Dalton House

Organización de Inquilinos de Rainbow Terrace



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**DISCUSSIONS FOR THE
SPECIAL BOARD OF DIRECTORS MEETING
WEDNESDAY, SEPTEMBER 16, 2026
6:00 p.m.**

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

I. Call Meeting to Order

II. Roll Call

Present

Absent

Also Present:

III. Tenant/Public Engagement

IV. Minutes of Previous Meeting(s)

() moves to accept the Minutes of the Special Board of Directors Meeting/held on Wednesday, August 26, 2026. () seconds the motion and the vote is as follows:

Ayes

Nays

V. Report of the Executive Director

- See attached report of the Executive Director – September 2026



VI. Report of Tenant Representative

VII. Communications

- Mass NAHRO Newsletter – September 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 August 2026), Elevator Operations Report August 2026, and Pre-2004 Section 8 Monies (Quarterly Report Next due Oct. 2026)
- Mandatory Board Member Training Reminder (Veronica Miranda, expires 8/8/28, Romell Kidds expires 7-24-26 deadline to complete 9/1/2026), Aaron Paternoster, expires 4-26-27, Emily Ullman expires 10-8-27 and Patricia Morsillo expires 2-21-28)
- EOHLIC Budget Guidelines - 2027

VIII. Reports of the Committees

IX. Recommendations of the Chair

X. Report of the Treasurer

Bills

() moves to acknowledge receipt of the bills for the period August 1, 2026 through August 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

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

() moves to accept the Balance Sheet and Statements of Revenues and Expenses prepared by Paul Pavia of Fenton, Ewald & Associates, P.C. for Ten (10) months ending July 31, 2026. () seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

XI. Unfinished Business

- Discussion/Vote - Memorandum of Understanding Between the Salem Housing Authority and Beacon Community Services, LLC relative to the Development of a 120—142 Unit Affordable Housing Development referred to as the “Highlands” located at 17-27 First Street, Salem, Massachusetts.

() moves to approve the Memorandum of Understanding Between the Salem Housing Authority and Beacon Community Services, LLC relative to the Development of a 120—142 Unit Affordable Housing Development referred to as the “Highlands” located at 17-27 First Street, Salem, Massachusetts as presented () seconds the motion and the roll call vote is as follows:

Ayes

Nays

- Discussion – Mediation/Board Training

XII. New Business

Discussion – Pull Cords – Pioneer Terrace

Revision – Salem Housing Authority’s Internal Controls Policy

Cathy Sheehan will present and discuss with the Board of Directors the revisions made to the Internal Controls Policy as requested by Board Member, Patricia Morsillo.

() moves to approve the revised Internal Controls Policy as presented. () seconds the motion and the roll call vote is as follows:

Ayes

Nays

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

Cathy Hoog will present the PHA Board Resolution to the Board of Directors. She will explain that it is a yearly requirement of HUD. The PHA Board Resolution states that the

SHA will continue to use the budget for FYE 9/30/24 until the SHA receives the new budget guidelines.

() moves to approve the PHA Board Resolution from the U.S. Department of Housing and Urban Development, PHA Name-Salem Housing Authority, PHA Code MA-055, PHA Fiscal Year Beginning: 10/01/2026 and authorize Chair Aaron Paternoster to execute said PHA Board Resolution. () seconds the motion, and the **roll call** vote is as follows:

Ayes

Nays

Affirmative Action Goal and Selection Rate

Cathy Sheehan will present and discuss with the Board of Directors the Affirmative Action Goal Information.

() moves to adopt that an Affirmative Action Goal and selection rate is not applicable given that the goal percentages for each program are elderly-34.19% and family-72.22% and then note that the affirmative action goal has currently been met and the authority does not have a placement rate. () seconds the motion and the roll call vote was as follows:

Ayes

Nays

2026 Payment Standards

Cathy Hoog, Executive Director, will present the 2026 Payment Standards and explain to the Board as to how the Payment Standards are determined.

() moves to approve the following 2026 Payment Standards, as submitted, effective fiscal year beginning October 1, 2026:

0 Bedroom:	\$2,440.00
1 Bedroom:	\$2,518.00
2 Bedroom:	\$3,008.00
3 Bedroom:	\$3,584.00
4 Bedroom:	\$3,953.00

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

Ayes

Nays

Section 8 Utility Allowance Study

Cathy Hoog will present to the Board the results of the Section 8 Utility Allowance Study to become effective October 1, 2026 prepared by Jacqueline Guzman.

() moves that all Allowances for Tenant-Furnished Utility and other services provided by Happy Software be adopted, as presented, effective October 1, 2026. () seconds the motion and the **roll call** vote is as follows:

Ayes

Nays

Bid for Automated Laundry Services at 10 Locations

Cathy Sheehan will present the highest bid of 27% commission from CSC Service Works for Automated Laundry Services at 10 locations for one year with two- one year options to renew at the sole discretion of the Salem Housing Authority.

() moved to accept the highest bid of 27% commission from CSC Service Works for Automated Laundry Services at 10 locations for one year with two- one year options to renew at the sole discretion of the Salem Housing Authority. () seconds the motion and the roll call vote was as follows:

Ayes

Nays

XIII. Other Business/Late Communications

XIV. Adjournment

() moves that the Board adjourn the Special Meeting of Wednesday, September 16, 2026 at () p.m. () seconds the motion and the roll call vote is as follows:

Ayes

Nays

ED Summary September 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, inspections and property management. The detailed reports are attached in the monthly Board packet with this summary.

Administration/Personnel

- Federal Public Housing Conversion closed on July 17, 2026. Housing Opportunities of Salem, Inc. is now the owner of all federal public housing properties (39 units). A Management Services Agreement will be presented to the SHA and HOS Board in October.

Financial

- See monthly Financial Report for period ending July 2026

Property/Modernization

- Please refer to the Maintenance Operations Report for additional details
 - number of work orders completed this month-422
 - work order data by priority, development workload summary and average completion time
 - inspections per development for the month including pass rate-42
 - resident satisfaction with work order completion-100% this month 4 out of 4 calls
- * Please refer to the Public Housing Department Performance Report for additional details
 - number of leased households-630
 - number of vacancies and by category-15 (1 offer made)
 - number of resident assistance compliance inspections-36
 - number of lease ups-7
 - number of transfers-3
 - number of evictions and reason-0
 - DMH voucher program participants-44

-private conferences held this month-16

- **Please refer to the Modernization Operations Report for information on projects are currently in design or under construction.**

-number of active projects- 11

-modernization areas of focus

-funding sources

-current project investment activities by development with current status

- * **Please refer to the Elevator Operations Report for specific information related to**

-the portfolio snapshot of elevators

-completed work orders

-maintenance calls, down time and repair detail-one power outage event

-inspections (preventative or annual)

Applications and Waitlists

- **See CHAMP report for more detailed information on champ waitlist pulls and offers made for public housing units-from the most recent 100 Applications pulled 8 offers made.**
- **See Waiting List Report for details on the number of applicants on the waitlists for all State and Federal Programs**

Section 8 Program

- **See Housing Choice Voucher and PBV Program Performance Report for additional details related to Federal Housing Program vouchers issued.**
 - voucher utilization rate-88%
 - HCV units under lease-1221
 - HAP expenses by month
 - PBV occupancy performance by month including newest project (Leefort Terrace)
 - portability numbers
- **FSS Program- 32 voucher holders** are currently enrolled into the program with signed contracts, **\$153,185 in earned escrow amongst the participants. Quarterly FSS reports provided on the FSS program and participant statistics.**
- **Foster to Youth Independence Vouchers** awarded by HUD-4 new vouchers awarded to SHA in August of 2026 to serve young adults transitioning from the Foster Care Program.

Residents and Community

- **31 new Referrals** were made to the Service Coordinators this month for resident assistance. **65 residents served** for ongoing case management
- **Housing Now Program-** **10 families** are being served Intensive stabilization and case management. Remaining slots for the Housing Now program will continue to be filled with referrals from area emergency shelters as appropriate vacancies occur. 12 slots in total are available for this program.
- **Future Forward State Self-Sufficiency Program-** **11 families are enrolled with signed contracts in Marblehead and 12 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 in Marblehead and 5 participants are escrowing funds in Salem. Enrollment will be ongoing until 35 participants are enrolled. \$16,151 has accumulated in escrow.
- The loaner laptop program has launched for residents with short term needs to utilize as a courtesy and a compliment to any/all instructional classes being offered.
- The Range digital equity laptop and training program for all state public housing residents is in motion, advertising for initial classes at Charter Street, Pioneer Terrace and Canal Street has begun. All residents participating in this program will receive a new laptop.
- Holiday gathering plans are in motion.
- Ongoing programming-
- Weekly Community Garden program
- Wellness Wednesdays (chair yoga and meditation)
- Mobile Salem Food Pantry
- Life Coaching Workshop Series at Morency Manor
- New Pottery classes
- Weekly office hours at Pioneer Terrace, Rainbow Terrace, Ruane and Morency Manor for residents to stop in and receive support and/or service coordination.
- **See monthly Service Coordinator reports for specific data related to engagement/service coordination categories for residents.**

Follow up items from previous Board Meeting:

* Removal of older call button alarms in units-it was discussed at the meeting the EOHLC issued a public housing notice in 2017 that these alarms should be removed at vacancy, which has been the protocol for many years. The alarms provide a false sense of security and are often believed to be tied to emergency personnel. The alarms only light up a signal and do not contact emergency personnel.

Funding Awards/Grant Applications Summary for 2019-2024

Fiscal Year	Total Awarded (\$)	Notes
2019–2020	\$1,161,681.29	RSC, Health/Safety Initiative, PEHO, Gateway Cities, CPA, Creative Placemaking
2020–2021	\$4,407,082.00	Section 8 HAP, HILAP, Action Inc. Sustainability, CDBG
2021–2022	\$2,400,946.00	CPA, DHCD Target Award, Solar Farm Savings, Section 8 Vouchers/Admin Fee
2022–2023	\$26,841,404.30	Includes \$24,041,404.30 plus approximately \$2.8 million Leefort profit sharing
2023–2024	\$1,091,420.00	Shortfall funding, Farrell Court feasibility, Barton Square elevator, RSC, Housing Now grant, HUD shortfall funding
2024–2025	\$5,086,202.00	Charter Street modernization, CPA roof funding, CDBG digital training, FSS, Self-Sufficiency Grant, HUD shortfall funding
2025–2026*	\$1,588,526.00+	FSS renewal (\$117,526), LEAN awards (~\$1.3M), new family program (\$171,000). Additional awards received with no dollar amount stated.

Fiscal Year 2025-2026

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 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!!

2026 FSS renewal grant application was submitted and awarded **\$117,526.00** January 2026

2026 LEAN Grants Awards:

Windows- Bates, Norton, Bertram Terrace, Ruane and Dalton buildings

Heating and hot water system-Ruane Building

Totaling approximately **\$1.3 million dollars!** Thank you Gary Dean for your work on these programs!

2026 New Grant Awards-

- SHA responded to the call for the notice of funding available to expand this program to 4 more families. SHA was awarded **\$171,000 to expand the program to 12 families!**
- Retrofit Ancillary Grantee Program-Valued at over **\$500,000 of equipment/training to public housing residents.**

Development/Redevelopment Updates

Leefort Terrace-

Construction Completion-May 2026

Wait list opening occurred February 19, 2026.

Leefort residents that opted to return have all moved back in at this time. Future PBV voucher applicants are actively being pulled from the waitlist and will continue to be verified until the full amount of PBV units are filled.

Ribbon cutting ceremony to take place on September 28, 2026 at 10 am at Leefort Terrace.

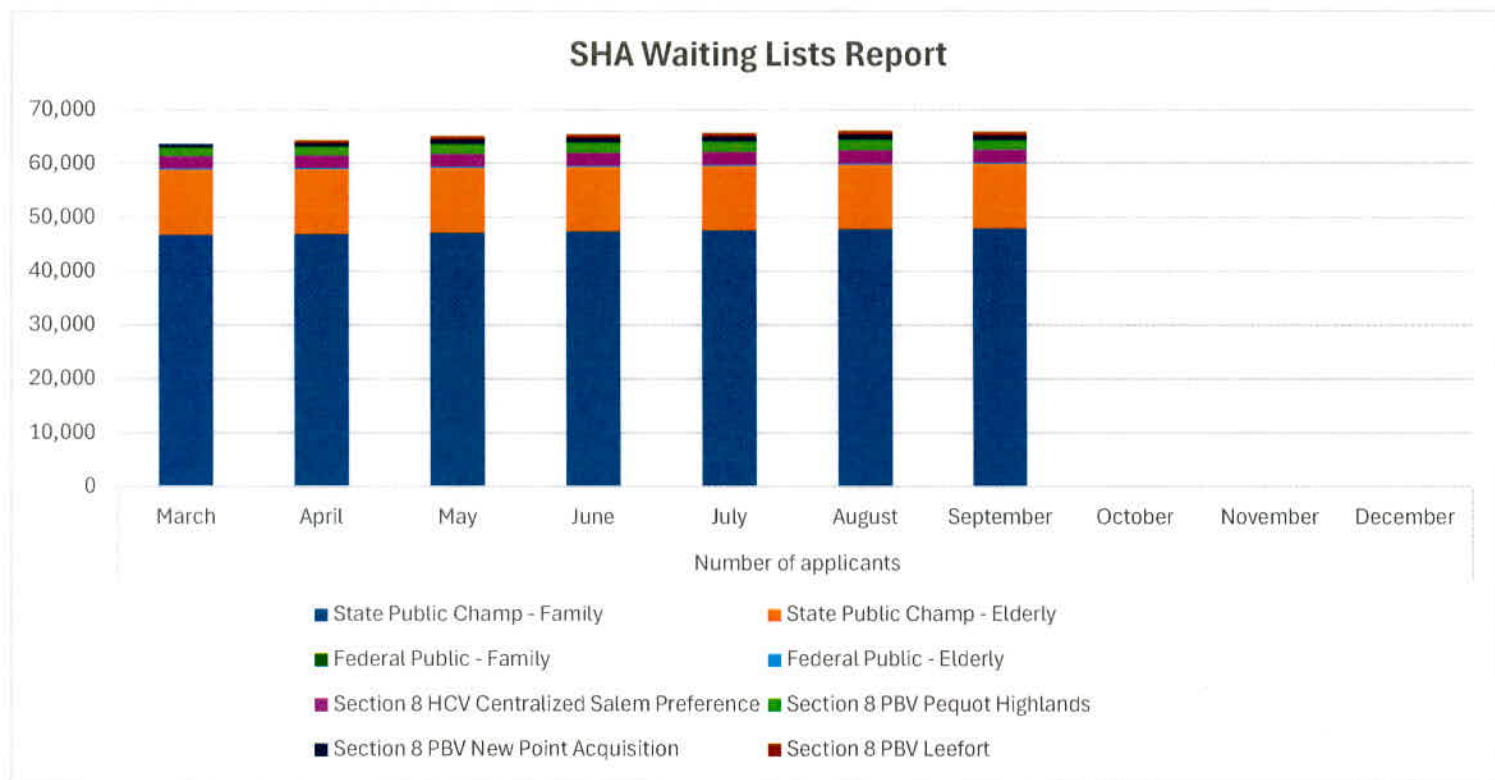
17-27 First Street-

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.

The draft Memorandum of Understanding final version will be reviewed with the Board this month along with a draft schedule for project goals/timeline.

Salem Housing Authority Waiting Lists										
Program	Number of applicants									
	March	April	May	June	July	August	September	October	November	December
State Public Champ - Family	46,800	46,962	47,214	47,421	47,589	47,849	48,040			
State Public Champ - Elderly	12,013	11,988	11,976	11,971	11,958	11,934	11,916			
Federal Public - Family	9	7	7	6	6	6	6			
Federal Public - Elderly	251	256	243	243	243	243	243			
Section 8 HCV Centralized Salem Preference	2,384	2,384	2,429	2,450	2,463	2,551	2,505			
Section 8 PBV Pequot Highlands	1,554	1,554	1,800	1,860	1,890	1,926	1,635			
Section 8 PBV New Point Acquisition	724	724	856	884	900	920	900			
Section 8 PBV Leefort	0	530	658	725	726	759	790			



Salem Housing Authority Board - Tenant Representative Report

Accepting feedback on the template and metrics!

Reporting Period: September 2026

Tenant Representative: Veronica Miranda

Resident & LTO Engagement

This month, I connected with residents and/or Local Tenant Organizations (LTO) of:

- Rainbow Terrace
- Pioneer/Bertram Terrace
- Charter Street
- SHA voucher holder

Themes raised: compliance inspections and resident concerns about prolonged follow-up; visitor parking passes; property maintenance; communication regarding changes to features in units.

Resident feedback reflects concerns, questions, and experiences shared with the Tenant Representative and is provided for Board awareness and follow-up. It does not independently determine the accuracy of individual allegations or resolve individual tenant matters.

What I'm Hearing & Potential Solutions

Compliance Inspections

Residents have raised concerns about repeated or lengthy compliance inspections.

Request for clarification: What policy/ documented procedures govern the initial inspection, follow-up inspections, notice, documentation, and resolution of compliance concerns?

Potential next step: Consider whether a written resident facing inspection policy or procedure would improve transparency.

Measure of success: A clear, consistently applied process that residents and staff can understand.

Pioneer/Bertram Terrace - Property Conditions

A tenant raised concerns at a Board meeting that the property is not well maintained.

Potential next step: Clarify the specific maintenance or property conditions being reported and determine whether there are outstanding needs that warrant follow-up.

Measure of success: Resident identified property needs are documented and either addressed or have a clear plan for resolution.

Salem Housing Authority Board - Tenant Representative Report

- **Beginning with the FY26/27 budget process, I want to participate in budget preparation meetings and discussions so that the Tenant Representative has meaningful input before the proposed budget is brought to the Board for approval.**
- I encourage another commissioner to participate as well, so budget development includes Board level involvement before the approval stage in or around February 2027.
- **Goal:** Board members have input during the process, sufficient time to understand and discuss budget priorities, assumptions, and proposed allocations before the budget is presented for approval.

Board Meeting Location

- Remove Canal St from the Boards rotation. Having Board meetings in our developments gives us about 12 meetings a year, or around **30 hours of potential engagement with tenants**. We know more tenants show up when we are in the community spaces of their developments. When not in those spaces when we could be, we are creating unreasonable restrictions on tenant participation.

In 2023, the Board held their meetings in housing developments 4x (Charter: Jan, July, Dec. Morency: Aug.) *The Board held the Annual Plan meeting in a housing development after tenants advocated strongly for it. It hasn't been held in one since.*

In 2024, when the Tenant Rep was Chair, the Board held their meetings in housing developments 7x, likely the most we ever have (Pioneer: January, July, Dec. Morency: Mar, Sept. Charter: Apr, Aug.)

In 2025, the Board held their meetings in housing developments 5x (Pioneer: April, July. Charter: May, August, Nov).

In 2026 so far, the Board has held their meetings in only ONE of their developments - Charter St...3x (Charter: Feb, Mar, June) _ We have 2 opportunities left since we have Zoom meetings in October. This year we have not been to Morency or Pioneer. I recommend those two as our last stops of the calendar year.

Board Visiting Housing Developments / Resident Engagement

- Shared LTO contact information with commissioners to encourage direct Board/resident engagement
- Identify opportunities for commissioners to visit SHA developments and hear directly from residents on issues that affect them
- Pioneer/Bertram Terrace holds their LTO meetings on the second Monday of the Month at 1:30pm in their community space (City Councilors/Board members have been attending for years, I believe open invitation)
- Charter St holds their LTO coffee meetings on Friday mornings at 10am in their community space (Unclear if open invitation to Board/City Councilors, will report back)

Salem Housing Authority Board - Tenant Representative Report

- Rainbow Terrace holds their LTO meetings on the second and fourth Saturday of each month at 11am in the LTO office #83 (not yet open to Board/City Councilors, will report back).
- Dalton - Unknown, will report back

Governance Training or Strategic Planning

-

Board / Staff Follow-Up

- Clarification of compliance inspection procedures and follow-up practices
- Clarification of notification and reasonable accommodation procedures related to pull-cord removal
- Follow-up regarding specific property maintenance concerns raised by Pioneer/Bertram Terrace resident

Upcoming Events

- [Mass Union Fall Convention Oct 2-4](#) *Open to all who are interested!*

Submitted by:

Veronica Miranda

Tenant Representative, Salem Housing Authority Board of Commissioners

Resources:

[LTOs PHN](#)

[Know Your Rights Guide for Tenants - MOUs](#)

[760 CMR 6.09](#)

[Access to Counsel](#)

[Public Housing Grievance Process](#)

[Public Housing Redevelopment Resident Bill of Rights](#)

[Tenant Rights in MA Public Housing - Stop Bullying Coalition Blog](#)



Public Housing Department Performance Report



The Public Housing team continues to provide subsidized housing and social services to the Salem community.

We are also continuing to offer available units through applications submitted via CHAMP, Application for Congregate, and the Housing Now program.



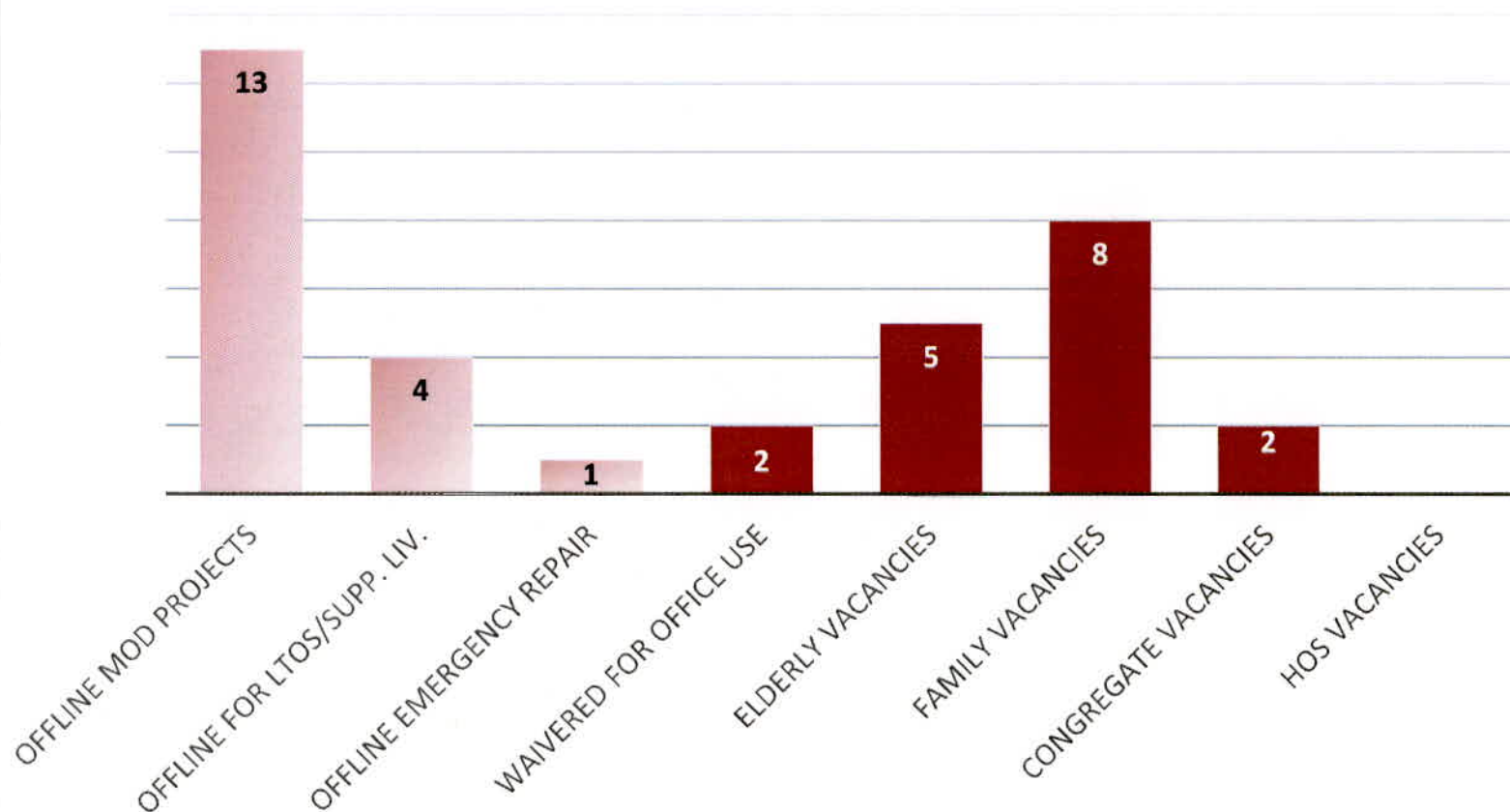
Key Highlights

- 630 Households are presently leased on the program (592 without the 38 HOS units).
- Vacancies available to lease are low at 15 units, or ~2%.
- This month, our Federal Public Program was converted to a Project Based Voucher program and is now operated by Housing Opportunities of Salem Inc. in conjunction with SHA.



Vacancy Report

August 2026 Vacancies by Type





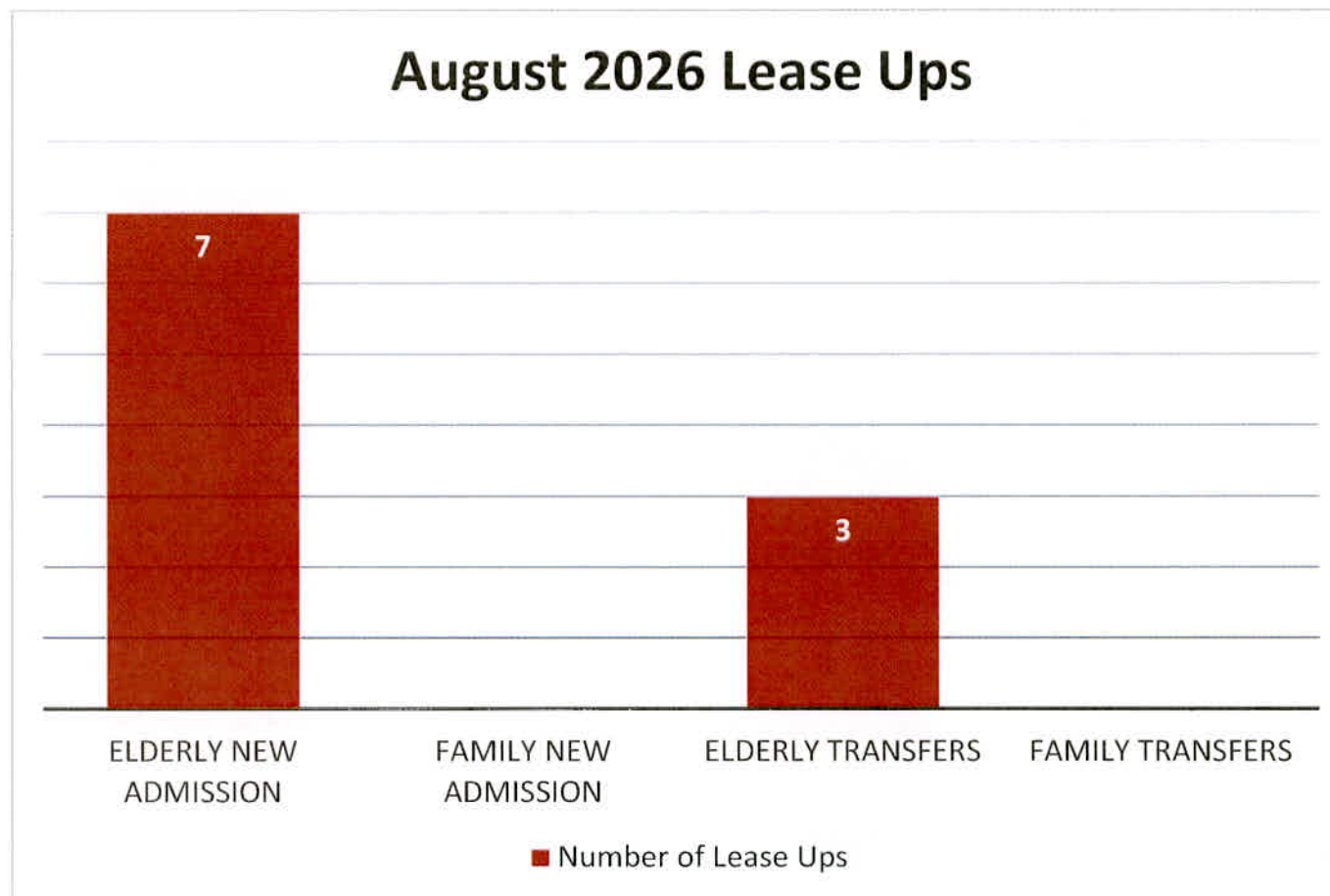
Vacancy Report Cont.

- Offline modernization projects references Pioneer, Morency, and Phillips locations.
- Though vacancies appear on the data, the data does not show that we have leased up 7 new households in August.
- We also saw 3 transfers within the program this month.
- The rate of lease ups is starting to outpace the unusually high amount of move outs, and we expect the vacancy rate to continue dropping into the fall.
- We are pleased to report there were no evictions for the month of August 2026.



Lease Up Report

In August 2026, we leased up 10 households across our state programs. The Federal Public Program is now under Housing Opportunities of Salem Inc.





DMH Voucher Program

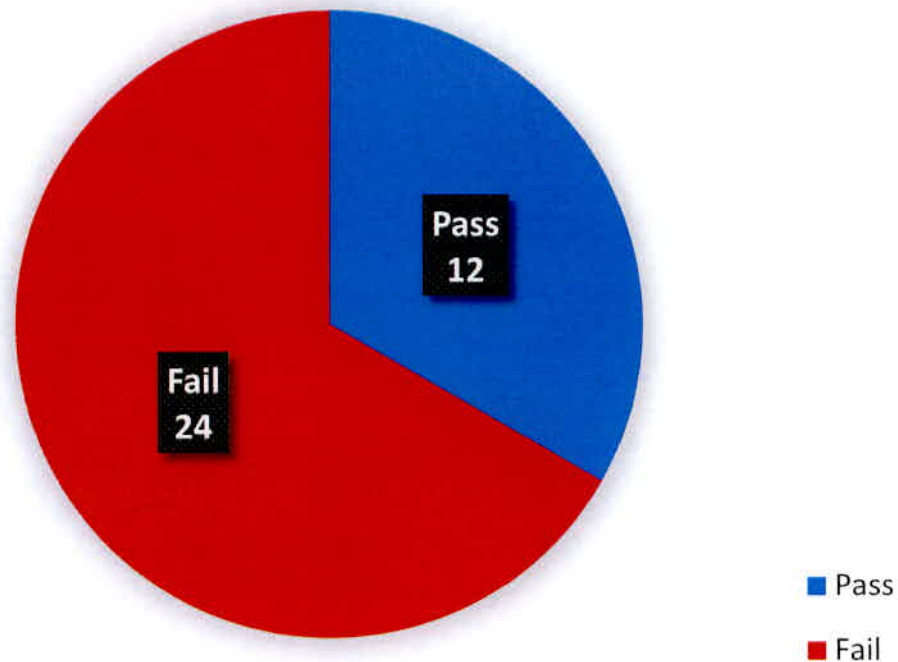
- Partnering with the Department of Mental Health, we have a great opportunity to issue DMH vouchers.
- We have 44 DMH vouchers currently in use out in the community.
- The DMH voucher program continues to stay strong with ongoing support from service providers.



Compliance Inspection Report

In August 2026, the Public Housing Department completed 36 compliance inspections.

August 2026 Compliance Inspections





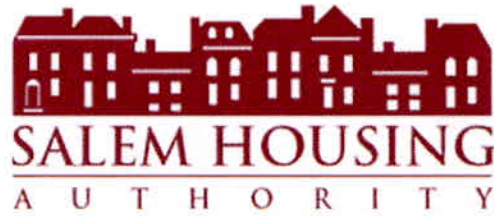
Compliance Inspection Report Cont.

- Each month the Public Housing team completes compliance inspections to ensure resident compliance with the lease with residents that have had prior issues adhering to their lease terms.
- Resident Service Coordinators and the Public Housing team continue to assist these residents with coming back into compliance with their leases.



Private Conference Report

- In August 2026, the Public Housing Department conducted 16 Private Conferences.
- These meetings are held in our office to address various types lease violations without the involvement of legal representation.
- Private Conferences are a great opportunity to understand context surrounding lease violations and offer help through our RSCs if there is an unmet need.
- Our goal is always lease compliance. The way we get there varies depending on circumstance, but the residents are always given the opportunity to be heard and to work with us.



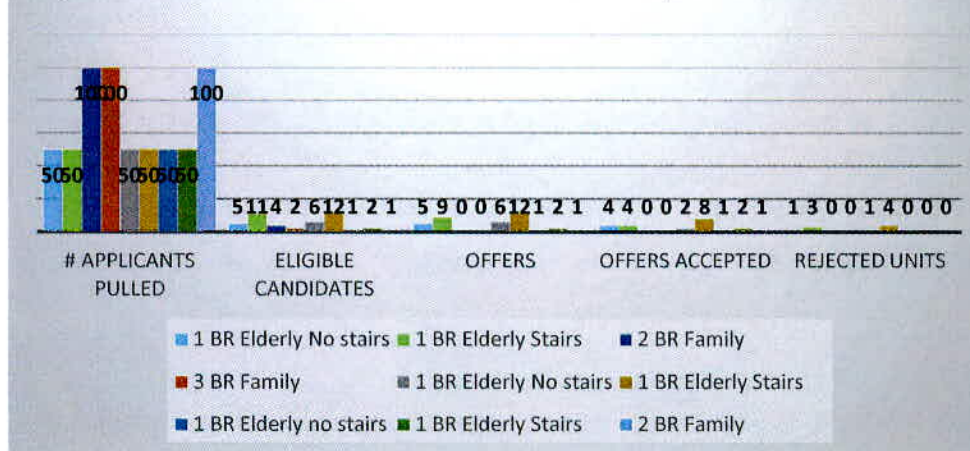
Community Impact

- Our efforts have led to our Public Housing portfolio being just below capacity, ensuring a safe and affordable place for people in our community to live.
- We are working hard to fill the remaining vacancies and get as close to capacity as possible. Our team is continuing to send hundreds of mailings to CHAMP applicants to get there.
- Through the team's efforts, we have continued working with households to maintain housing stability. Resident Service Coordinators continue to offer assistance to many of these households with grant funding, community resources, and various program opportunities.

Salem CHAMP List Report

Date Pulled	List ID	Criteria	# Applicants Pulled	Eligible candidates	Offers	Offers Accepted	Rejected Units	List Status
1/5/2026	29985803	1 BR Elderly No stairs	50	5	5	4	1	Pending Applicant Response
1/14/2026	30087905	1 BR Elderly Stairs	50	11	9	4	3	Pending Applicant Response
3/19/2026	30483304	2 BR Family	100	4	0	0	0	List Closed
4/15/2026	30685506	3 BR Family	100	2	0	0	0	No Units Available
5/19/2026	30897718	1 BR Elderly No stairs	50	6	6	2	1	Pending Applicant Response
5/19/2026	30901722	1 BR Elderly Stairs	50	12	12	8	4	Pending Applicant Response
7/16/2026	31250074	1 BR Elderly no stairs	50	1	1	1	0	Pending Applicant Response
7/16/2026	31251075	1 BR Elderly Stairs	50	2	2	2	0	Pending Screening
8/3/2026	31360184	2 BR Family	100	1	1	1	0	Pending Screening

Salem CHAMP List Report



SALEM HOUSING AUTHORITY

Modernization Operations Report — September 2026

September 2026 Current Projects — Total Budget: \$2,117,676

Development	Project	Budget	What is happening now	What comes next	Bottom line
Pioneer Terrace	Electrical Upgrade	\$1,181,130	Laracy Electrical continues work. SHA is coordinating with the engineer, contractor, EOHLC, and fire officials on stove GFCI outlet concerns.	Work continues through January 2027 with ongoing review.	Work underway now.
Colonial Terrace	Site Work and Concrete Repair	\$167,900	Oakridge Construction work is underway. Quality concerns are being addressed with mason support and SHA oversight.	Work continues toward the October 2026 completion target.	Work underway now.
705-4 Phillips	Hot Water Tank Replacement	\$82,400	Powderhouse Plumbing is completing grant-funded hot water tank replacement work.	Work continues under the grant-supported scope.	Work underway now.
Charter Street / Morency Manor / Phillips House	Walk-In Tub / Shower Program	\$686,246	Work continues with current activity at Morency Manor while scope issues are reviewed at Charter Street and Phillips House.	Scope and feasibility review will determine next steps for Charter Street and Phillips House.	Work underway; current activity at Morency Manor.

Projects In Queue — Total Budget: \$3,522,151

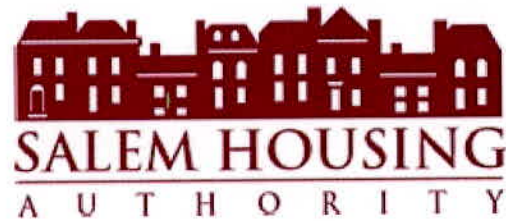
Development	Project	Budget	What is happening now	What comes next	Bottom line
705-2A and 705-2B Park and Prince, and 117 Congress Street	Oil-to-Heat Pump Conversion	\$980,000	Riverdale Plumbing & Heating contract is executed. Materials are ordered and delivery is expected the first week of September.	Construction activity follows the project schedule after delivery.	Readying for construction.
Bates / Norton / Dalton / Park-Prince	Exterior Door Replacement	\$110,151	EC Interiors contract is executed and materials are ordered for 17 exterior doors.	Installation proceeds under the Notice to Proceed.	Ready to move into installation.
Ruane	Roof Replacement	\$87,000	Historic Commission approved the plans. Low bid from NSI is \$87,000.	Awaiting EOHLC contract before preconstruction and Notice to Proceed.	Approved; waiting for contract.
Rainbow / Leefort / Bertram / Colonial / Norton / Pioneer / Morency / Ruane / Dalton / Phillips	ARPA Federal Pacific Panel and Gas Stove Replacement	\$2,345,000	LeVangie Electric has been awarded the contract. Submittals are under review and materials are expected in early September.	Schedule will be finalized after submittal review and material delivery.	Contract awarded; preparing for field work.

Projects In Design / Review / Future Planning —Total Budget \$2.7 million

Development	Project	Budget	What is happening now	What comes next	Bottom line
Charter Street	Exterior Upgrades / Water Infiltration	\$2.7 million grant	Schematic design is approved. East elevation scope is under review. A \$2.7 million Comp Mod grant has been awarded.	Continue design and scope review before construction moves forward.	Major project in design/scope review.
Pioneer and Congress	Sustainability Study	TBD	EOHLC study is focused on flood-zone and rising-sea-level impacts.	SHA is waiting for additional information and next steps from the study process.	Study / planning phase.
Phillips	Boilers and Hot Water Tanks	TBD	Historic Commission approved the design.	Advance after design, funding, and budget review are resolved.	Design / funding review.

Complete Project Directory — Full Detail Reference

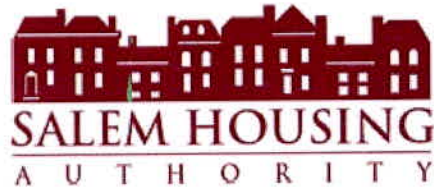
No.	Development	Project / Scope	Budget	Start	End	Current Status
258150	Pioneer Terrace	Electrical Upgrade	\$1,181,130	01/07/26	01/07/27	Laracy Electrical continues work. SHA is coordinating with engineer, contractor, EOHLC, and fire officials on stove GFCI outlet concerns.
258171	705-2A/28; Park & Prince; 117 Congress	Oil-to-Heat Pump Conversion	\$980,000	06/30/26	10/27/26	Riverdale Plumbing & Heating contract executed; materials ordered with delivery expected first week of September.
258173	Charter Street	Exterior Upgrades / Water Infiltration	\$2.7M grant	TBD	TBD	Schematic design approved; east elevation scope under review; Comp Mod grant awarded to remediate water infiltration issues.
258182	Bates, Norton, Dalton, Park/Prince	Exterior Door Replacement	\$110,151	07/27/26	11/23/26	EC Interiors LLC contract executed; materials ordered for 17 exterior doors.
258188	Rainbow, Leefort, Bertram, Colonial, Norton, Pioneer, Morency, Ruane, Dalton, Phillips	ARPA Federal Pacific Panel and Gas Stove Replacement	\$2,345,000	05/20/26	05/20/27	LeVangie Electric awarded contract; submittals under review; schedule pending; materials expected first week of September.
258189	Charter Street, Morency Manor, Phillips House	Walk-In Tub / Shower Program	\$686,246	03/13/25	10/28/25 ext. by C/O	Work continues; Charter and Phillips plumbing issues require scope review; work moved to Morency Manor.
258197	Colonial Terrace	Site Work and Concrete Repair	\$167,900	04/23/26	10/19/26	Oakridge Construction work underway; quality concerns addressed with mason support and SHA oversight.
258198	Pioneer and Congress	Sustainability Study	TBD	TBD	TBD	EOHLC sustainability study for flood-zone and rising-sea-level impacts; no additional information yet.
258199	Ruane	Roof Replacement	\$87,000 bid; \$21,600 fee	TBD	TBD	Historic Commission approved plans; low bid by NSI; awaiting EOHLC contract before preconstruction and NTP.
258200	Phillips	Boilers and Hot Water Tanks	TBD	TBD	TBD	BLW Engineers assigned; design, budget, and funding under EOHLC review; Historic Commission approved design; Powder House work continues through Action Energy grant support.
258204	200-1 Garden	Roof Replacement	TBD	TBD	TBD	Project to be assigned to a designer, designed, and bid.
258205	689 84 & 88 Essex Street	Exterior Painting	TBD	TBD	TBD	Project to be assigned to a designer, designed, and bid.
258206	200-2 Rainbow	Paving	TBD	TBD	TBD	Project to be assigned to a designer, designed, and bid.
258207	667-5 Charter	Windows, Balcony Repair, and Building Envelope	TBD	TBD	TBD	Project assigned to architect Raymond T. Guertin to design.
258208	705-4 Phillips	Hot Water Tank Replacement	\$82,400	TBD	TBD	Work funded by grant and completed by Powderhouse Plumbing Inc. for \$82,400.
TBA	Bertram	Kitchen & Bath Modernization	As funding allows	TBD	TBD	Project to be assigned, designed, and bid as funding allows.



Housing Choice Voucher & PBV Program Performance



The Housing Choice Voucher (HCV) and Project-Based Voucher (PBV) programs continued to provide stable housing assistance to Salem residents throughout the reporting period. Voucher utilization remained strong at 88%, while PBV vacancies remained low. Vacancies for Leefort Terrace continue to decrease as applicants are being approved and moving into the new development.

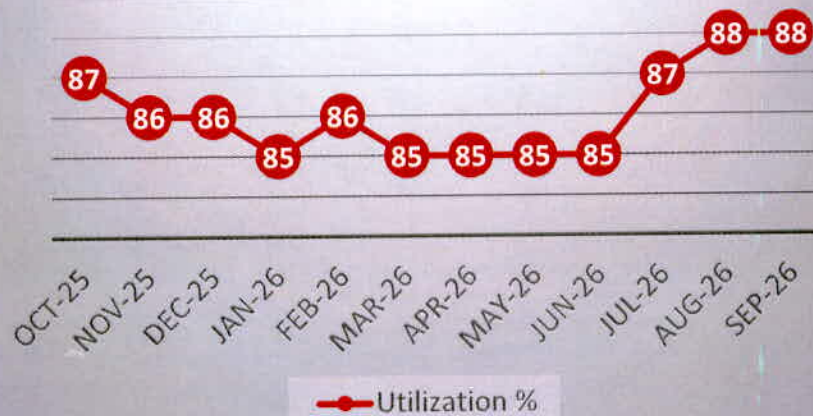


Key Highlights

- 1,385 available vouchers (39 vouchers added for the Federal Public Housing to Project Based conversion)
- Voucher Utilization September 2026: 88% which utilizes over 100% of our Authorized Budgeted Allocation (ABA)
- Total units under lease: 1,221
- 10 new families have moved into Leefort Terrace

Housing Choice Voucher Utilization & Units Under Lease

Utilization %



Units Under Lease





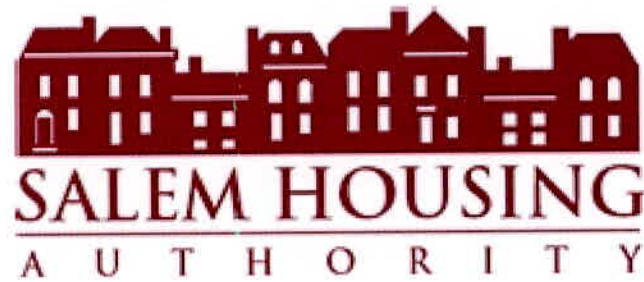
HAP Expense August & September 2026

AUGUST 2026

HAP	\$	2,094,456
URP	\$	9,516
FSS	\$	9,171
HAP Adj	\$	25,409
FSS Adj	\$	34
Port-Out HAP (Est.)	\$	216,841
Port-Out URP (Est.)	\$	1,666
Port-Out HAP Adj	\$	(1,706)
Port-Out URP Adj	\$	409
Total	\$	2,355,796

SEPTEMBER 2026

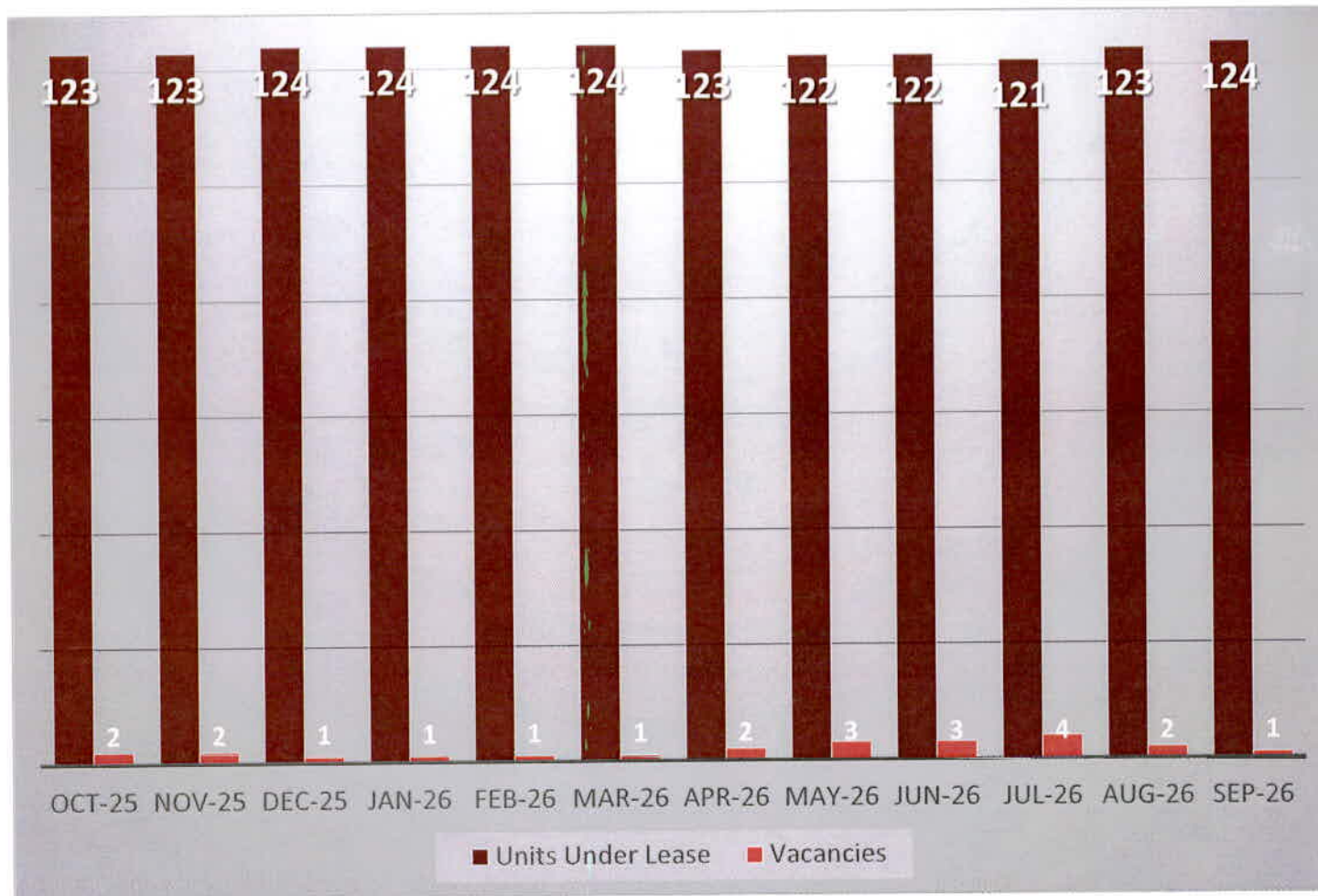
HAP	\$	2,098,120
URP	\$	8,712
FSS	\$	9,976
HAP Adj	\$	19,419
FSS Adj		
Port-Out HAP (Est.)	\$	217,777
Port-Out URP (Est.)	\$	1,612
Port-Out HAP Adj		
Port-Out URP Adj		
Total	\$	2,355,616



Project Based Voucher(PBV) Program Vacancies

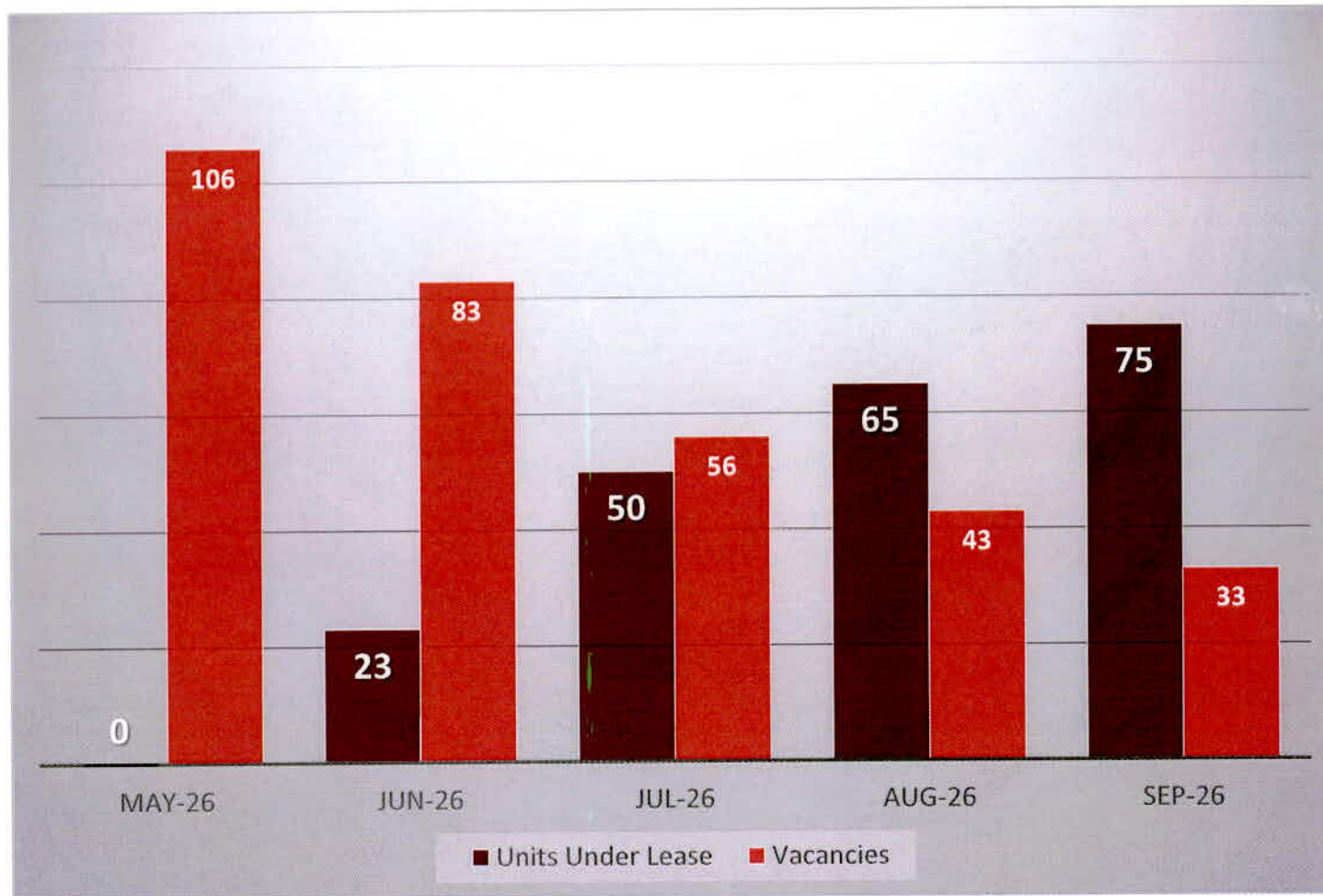


Pequot Highlands – 125 PBV Units



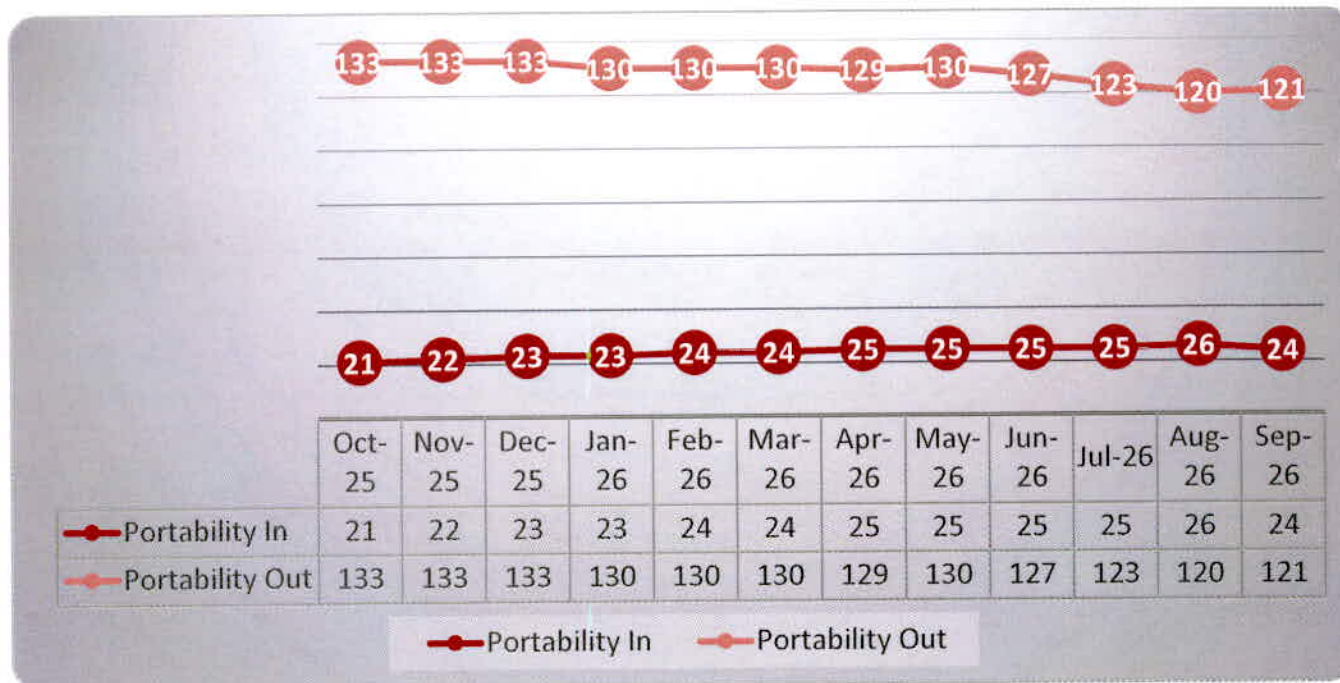


Leefort Terrace – 106 PBV Units





Portability In & Out



Salem Housing Authority

27 Charter Street
Salem, MA 01970

(978)744-4431



Cathy Hoog
Executive Director

August 1- 31 2026

Kathlyn Valianti

August RSC MONTHLY REPORT

NEW Referrals to RSC: _____ 15

Ongoing case management/referrals: .35

Category:

<u>Mental / behavioral health</u>	<u>20</u>
Housing stabilization support	<u>3</u>
Re-certification assistance	<u>0</u>
Housekeeping/ Agency referrals	<u>3</u>
Health/Wellness & fitness	<u>29</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>20</u>
<u>Health insurance / Health supportive services</u>	<u>8</u>
<u>Distribution of flyers and community events</u>	<u>586</u>
Robo calls	<u>692</u>

Referrals made out to other places:

- Salem COA, Salem Pantry, Life Bridge, Gather Health HOU, MassHealth, Healthy Living, Element Care/PACE, AgeSpan, Disability Resource Center, 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, Mass Rehabilitation Commission, Salem Community Gardens

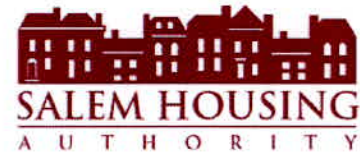
Other important info to include:

Weekly Community Garden Time, Palmer Cove

Salem Housing Authority

27 Charter Street
Salem, MA 01970

(978)744-4431



Cathy Hoog
Executive Director

8/26 No React High Risk team meeting this month.

8/6/26 Manager's meeting

8/3/26 Pioneer Community hours

8/4/26 Coffee Talk with Pastor James, Charter St.

8/5/26 Salem Council on Aging, Picnic at Winter Island, Volunteer

8/10/26 Pioneer Terrace Community hours

8/12/26 Health Fair at Charter St., nine community vendors attended and distributed educational material. Lunch provided

8/19/26 RSC Zoom meeting

8/17/26 Pioneer Terrace Community hours.

8/24/26 Pioneer Terrace Community hours

8/25/26 Brookhouse Home for Women information meeting with the Director of Nurses

8/26/26 Pottery class and meditation with Kelley at Morency/Dalton

8/29/26 Ice Cream Social for all Salem Families, over 150 folks attended

Kev Tech computer classes have started at Charter St. and Morency/Dalton

6/3/26 Charter St Class

6/8/26 Morency/Dalton Class

6/17/26 Charter St. Class (Last Class)

- Distributed flyers for Kelley Annese; Memory Café and Reiki at the Council on Aging
- Distributed flyers for City of Salem Longest Table event in September
- 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

August 1- 31 2026

Mary Ann Kairouz

RSC MONTHLY REPORT

NEW Referrals to RSC: 16
Ongoing case management/referrals: 30

Category:

<u>Mental / behavioral health</u>	<u>20</u>
<u>Housing stabilization support / One time deep cleaning</u>	<u>1</u>
<u>Re-certification assistance</u>	<u>0</u>
<u>Housekeeping/ Agency referrals</u>	<u>3</u>
<u>Wellness & fitness</u>	<u>29</u>
<u>Nutrition/Snap applications, food pantry resources</u>	<u>63</u>
<u>Healthy food options, food pantry and emergency shopping</u>	<u>3</u>
<u>Community Engagement / Socialization</u>	<u>201</u>
<u>Health insurance / Health supportive services</u>	<u>20</u>
<u>Other- Distribution of flyers and community events</u>	<u>586</u>
<u>Other-Robo calls-----</u>	<u>692</u>

Referrals made out to other places:

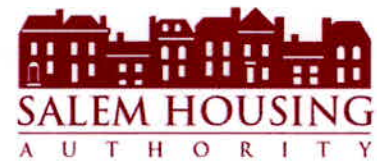
- Salem COA, Salem Pantry, Life Bridge, Gather Health HOU, MassHealth, Healthy Living, Element Care, AgeSpan, Disability Resource Center, Element Care, North Shore Community Action Program, Salem Commission on Disability, Mission of Deeds, REACT, Salem Fire Department, Salem PD, The Brookhouse for Woman,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

Other important info to include:

- 8/5/26 Heritage week winter island Salem Council on Aging.
- 8/10/26 Community meeting at Charter St
- 8/12/26 Lunch and Learn Health and Wellness Fair at Charter St.

Salem Housing Authority

27 Charter Street
Salem, MA 01970



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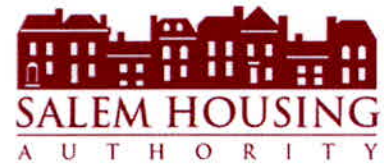
Cathy Hoog
Executive Director

- 8/12/26 Robo calls for KevTech sign up for 9/15/26 translation app training
- 8/17/26, 8/25/26 RSC Holiday party planning committee meeting
- 8/10, 8/24, 8/31 Morency and Charter St. food pantry
- 8/25/26 RSC meeting at Brookhouse
- 8/26/26 Morency Kelley Pottery workshop
- 8/4, 8/19, 8/26 Ruane Community Hours
- 8/4, 8/11, 8/25, 8/26 Morency Community Hours
- 8/19 RSC monthly meeting with Cathy
- 8/29 Ice cream truck event for family developments (ice creams given to 201 tenants)
- 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
- 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 Sheehan
Executive Director

August 1 – August 31, 2026
Alexandra Dominguez

RSC MONTHLY REPORT

Total Referrals to RSC:

New Referrals: 0

New Housing Now Participants this month: 0

Total Housing Now Participants: 10

Categories of services and the number of tenants provided services:

<u>Mental-behavioral health</u>	<u>1</u>
Housing stabilization support, case management	<u>10</u>
Re-certification, change in income assistance	<u>5</u>
Childcare voucher assistance/School registration	<u>2</u>
<u>Nutrition-SNAP application and list food pantry resources</u>	<u>4</u>
<u>healthy food access-assisting at food panty & emergency food shopping</u>	<u>63</u>
<u>Community Engagement, Socialization</u>	<u>264</u>
<u>Health insurance, Health supportive services</u>	<u>1</u>
<u>Other- resources posted in buildings</u>	<u>2</u>
<u>Other-passed out/mailed to tenants (Mass Mailing)</u>	<u>63</u>
<u>Other- robo calls of events or services</u>	<u>586</u>
<u>Families Robo call</u>	<u>586</u>

Referrals made out to other places:

- Salem Family Welcome Center (SPS), MassHire, DTA, Future Forward, Women's Money Matters, HomeBASE, RAFT, Mission of Deeds, Salvation Army, Pathways Family Resource Center, Catholic Charities Salem, St. Vincent De Paul.

Salem Housing Authority

27 Charter Street
Salem, MA 01970

(978)744-4431



Cathy Sheehan
Executive Director

Other important info to include:

- Attended EOHLC's Specialized Family & Supportive Services (SFSS) Open Office Hours (OOH) virtually: on Understanding the New Public Charge Rule presented by Massachusetts Immigration and Refugee Advocacy Coalition (MIRA).
- Socialized and interacted with Rainbow residents at the Mobile Pantry on Mondays 3-4pm. Passed out flyers for the Ice Cream Truck Event that was held on Saturday, August 29th from 1-5pm, Back to School Fair hosted by Salem Public Schools.
- No Open Office Hours were held in the month of August.
- RSC's MaryAnn Kairouz, Kathlyn Valianti, and Alex Dominguez hosted an Ice Cream Truck Event for all Family Housing Residents on Saturday, August 29th 1-5pm. The event took place at each family housing development with the truck traveling to each site. Each household member received one free ice cream. Total number of participants was 201. This event was funded through the Housing Now Program Flex funds.
- RSC's MaryAnn Kairouz, Kathlyn Valianti, and Alex Dominguez are planning a holiday party for Family Public Housing residents for December 12th from 12-2pm at Salem State (bookstore area.)
- As of August 31, 2026, there is a total of ten (10) out of twelve (12) families on the Housing Now Program, resulting in an 83% occupancy rate.
- There is a Housing Now applicant that is undergoing the screening process and pending a CORI, will lease-up on September 3, 2026, for a 2-bedroom at Rainbow Terrace.
- Alex and Lilly are hoping to fill one last unit with a Housing Now applicant in September. At that point, the program will be at full occupancy.



FUTURE FORWARD

Self-Sufficiency Program (SSP)

MONTHLY REPORT: August 1 – August 31, 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: 9 • In Process of Enrollment: 2 • With Escrow: 2

Salem Housing Authority

• Total Participants Enrolled: 11 • In Process of Enrollment: 1 • With Escrow: 5

TOTAL ESCROW SAVED- Through Aug. 31, 2026 - \$15,151.

Marblehead –\$10,960.

Salem - \$5,191.

MONTHLY HIGHLIGHT

- Women's Money Matters –8 Active Participants invited to continue meeting monthly for "Women's Smart Money" group
- Laptop Lending Library –Continued interest in borrowing/utilizing free available laptops
 - 85% of available devices in Salem have been lent to residents
 - 20% of available devices in Marblehead have been lent to residents

UPCOMING ACTIVITIES & FOCUS AREAS

- Continue intake and enrollment in Future Forward Program
- Continue to promote Laptop Lending Program via robo call, new flyers posted and Marblehead newsletter.
- Computer Literacy Classes: Assistance with development and outreach for the Range Program providing computer classes for Salem residents.
- Back to School resources for families (backpacks + clothing) Pathways Family Resource Center/Salem Public School/Marblehead Public Schools
- Planning for Holiday assistance and celebrations

Salem Housing Authority

Maintenance Operations

September 2026 Board Report

1. Work Order Completion Rate

Completed

422

87% of total work orders

Open

65

13% of total work orders

Key Takeaway

- 487 total work orders
- 422 completed
- 87% completion rate
- 65 open work orders as of September 1, 2026

2. Work Orders by Priority

Priority	Complete	Incomplete	Avg. Days	Visual Scale
Routine	202	42	4.46	
Emergency	201	0	0.39	
Inspection Other	14	7	10.03	
Preventive	5	12	9.92	
Vacant	0	4	N/A	

Key Takeaway

Routine and emergency requests represented the majority of maintenance activity for this reporting period, with 202 routine and 201 emergency work orders completed. Emergency work orders were completed especially quickly, averaging 0.39 days, with no emergency items left incomplete.

3. Average Completion Time

Target

< 5.00 Days

Actual

2.77 Days

4. Resident Satisfaction Follow-Up

Resident Satisfaction

100%

4 of 4 residents who completed satisfaction calls reported favorable results.

Quality Assurance Results

Measure	Result
Residents Contacted	5 calls attempted / 4 completed
Work Completed	4 of 4 favorable
Timely Completion	4 of 4 favorable
Professional Service	4 of 4 favorable
Resident Satisfaction	100%
Callbacks Needed	4 callbacks completed; 1 resident did not answer
Follow-Up Notes	Residents described staff as professional and responsive. One resident noted ongoing water leakage after the visit, and one requested follow-up regarding a possible mold/mildew spot.

Key Takeaway

Five resident satisfaction calls were attempted for September 2026, with four completed responses and one resident not reached. All four completed responses were favorable for work completion, timeliness, professionalism, and overall satisfaction. Residents noted professional service and timely response, with two follow-up items identified: continued monitoring of a reported water leak and a question regarding a possible mold/mildew spot for additional review.

Summary

For the September 2026 reporting period, the Salem Housing Authority maintenance department processed **487 work orders** across State 200, State 667, State 705, State 689, and Housing Opportunities of Salem Inc. Staff completed **422 work orders**, producing an overall completion rate of approximately **87%**, with **65 open work orders** remaining as of September 1, 2026. The department continued to respond quickly to resident needs, completing **201 emergency work orders** with an average completion time of **0.39 days**. Overall average completion time was **2.77 days**, remaining below the five-day target while staff continued routine repairs, preventive maintenance, vacant unit work, inspections, trash removal, extermination support, plumbing repairs, electrical checks, elevator/alarm response, and safety-related follow-up across SHA properties.

5. Maintenance Performance Dashboard

Indicator	September 2026
Total Work Orders	487
Completed	422
Open / Incomplete	65
Emergency Work Orders Resolved	201
Routine Work Orders Resolved	202
Inspection Other Corrections	14 completed / 7 open
Preventive Maintenance	5 completed / 12 open
Average Completion Time	2.77 Days
Reporting Period	August 1-September 1, 2026

Development Workload Summary

Development / Portfolio	Completed	Open
Rainbow Terrace	107	21
Garden Terrace	15	1
27 Charter Street	64	10
Norton / Bates	36	11
Ruane Building	4	0
Pioneer Terrace	74	9
Morency Manor	32	3
Bertram Terrace	15	2
Colonial Terrace	29	3
Dalton Building	14	2
117 Congress Street	3	2
Farrell Court	9	0
Phillips / Essex	12	1
33 Park / 26 Prince	1	0
Housing Opportunities of Salem Inc.	7	0

Salem Housing Authority

Inspection Operations Report – September 2026

As of September 1, 2026, the Salem Housing Authority completed **42 annual inspections** across State 200 Family and State 667 Elderly programs. This September update reflects completed inspection activity from **August 1 through September 1, 2026**, with all inspections completed by **Patric Bishop or Luis Lopez**.

Overall, **18 inspections passed**, **22 inspections failed**, and **2 inspections were inconclusive**, resulting in an approximate **43% pass rate** for the completed inspection activity listed in this September report.

The inspection volume was concentrated in the State 667 Elderly portfolio, with **28 completed inspections**, followed by State 200 with **14 completed inspections**. Follow-up needs are most concentrated at Rainbow Terrace and Norton/Bates, while Pioneer Terrace and Dalton Building showed stronger pass performance.

Dashboard

Completed inspection results from August 1 through September 1, 2026

Total Completed	Passed	Failed	Pass Rate
42	18	22	43%

Metric	September Result	Operational Meaning
Total Inspections Completed	42	Completed annual inspections across State 200 and State 667 from August 1 through September 1, 2026.
Passed	18	Pioneer Terrace and Dalton Building were the strongest performers among the listed developments.
Failed	22	Failed results require work-order closeout, resident coordination, and reinspection scheduling.
Pass Rate	43%	Positive Performance Improvement this month

Inspection Activity by Development

Development / Project	Program	Total	Passed	Failed	Other	Follow-Up Priority
Rainbow Terrace	State 200 Family	14	5	8	1 inconclusive	High
Norton/Bates	State 667 Elderly	18	9	8	1 inconclusive	Medium
Pioneer Terrace	State 667 Elderly	8	4	4	0	Medium
Dalton Building	State 667 Elderly	2	2	0	0	Low
Total	All Programs	42	18	22	2 inconclusive	Portfolio follow-up

This report reflects completed annual inspection activity listed from August 1 through September 1, 2026. State 667 representing the majority of the reported activity.

Insights

- **Overall workload:** 42 completed annual inspections were recorded for the September reporting period.
- **Largest program area:** State 667 Elderly accounted for 28 completed inspections, or two-thirds of the total activity.
- **Highest follow-up need:** Rainbow Terrace and Norton/Bates require active closeout tracking due to the highest failed-inspection counts.
- **Operational priority:** complete corrective work orders, communicate with residents, and schedule reinspections for failed or inconclusive units.

Program-Level Inspection Activity

Program	Inspections	Passed	Failed	Other	Pass Rate
State 200	14	5	8	1 inconclusive	36%
State 667	28	13	14	1 inconclusive	46%
Total	42	18	22	2 inconclusive	43%

Salem Housing Authority

Elevator Operations Report | September 2026 Board Report

Summary: This September board report summarizes August 2026 elevator activity. Five unique elevator-area calls were reviewed across 27 Charter Street and 45 St. Peter Street: three emergency calls, two routine calls, and multiple after-hours calls for the August 15 emergency issue. Delta Beckwith responded to elevator operating concerns at 45 St. Peter Street and returned the elevators to service the same day. The 27 Charter Street alarm issue was resolved by Hayden Systems and did not take the elevator out of service, and the 27 Charter Street common-area cleaning call also did not affect elevator service. Delta Beckwith completed monthly preventive maintenance across all SHA elevator buildings on August 17 and August 18.

9	7	5	2	2	0	0
Listed Elevator IDs	Addresses Tracked	August Calls Reviewed	Service Restorations	PM Site Days	Inspection Issues Reported	Downtime Days

Portfolio Status Snapshot

Location / Elevator ID	August Activity	Status / Outcome
5 Barton Square Elevator ID: 258-P-1	No August elevator equipment service calls were reported for 5 Barton Square in this update.	No service interruption noted.
27 Charter Street Elevator IDs: 258-P-18 Left / 258-P-19 Right	Two August calls: one emergency alarm/communication failure and one routine common-area cleaning issue in the right elevator.	Alarm issue was resolved by Hayden Systems and the elevator did not come out of service. Cleaning crew responded to the common-area issue; elevator remained in service.
45 St. Peter Street Elevator IDs: 258-P-192 South / 258-P-395 North	Three August elevator operating calls: noise/shaking on August 3, elevator jumping/doors not closing on August 15, and grinding noise on August 19.	Delta Beckwith responded, checked the elevators, completed needed service, and returned the elevators to service the same day. No ongoing issue was reported after the August 19 check.
Inspection Follow-Up	No new inspection cancellation was reported in the September update.	Continue tracking previously noted inspection follow-up items through completion.

August Call Detail

August elevator activity included five unique calls: three at 45 St. Peter Street and two at 27 Charter Street. Delta Beckwith responded to 45 St. Peter Street elevator operating concerns and returned the elevators to service the same day. At 27 Charter Street, the alarm/communication issue was resolved by Hayden Systems without taking the elevator out of service, and a separate common-area cleaning issue was addressed by staff.

Date / WO	Location / Priority	Issue and Outcome
08/01/2026 WO 80472	27 Charter Street Emergency	Elevator alarm/communication failure reported by Salem Fire Department. Hayden Systems resolved the alarm issue; elevator did not come out of service.
08/03/2026 WO 80489	45 St. Peter Street, Apt. 502 Emergency	Tenant reported elevator noise and shaking. Delta Beckwith responded, worked on the elevator, and returned it to service the same day.
08/14/2026 WO 80695	27 Charter Street Routine	Common-area cleaning issue involving bodily fluid in the right elevator. Crew responded to clean the elevator; elevator never came out of service.
08/15/2026 WO 80710	45 St. Peter Street, Apt. 301 Emergency	Elevator reported jumping and doors not closing fully. Delta Beckwith responded, worked on the elevator, and returned it to service the same day. Multiple after-hours calls - noted.
08/19/2026 WO 80760	45 St. Peter Street, Apt. 301 Routine	Resident reported grinding noise while elevator was working. Delta Beckwith checked the elevator and returned it to service that day; no issues were found.

Preventive Maintenance and Inspection Follow-Up

Area	August Status
Preventive maintenance	Delta Beckwith serviced all SHA elevators on August 17 and August 18, covering 27 Charter Street (258-P-18 Left / 258-P-19 Right), 205 Bridge Street (258-P-236), 86 Essex Street (258-P-45), 3 Broad Street (258-P-235), 45 St. Peter Street (258-P-192 South / 258-P-395 North), 292 Essex Street (258-P-68), and 5 Barton Square (258-P-1).
Inspections	No new inspection cancellation was reported with the August activity update. Previously noted inspection follow-up items should continue to be tracked through completion.

Monthly Takeaways: August activity centered on 45 St. Peter Street, where Delta Beckwith responded to multiple elevator operating concerns and returned the elevators to service the same day. At 27 Charter Street, the communication alarm was resolved by Hayden Systems without removing the elevator from service, and a separate common-area cleaning issue was handled by staff. Monthly preventive maintenance was completed across all SHA elevator buildings on August 17 and August 18.

Elevator IDs

Location	Elevator ID
5 Barton Square	258-P-1
27 Charter Street - Left Elevator	258-P-18
27 Charter Street - Right Elevator	258-P-19
45 St. Peter Street - South Elevator	258-P-192
45 St. Peter Street - North Elevator	258-P-395
205 Bridge Street	258-P-236
86 Essex Street	258-P-45
3 Broad Street	258-P-235
292 Essex Street	258-P-68

Elevator Inspection Due Dates by ID

Location	Elevator ID	Inspection Date	Expiration / Due Date
27 Charter Street	258-P-18	1/24/2026	1/31/2027
27 Charter Street	258-P-19	11/5/2025	11/30/2026
45 St. Peter Street	258-P-192	4/3/2026	4/30/2027
45 St. Peter Street	258-P-395	4/3/2026	4/30/2027
205 Bridge Street	258-P-236	4/3/2026	4/30/2027
292 Essex Street	258-P-68	7/3/2025	7/31/2026
5 Barton Square	258-P-1	4/3/2026	4/30/2027
3 Broad Street	258-P-235	7/2/2025	7/31/2026
86 Essex Street	258-P-45	7/3/2025	7/31/2026



Maura T. Healey, Governor ♦ Kimberley Driscoll, Lieutenant Governor ♦
Juana Matias, Secretary



Public Housing Notice 2026-11

FY27 Local Housing Authority Budget Guidelines
August 31, 2026

Fatima Razzaq
Assistant Undersecretary of Public Housing and
Rental Assistance



Commonwealth of Massachusetts
**EXECUTIVE OFFICE OF HOUSING &
LIVABLE COMMUNITIES**

Maura T. Healey, Governor ♦ Kimberley Driscoll, Lieutenant Governor ♦ Juana Matias, Secretary

August 31, 2026

To Our Housing Partners,

EOHLC announces the Fiscal Year 2027 budget guidelines. We understand that FY 2027 presents multiple challenges for LHAs, including higher costs and uncertainties related to federal policy changes. Unfortunately, due to a difficult fiscal environment and rising program costs, we cannot issue an increase in Allowable Non-Utility Expense Levels (ANUEL) for this fiscal year. We know that this adds to the difficulty you already face in operating your programs effectively.

Despite the fiscal difficulty, we are committed to supporting you, our partners, during this difficult period through technical support, creative problem solving, and leveraging resources across EOHLC and beyond to meet the needs of our public housing administrators and residents. Enhanced Capital funding, streamlined processes, sustained commitment from the Commonwealth on Resident Service Coordinators, and continued progress on vacancies are bright spots in state-aided public housing for this year. Together, we will continue to build upon this success in the coming year.

These budget guidelines also include several policy initiatives and adjustments for FY 2027:

- The Executive Director Salary and Qualifications Schedule allows for LHAs to increase Executive Director salary by up to 3%, as long as the LHA can cover the increase with its own funds. As we are unable to increase ANUEL this year, HLC will **not offer directed exemptions** to cover increases in Executive Director salaries in FY27. Please note that **salary increases must not draw upon operating reserves**, and LHAs will be asked to certify this fact during budget submission. Instead of drawing from operating reserves, LHAs may use allowable accounting adjustments within their operating budget to accommodate salary increases, where appropriate and consistent with EOHLC accounting requirements. We released the new Executive Director Salary & Qualifications Schedule as PHN 2026-10. The last Schedule can be found here: [PHN 2022-02 Executive Director Salary & Qualifications Schedule](#);
- LHAs are held to a 3% maximum increase to the administrative salaries line item this year, as long as the LHA can cover the increase with its own funds. As we are unable to increase ANUEL this year, HLC will **not offer directed exemptions** to cover increases in the administrative salaries line item in FY27. Please note that **salary increases must not draw upon operating reserves**, and LHAs will be asked to certify this fact during budget submission. increases above that threshold require submission of re-organization plan with the LHA budget. Instead of drawing from operating reserves, LHAs may use allowable accounting adjustments within their operating budget to accommodate salary increases, where appropriate and consistent with EOHLC accounting requirements.;
- LHAs **must** adhere to current Executive Office of Labor and Workforce Development (EOLWD)

wage rates for maintenance staff, which have increased substantially this year as a result of a recalculation by DLS. Due to zero ANUEL increase this year, EOHLC will **not be able to offer directed exemptions** to cover this cost. We remind LHAs that the tiers within the EOLWD rates relate to experience/skillset, not tenure. We also suggest that LHAs reach out to EOLWD directly if they wish to negotiate spreading the increase in EOLWD rate over multiple years, as that agency has been willing to work with LHAs to manage this year's substantial rate increases. Please note that **salary increases must not draw upon operating reserves**, and LHAs will be asked to certify this fact during budget submission. Instead of drawing from operating reserves, LHAs may use allowable accounting adjustments within their operating budget to accommodate salary increases, where appropriate and consistent with EOHLC accounting requirements.;

- Increased budget exemption funding for Regional Legal Services for participating LHAs.
- Elimination of the directed exemption for air source heat pump maintenance. We are instead pivoting to a new model, also fully funded by HLC, but through the capital budget rather than the over-extended operating budget.

We at EOHLC recognize the hard work that all of you do every day in providing affordable housing to older adults, people with disabilities, and families throughout the state. On behalf of the Administration, EOHLC, and the entire staff of the Division of Public Housing, thank you all for your continued commitment, resourcefulness, and partnership in preserving and strengthening public housing across the Commonwealth.

Sincerely,

Fatima Razzaq

Assistant Undersecretary of Public Housing and Rental Assistance

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I. INTRODUCTION & KEY HIGHLIGHTS

These Budget Guidelines apply to state Fiscal Year 2027, which begins July 1, 2026 and includes local housing authorities (LHAs) with budget years of:

- July 1, 2026 – June 30, 2027,
- October 1, 2026 – September 30, 2027,
- January 1, 2027 – December 31, 2027, and
- April 1, 2027 – March 31, 2028.

It is the responsibility of the LHA to understand the Budget Guidelines and implement them effectively and in accordance with applicable provisions of the [Accounting Manual for State-Aided Housing Programs](#). We encourage you to contact Executive Office of Housing & Livable Communities (EOHLC) staff if any part of the Guidelines or the Accounting Manual is unclear to you.

There are several key points to highlight in the Guidelines this year, as noted below.

KEY HIGHLIGHTS:

1. Allowable Non-Utility Expense Level (ANUEL)

Due to fiscal constraints and rising program costs, there will **not** be an increase in the Allowable Non-Utility Expense Level (ANUEL) **for FY 2027**. Please do not submit a budget that exceeds the housing authority's approvable ANUEL. EOHLC will revert all budgets that exceed the ANUEL and EOHLC-approved budget exemptions and will not approve until modified.

One of the factors that allowed EOHLC to avoid reducing ANUEL this year is the progress we have made together on sustainability projects, which reduce utility costs and therefore the portion of subsidy funds consumed by utilities. As actual utility expenses are part of the calculation of subsidy granted to LHAs, any effort that reduces price or consumption decreases pressure on the subsidy account. The impact on the bottom line is clear. While commercial gas and electricity rates increased by about 43% between 2021 and 2026, combined gas and electricity costs for LHAs increased about 24%.

See below chart for estimated Per Unit/Per Month (PUM) budget caps for each program – note that individual LHA ANUEL may deviate from these figures for a variety of reasons:

Program	FY24 PUM	FY25 PUM	FY26 PUM	FY27 PUM
c.200*	\$633.80	\$709.85	\$745.34	\$745.34
c.667*	\$368.04	\$412.20	\$432.81	\$432.81
c.705*	\$693.59	\$776.82	\$815.66	\$815.66

*LHAs must complete and make modifications where necessary to ensure the Report of Total Units is accurate. This will ensure that the LHA calculated ANUEL is correct. **The unit count by program should match the information in CPS.** Should you discover it does not, please notify your Housing Management Specialist and correct CPS, HAFIS or both.

Before submitting your budget, **please verify your unit count and make corrections to CPS,**

HAFIS, or both. Please notify your Housing Management Specialist **BEFORE** submitting your budget if you have updated your unit count.

If you have a recent or in-process redevelopment or federalization project, please reach out to Fatima Razzaq to confirm how these units should be treated in the budget submission.

2. Increase to Salaries Line (#4110 and #4410)

A. Administrative Salaries:

LHAs have flexibility to propose salary changes for all administrative staff, except the Executive Director, provided that the total increase in overall salaries charged to state programs (excluding the Executive Director's salary), does not exceed 3% of last year's (FY2026) approved #4110 account.

LHAs may exceed this 3% cap if they present a staffing reorganization plan. LHAs must justify increases above 3% in this line item in the **Budget Dialogue Box** with their budget submission. EOHLC will review the justification for reasonableness and whether the LHA's ANUEL can support the reorganization.

The LHA **must** be able to support any salary increase within the FY27 ANUEL and **must** be able to appropriately prorate the salary to state and federal or other funds based on program units. LHAs may **NOT** charge bonuses to any state-funded housing programs.

Unfortunately, EOHLC will **not be able to offer directed exemptions this year to support salary increases**. LHAs should **not** use operating reserves to fund salary increases and will be required to certify to this fact in the certification of their budget submission. Instead of drawing from operating reserves, LHAs may use allowable accounting adjustments within their operating budget to accommodate salary increases, where appropriate and consistent with EOHLC accounting requirements.

B. Maintenance Salaries:

The Maintenance Labor Account #4410, excluding seasonal help and overtime, must adhere to the current rates published by the Department of Labor Standards, which is part of the Executive Office of Labor and Workforce Development (EOLWD).¹ Generally, LHAs may set maintenance rates as needed to attract and retain staff, but the LHA must support any increased rate within its ANUEL.

Unfortunately, **EOHLC will not be able to offer directed exemptions this year to support salary increases**. LHAs **should not use operating reserves to fund salary increases**. Instead of drawing from operating reserves, LHAs may use allowable accounting adjustments within their operating budget to accommodate salary increases, where appropriate and consistent with EOHLC accounting requirements.

An LHA shall notify EOHLC in writing of its intention to begin collective bargaining with unionized maintenance employees.

¹ Formerly Department of Labor and Workforce Development (DLWD)

C. Executive Director Salary:

EOHLC completed another study of Executive Director salaries for FY 2027 and released the new Executive Director Salary & Qualifications Schedule as PHN 2026-10. The last Executive Director Salary and Qualifications Schedule was released in January 2022 as Public Housing Notice 2022-02.

Based on the executive salary study and budget constraints this year, the allowed increase for FY 2027 is 3%. Boards may vote to increase Executive Director salaries to any level less than or equal to these revised maximums, at their discretion and only if affordable within ANUEL. The family and program factors have not changed. Unfortunately, EOHLC will not be able to offer directed exemptions this year to support salary increases. LHAs should not use operating reserves to fund salary increases and will be asked to certify to this in their budget submission. Instead of drawing from operating reserves, LHAs may use allowable accounting adjustments within their operating budget to accommodate salary increases, where appropriate and consistent with EOHLC accounting requirements. See updated salary chart (Attachment A) and the Executive Director Salary Worksheet V2.5 (Attachment B) for FY27.

a. Executive Director Salary Cap:

- An Executive Director's total salary, from direct employment at one or two LHAs, shall not exceed a maximum aggregate of **\$221,168** for all LHA budgets governed by EOHLC's FY2027 Budget Guidelines.
- An Executive Director's total salary that includes a portion of salary from other program activities, such as Management Services Agreement fees for day-to-day operations of another LHA and other contracts with any other public or private entities that are temporary or otherwise may terminate, shall not exceed a maximum aggregate of **\$243,284**.
- An increase in Executive Director salary paid from the management fee where the Executive Director's salary exceeds the global salary cap can receive a bonus capped at 10% of the management fee, subject to approval by the board of the Management Agent. This increase **CANNOT** be added to the Executive Director's composite salary nor used as a calculation toward retirement benefits. The **bonus must be recorded on a separate line (Line 2)** in the Schedule of Positions and Salaries.

b. Executive Director Salary Increases:

- LHA boards may, at their discretion and pursuant to a board vote, increase salary up to the allowable maximum in these budget guidelines for an Executive Director whose salary is less than the FY 2027 maximum. LHA boards may vote this increase for budget year FY 2027 (FY2028 for 3/31/2027 FYE LHAs), so long as the increase can be absorbed in the LHA's FY 2027 ANUEL (FY 2028 for 3/31/2027 FYE LHAs). While LHAs must reflect these changes in budget submissions, the LHA does not need to amend and submit the contract itself to EOHLC if the board is only adjusting the salary within the allowable maximums.
- Executive Directors whose contract salary is less than \$35,568 are allowed to earn additional compensation for hours worked above their contract hours, but only up to the point where their total compensation meets this \$35,568 threshold.
- An Executive Director whose current EOHLC-approved salary already exceeds the maximum in the adjusted schedule may continue to receive said salary without increase until such time that EOHLC issues a new schedule showing that the existing salary is less than the allowable maximum.

c. Executive Director Salary Policy Note

- **Local Programs:** Similar to c. 167 and c. 689 programs being counted as one (1) program, one (1) or more Local Program(s) are counted as one program and can only receive one (1) additional program factor. Local Program(s) are Housing units owned by the LHA that are not federal or state public housing, and are recorded on either Line 12, 13 or 14 in Step 1 of the Salary Calculation Worksheet (SCW) New Local Program(s) added in FY24 forward will be counted as one (1) program. This will not affect program factors already approved in the calculation of an existing Executive Director's salary, or for future salary and contract for that Executive Director. This standard will be applied for all new Executive Director hires, effective as of the date of these budget guidelines. LHAs managing units or programs on behalf of their municipality or other entities may include Executive Director compensation for these programs as "other program activities/contract fees" in Step 6 of the Salary Calculation Worksheet (SCW).
- **Redeveloped Properties:** Many LHAs have or plan to redevelop state-aided and federally-aided properties through public-private partnerships where the developer partners will operate and manage the redeveloped units. LHAs should **remove properties they no longer directly manage** from their program and unit count at occupancy or when state-aided operating subsidy ends (whichever is earlier) for purposes of salary calculation; however, they may put Executive Director compensation funded through asset management, monitoring, or fees from those developments as "other Program Fees" in Step 6 of the Salary Calculation Worksheet. These fees are only subject to the overall cap (\$243,284 in this budget year) on Executive Director salary compensation.

Effective FY23 and continued in the FY27 budget, any budget submission that includes an Executive Director salary in excess of the guidelines will not be rejected by EOHLC. Instead, EOHLC will modify the Executive Director salary in accordance with the guidelines, thus disapproving the submitted salary, and will approve the budget submission with the allowable salary allowing the LHA to spend at the approvable ANUEL level.

The LHA **must** be able to **support any salary increase within the ANUEL and must be able to appropriately prorate the salary** to state and/or federal funds based on program units. **LHAs may not charge bonuses to any state housing programs.** Longevity payments are allowed, provided the payment is considered a bonus and is not paid from state funds. Longevity payments like other bonuses are not considered salary and should not affect retirement calculations. Do not include bonuses on the Salary Calculation Worksheet.

3. Federal Uniform Guidance Financial Audit

We remind all LHAs that are required to perform Federal Uniform Financial (Single Audit - current threshold is \$1,000,000 effective with LHAs with fiscal year end of 9/30/2025) that a copy of the audited financial statements must be submitted to EOHLC as soon as the financial statements are released. When sending a copy of the audit to EOHLC, each housing authority must certify that it has no significant budgetary, financial management, or operating deficiencies noted in its most recent audit (including audits conducted by the State Auditor or others in conformance with the federal Single Audit/Uniform Financial act) which have gone uncorrected, or which have not been successfully refuted.

4. Air Source Heat Pump (ASHP) Budget Exemption

Many LHAs have installed ASHPs through EOHLC Sustainability funding or the ratepayer-funded Mass Save program. While these ASHPs lower energy consumption, decrease greenhouse gas emissions, and provide an important cooling function for residents, they require significantly more maintenance than electric baseboard heat. EOHLC has supported LHAs in prior budget years by providing an annual exemption of \$300 for each unit with an ASHP. However, EOHLC is ending this exemption effective FY27. The exemption was created when LHAs lacked a consistent mechanism for maintaining newly deployed heat-pump equipment. EOHLC is transitioning from a per-unit operating-budget exemption to a statewide maintenance-support model consisting of regional procurement via the RCATs that is funded by HLC, technical resources, and development of LHA maintenance capacity. **Do not submit a directed budget exemption for ASHP in your operating budget submission for FY27.** Additional guidance will be forthcoming.

For questions, please contact your assigned Facilities Management Specialist (FMS) and Housing Management Specialist (HMS).

5. Chapter 689 and Chapter 167 minimum rent

The minimum rent, effective for contracts signed or amended after January 1, 2026 is \$360 per unit (Bed), per month. There is no longer a separate maintenance fee. EOHLC and DMH/DDS will adjust this figure after the Social Security Administration issues the 2027 Cost of Living Adjustment (COLA).

LHAs and vendors may negotiate rents above this minimum figure.

6. Net Metering Credits, Renewable Energy Generation, and Alternative Energy Credits (AECs)

Effective for the FY25 budget guidelines and moving forward, LHAs may retain 100% of net meter credit savings. Please refer to Attachment C: Schedule of Net Metering Credit Savings.

Similarly, LHAs with Power Purchasing Agreements (PPAs) for onsite solar generation may retain 100% of the savings from these contracts and should reflect these savings as an estimated budget exemption at budget submission and reconcile with actuals at time of year-end settlement. See instructions in [PHN 2023-13](#) and Account 3691 in these budget guidelines.

If LHAs install on-site solar that they own and receive SMART program payments from the Commonwealth of Massachusetts, these SMART payments may be treated as Retained Revenue and used for any allowable purpose. Enter this SMART revenue in Account 3691 for Other Revenue- Retained.

Lastly, [Alternative Energy Credits](#) (AECs) may be available to LHAs who install many types of renewable thermal technologies, such as air source heat pumps, geothermal systems, solar hot water, etc. Recipients may sell these AECs on energy markets for fair market value, and LHAs may retain 100% of the proceeds of this sale.

More details about AECs may be [found here](#), and LHAs have two options to monetize their AECs:

- 1) Contact an [aggregator company](#) to sell AECs on an LHA's behalf (for a fee)
- 2) Utilize state contract ENE57 to procure a company to sell AECs on the LHA's behalf

In either case, LHAs may enter revenue from sale of AECs in Account 3691 for Other Revenue – Retained.

7. Employee Health Insurance Incentive

These budget guidelines continue to permit an LHA to offer an annual health insurance buyout incentive of up to \$5,000 when the program produces an overall net savings to the LHA. The guidelines also clarify that an employee must satisfy the applicable eligibility requirements, including prior continuous enrollment in the LHA's health insurance plan and enrollment in qualifying alternate employer-sponsored health coverage. An employee is not eligible for the incentive merely because the employee waived LHA health insurance upon hire or was covered under another person's plan. See line item 4540 – Employee Benefits for more details.

8. Legal Costs and Expansion of Regional Legal Services Program

EOHLC recommends that LHAs budget *minimum* for legal expenses of \$6,500 for an LHA having 200 or fewer state-aided conventional public housing units and \$8,500 for an LHA with more than 200 state-aided conventional public housing units.

Regional Legal Services funding will increase in FY27 and more LHAs will be eligible to participate in the program. Eligible small and medium LHAs should include their allocated budget funds which will be communicated directly through the Regional Legal Services Program. All eligible LHAs will receive a program package directly. For further information please contact our program team at sarah.oleary@mass.gov and EOHLCrlspadmin@mass.gov. Please see line item 4130 – Legal Expenses for more details.

9. Local Tenant Organization (LTO) Budgets

Pursuant to 760 CMR 6.09(3)(c), LHAs must fund LTOs at an annual rate of \$25 per state-aided public housing unit occupied or available for occupancy by residents represented by such LTOs, or an annual maximum of \$500 prorated among all such LTOs, whichever is more. LHAs must provide funding to LTOs on this unit-based formula rather than on a reimbursement basis. Please refer to [PHN 2024-25: Guidance Related to Local Tenant Organizations \(LTOs\) and Tenant Participation Under 760 CMR 6.09](#)

Allowable uses for LTO funds include a wide range of “resident engagement activities.” See account #4191 and [PHN 2024-25](#) for details.

10. Budget Submission Dates

These Budget Guidelines apply to Fiscal Year 2027 (2028 for March FYEs), which begins July

1, 2026 and includes LHA budget years of:

Budget Year	Budget Due By
July 1, 2026 – June 30, 2027	September 30, 2026
October 1, 2026 – September 30, 2027	November 6, 2026
January 1, 2027 – December 31, 2027	December 4, 2026
April 1, 2027 – March 31, 2028	February 5, 2027

Please keep in mind that the above dates for the budget due dates are the EOHLC's preferred submission dates. However, LHAs are not penalized, nor do they face any adverse action for late-submission of budgets, as long as its budgets are submitted within a reasonable time period of the LHA starting its fiscal year. LHAs are reminded that until the LHAs budget submission is approved the LHA can only spend at the last EOHLC approved budget amounts.

11. REMINDER - Budget Dialogue Box – in CapHub

The new budget system in CapHub is similar to the legacy (old) HAFIS, therefore you would be able to utilize the new system in the same manner as in HAFIS. Please use the Budget Dialogue Box to:

- Describe any requests for budget exemptions;
- Explain items that do not conform to budget guidelines, such as:
 - Admin salary increases >3% (requires explanation of reorganization plan)
- Describe how the LHA uses the HUD Central Office Cost Center (COCC), if applicable; or
- Provide other information the LHA deems important to a timely review of the LHA budget.

See below for a snippet of the dialog box in CapHub.

LHAs must include notes regarding any budget line item that does not conform to these budget guidelines, as well as budget revisions submitted by the LHAs. These notes should be detailed in the Dialogue Box section of the Budget. **If an LHA does not enter notes in the comments section of the budget form for line items that deviate from these budget guidelines the budget will be reverted.**

These budget comments greatly reduce back-and-forth between the LHA and EOHLC and expedite review and approval of LHA budgets. We appreciate your help in this process. Examples of items that require comments and/or explanations include:

- Requests for budget exemptions;
- Items that do not conform to budget guidelines, such as:
 - Admin salary increases >3% (requires explanation of reorganization plan). An LHA will see the Dialogue Box prior to budget submission.
 - LHAs that use the HUD Central Office Cost Center (COCC) cost allocation methodology should communicate in the Dialogue Box of its budget submission that: 1) the LHA uses the COCC methodology; 2) explain how it arrived at the COCC number in the Schedule of All Positions and Salaries; and 3) identify the COCC per unit cost for both state and federal units. EOHLC will review

budgets to ensure that this information is included in the Dialogue Box - see more details under Budget Line Items – Operating Expenses – Administrative Salaries.

LHA Notes

Please include a brief narrative explaining any significant changes to your budget compared to the prior year. This may include major organizational shifts, extraordinary expenses, new funding sources, or strategic reallocations. If there was an organization change, the LHA Notes must describe those changes. These notes help us understand the story behind the numbers and ensure accurate interpretation of your financial data.

☒ Organizational Change This Year

☐ LHA has a union contract for Administrative Salaries

☐ LHA has a union contract for Maintenance Salaries

☒ ED Salary Worksheet Uploaded

☒ List of Board Members/Attendees is accurate

LHA Notes

[REDACTED]

12. Reporting RSC and SSP Flex Funds

\$5,000 of the Resident Service Coordinator (RSC) grant award and \$10,000 of the Self-Sufficiency Program (SSP) grant award must be allocated for flexible funds to be used for partner payments and “barrier busting.”

- Partner payments are payments to outside organizations to provide services for the residents such as guest speakers and/or trainings
- Barrier Busting Funds: Small costs that need to be paid in order to remove barriers for residents to obtain the services they need.

Note that LHAs that originally had a Mixed Population Award do *not* have the split between salary costs and Flexible Funds.

Flexible funds **do not rollover** and are allocated on a “use it or lose it” basis. Funds that are not spent within an LHA’s fiscal year are forfeited.

LHAs must report flexible funds separate from salary costs. To do so, please use the following descriptors when inputting either salary or flexible fund expenditure on the Description of Exemptions worksheet:

Program	Description
SSP – Salary	SSP Salary
SSP – Flexible Funds	SSP Flex
RSC – Salary	RSC Salary
RSC – Flexible Funds	RSC Flex

Please enter the descriptions exactly as shown above. RSC and/or SSP grant expenses without the proper identifying description will not be accepted.

II. HOUSING AUTHORITY BUDGETS: AN OVERVIEW

Every year, each LHA is responsible for preparing an operating budget for submission to state and federal funding agencies (EOHLC and HUD), and for submitting a Capital Improvement Plan. These budgets show how an LHA will fund its activities during the upcoming fiscal year. The budget is the basic document through which housing authorities convey their plan for their use of public funds to the state and federal agencies, their residents, the public, and most importantly to the authorities themselves.

A housing authority budget will have real value, only if: (a) carefully and openly prepared with the full understanding of the authority's board and of its tenants; (b) fairly reviewed by the funding agencies, so that each authority is measured against the same guidelines; and (c) the authority lives within its approved budget.

EOHLC will monitor housing authority spending for adherence to the budget, compliance with regulations, and sound management practices. The LHA's residents, as well as the public, will be able to review and comment on the approved budget through the Annual Plan process. The LHA, however, is responsible for formulating and living within the budget. To assist the authority, the fee accountant or the authority's staff accountant will provide quarterly operating statements to the Executive Director. These operating statements will include budget-to-actual reports for all state programs, including a report of variances from approved budgets of minus 5% or plus fifteen percent (15%) or more. The Executive Director will provide the report and a written explanation of variances to each of the board members quarterly.

EOHLC understands that a budget is only a plan for how an authority intends to allocate its resources and as such is subject to change. LHA expenditures should generally not vary from approved budget by more than plus or minus fifteen percent (15%) by line item, with the exceptions of administrative salary and travel, which are more tightly monitored and may affect the operating subsidy allocated to the LHA for the fiscal year.

Retained revenue LHAs that are budgeting above the allowable expense level for non-utilities should budget these expenses in the correct line items and take special care that projected revenues are realized. See Attachment D for Budget Flexibility for Housing Authorities with Retained Revenue. The following sections answer some of the basic questions about the budget itself, and the budget submission process.

A. What does a housing authority budget represent?

A housing authority's budget is the document through which its financial resources are managed. The budget establishes the estimated amount that will be spent on any line item for a particular program within a particular period, usually one year. **The Commonwealth's obligation to fund this budget will not exceed allowable non-utility expense level (ANUEL) set for the budget, plus utilities and any approved budget exemptions, minus applicable income.** ANUEL is a unit-based calculation, with different budget levels for c.667, c.200, and c.705 units. EOHLC sets these budget levels each year in budget guidelines based on funding availability. EOHLC approves authority budgets with the understanding that the established budget limits will accurately represent how the authority will fund its operating costs. EOHLC approves operating subsidy (deficit) under the following formula:

Budgeted ANUEL

Plus	Approved Budget Exemptions
Plus	Actual Utility Cost for the fiscal year
Minus	Revenue from Designated Accounts (3110+3111+3115+3190+3690+ 3693)
Equals	<i>Adjusted Budget Deficit (Operating Subsidy)</i>

Considering the emphasis placed on local responsibility in the budget process, salary, travel and bottom-line non-utility budget overruns will be treated very seriously. These items will be reviewed and may affect the operating subsidy allocated to the LHA for the fiscal year. Deficit LHAs with overruns in administrative salaries (account #4110) and travel (account #4150) may have their earned operating subsidy reduced by that overrun amount. Housing authorities will be held accountable to operate within the approved budgets, and their fiscal performance will be reviewed throughout the year and at year-end by EOHLC. EOHLC will review the total income/expense category and the bottom line.

LHAs may budget expenditures up to their projected income level or the allowable non-utility expense level (ANUEL), plus utilities, whichever is higher. EOHLC, however, only guarantees subsidy to an LHA under the formula above and **will not cover LHA non-utility expenses in excess of ANUEL unless they are approved budget exemptions**. LHAs should conservatively estimate projected income and costs to protect the financial position of the Authority.

The Authority has sole responsibility for any amount budget above the approved expense level. EOHLC's approval is merely of the authority's plan of expenditure of excess income generated from tenant rents and other income.

EOHLC recognizes the fact that energy costs are difficult to budget, given uncertainties regarding energy costs and the severity of the winter heating and summer cooling seasons. Accordingly, EOHLC will reimburse **deficit LHAs** for actual utility costs incurred. EOHLC strongly encourages LHAs to pursue measures to reduce utility consumption and greenhouse gas emissions to meet the state's climate goals, as well as allow for future increases in ANUEL within the operating subsidy.

We urge LHAs to pursue energy saving opportunities through the Mass Save [Income-Eligible](#) program and request EOHLC's [sustainability funding](#) for energy-saving capital projects. LHAs may also [pursue on-site solar projects](#), or offsite virtual net metering projects as a way to reduce utility costs; LHAs will retain 100% of the savings from these agreements, and from any SMART payments received for owned solar arrays. A reduction in energy costs will benefit everyone; surplus LHAs, of course, will retain 100% of any savings, while lower utility costs at deficit LHAs have funded significant increases in the ANUEL for all LHAs over the past ten years by reducing the demand for operating subsidy.

Please contact Senior Climate Programs Specialist Greg Abbe (gregory.abbe@mass.gov) with questions about sustainability programs.

B. How is an authority's performance rated?

EOHLC runs a Performance Management Review (PMR) of local housing authorities, in accordance with Chapter 235 of the Acts of 2014 ("[An Act Relative to Local Housing Authorities](#)").² The PMR reviews the administrative and management operations of each housing authority in several key areas:

- Occupancy rates

² PMR: M.G.L. 121B Section 26B; AUP: M.G.L. 121B Section 29

- Tenants accounts receivable (TAR)
- Completion of board member training
- Timeliness of certifications and reporting submissions
- Adjusted net income (ANI)
- Operating reserve level (OR)
- Tenant selection through Common Housing Application for Massachusetts Public Housing (CHAMP)
- Inspection standards and practices
- Vacancy turnover standards and practices
- Preventative maintenance standards and practices
- Work order types and systems
- Annual Plan submission
- Contract for Financial Assistance processing
- Availability of staff certifications and training

EOHLC administers PMRs for most housing authorities on a *biennial basis* – meaning only approximately half of LHAs will have Published PMRs each year. All applicable Public Housing Notices related to the Performance Management Review and Agreed Upon Procedures can be [accessed here](#).

EOHLC requires LHAs to have a biennial Agreed Upon Procedures (AUP), conducted by an EOHLC pre-qualified Certified Public Accountants in accordance with Chapter 235 of the Acts of 2014 (“[An Act Relative to Local Housing Authorities](#)”).

The AUP reviews the financial management and operations of each housing authority in several key areas:

- A. General Accounting
- B. Tenant Accounting
- C. Payroll
- D. Accounts Payable
- E. Procurement
- F. Eligibility Compliance

EOHLC requires AUPs for most housing authorities on a *biennial basis* – meaning only approximately half of LHAs will have conducted AUPs each year. *Please see [Public Housing Admin Notices](#) on the Mass.gov website for all applicable Public Housing Notices related to the Agreed Upon Procedures.*

In the future, PMR ratings or AUP results *may* play a role in the budget approval process at EOHLC. For FY2027, however, *EOHLC will not consider performance review in the budget process.*

C. How much flexibility does an authority have in preparing its budget?

EOHLC guidance gives significant latitude in formulating LHA budgets. Three specific restrictions will apply to all local housing authorities as follows:

- Increases in total administrative salaries will be restricted (See Section H);
- Increases in total maintenance salaries should not be lower than the EOLWD rates or those in union contracts (See Section I); and

- Bottom line cap with exceptions for retained revenue housing authorities will apply.

All LHAs continue to face certain obligations as provided in the General Laws and EOHLC regulations. For example, M.G.L. c.121B and [760 CMR 6](#) requires all housing authorities to provide support for the local tenant organization (LTO) (account #4191). These provisions are spelled out in greater detail in Section III, Detailed Instructions for Budget Preparation.

D. Budget Consolidation

Budget consolidation applies only to your conventional state public housing programs (c.667, c.200 and c.705). All federal, rental assistance, and most c.167/689 programs must remain separate. The c.167/689 budgets for expense approval and reporting will be consolidated on a program basis with only the project reserves and tenants accounts receivable remaining separate on your balance sheet. Budgets for the c.689 programs may only be consolidated when the same vendor operates the programs. **The c.167/689 budget must reflect the number of units (beds) provided for in the applicable CFA, not the number of current residents or separate apartments.** If you are unsure of that number, please contact your Housing Management Specialist (HMS). Please also let your HMS know if the number of units/beds for your c.167/689 property does not match CPS.

Except for those authorities that manage a small number of mixed-finance redevelopments, the only program designations that should be used are 400-1, c.167/689 and state rental assistance (MRVP). If a new development is added to the LHAs portfolio, you must contact your Housing Management Specialist to arrange for a designated budget to be set-up on-line during the Initial Operating Period (IOP).

Redeveloped properties owned and operated by private entities should not appear on the consolidated budget; they will have their own, separate budgets if still receiving subsidy.

E. Quarterly Operating Statements and Year End Statements by Program

LHAs must file a cost breakdown by program each quarter and at year-end (4th quarter). LHAs should attribute charges to the program that actually incurred the expense to the greatest extent possible. LHAs need to delegate expenses by program from the beginning of the fiscal year, to ensure the required information is available for year-end reporting. Both expenses and income must be reported by program (c.667, c.200 & c.705). The c.167/689 program statements must clearly show reserve balances for each c.167/689 property. Reserve amounts for the c.167/689 program cannot be consolidated regardless of the vendor.

Quarterly operating statements and year-end operating statements (4th quarter) must be submitted within sixty (60) days after the quarter-end. EOHLC will not advance operating subsidy to a deficit housing authority until the statements are submitted. If the year-end (4th quarter) operating statements are not submitted within the required time frame, EOHLC will not advance operating subsidy for the second quarter of that LHA's current fiscal year, or for any future fiscal quarters, until the statements are submitted.

EOHLC will restrict the use of surplus LHAs' Operating Reserves (OR) for LHAs that fail to meet the quarterly operating statement submission deadline until the statements are submitted. If the year-end (4th quarter) operating statements are not submitted within the required time frame, EOHLC will restrict surplus LHAs from using their OR for the second quarter of their current fiscal year, or for any future

fiscal quarters until the statements are submitted.

F. c. 167/689 Program Budgets

The c.167/689 program expense level is limited by the contribution available under the contract between the housing authority and the sponsor. Authorities are allowed -- but not required -- to make c.167/689 related program payments in lieu of taxes (PILOT) to their communities. PILOT payments should be computed using the same formula used for the c.705 program. EOHLC expects that PILOT payments, as well as all operating costs, can be accommodated within current operating receipts from the sponsor.

In accordance with [PHN 2022-12 Updates to c.167 and c.689 Housing Contracts](#) and effective January 1, 2026, the minimum monthly rents for these programs are set at a minimum of \$360 per CFA unit per bed with the understanding that most rents will be above that minimum. LHAs must negotiate with vendors and include justification for higher rents. If your current monthly rent is less than \$360 per CFA unit (bed), please contact your service provider/vendor to discuss increasing the rent. There is no longer a separate maintenance fee in the minimum rent.

Note that your c.167/689 lease includes the expectation that the rent will increase each year by at least the amount of the Social Security Cost of Living Adjustment (COLA), which was 2.8% for calendar year 2026.³ The Social Security COLA will be effective in January, 2027 and can be found on the Social Security website. See the Social Security Administration's [Cost-of-Living Adjustment \(COLA\) Information page](#).

In formulating budgets for the c.167/689 program, LHAs should ensure that adequate maintenance services are assigned to each program development. Housing authorities are expected to prorate costs such as administrative salaries and related benefits, and other administrative costs in direct proportion to the percentage of an authority's portfolio that the leased units (beds) comprise. Other costs such as travel, insurance, and accounting services should be charged based on actual cost to the c.167/689 program. If you have questions on prorations, contact your Housing Management Specialist for clarifications before you submit your budget. Those developments which are seeing a change in configuration as a result of Department of Mental Health (DMH) and Department of Developmental Services (DDS) policy changes should negotiate rents that are sufficient to cover all costs. This may result in higher per unit (bed) monthly rent as they still need to pay rent based on the number of units (beds) as listed in the CFA.

LHAs must maintain separate reserve balances for each of their c.167/689 properties. Reserve balances and expenses for each c.167/689 property must be attributable to the subject property and shown as such. However if the 167/689 budget is consolidated, the LHA expenses and reserve balance is reported as a consolidated amount. To calculate the expenditures and reserve amount for each 689 development within the consolidated budget, the LHA must prorate the expenditures and reserve balance by units. LHA should be aware of available reserve for each property.

For a more complete discussion of budgeting for the c.689 program, LHAs should refer to the c.689 Management Handbook, [PHN 2009-14](#) and updated minimum rent policies in [PHN 2022-12](#).

G. Rental Assistance Budgets

³ <https://www.ssa.gov/cola/>

Please note: As of writing, there is an issuance pause for both MRVP and AHVP, so mobile vouchers cannot be issued.

The rental assistance spending level is based on the administrative fee for the program. The Massachusetts Rental Voucher Program (MRVP) administrative fee is \$55 per unit per month. LHAs must closely monitor any loss of units in the program and adjust expenses accordingly. The LHA will need to project voucher-months leased multiplied by the \$55 fee to calculate the projected administrative income for the upcoming year.

Alternative Housing Voucher Program (AHVP) and Department of Mental Health Rental Subsidy Program (DMHRSP) income and expenses should be included in the authority's state rental assistance budget. The AHVP rental assistance administrative fee is also \$55 per unit per month. DMHRSP administrative fee for all vouchers is \$55 per client per month.

EOHLC expects LHAs to prorate costs such as administrative salaries and related benefits in direct proportion to the percentage of an authority's portfolio represented by leased state rental assistance units. Other costs such as travel, insurance, and accounting services should be charged based on actual cost to state rental assistance programs. If you have questions on prorations, contact your Housing Management Specialist for clarifications before you submit your budget.

Please remember: MRVP, AHVP, and DMHRSP are state programs and as such are subject to all limitations on salaries and other restrictions as outlined in these Budget Guidelines.

H. Increases in Administrative Salaries

Administrative Salaries

LHAs have flexibility to propose salary changes for all administrative staff, except the Executive Director, provided that the total increase in overall salaries charged to state programs, **excluding the Executive Director's salary**, does not exceed 3% of last year's (FY 2026) approved #4110 account.

IMPORTANT NOTES: Unfortunately, EOHLC will not be able to offer directed exemptions this year to support salary increases. This means the LHA must be able to support any salary increase within the ANUEL. LHAs **should not use operating reserves to fund salary increases**, and LHAs will be required to certify to this fact in their budget submission. Instead of drawing from operating reserves, LHAs may use allowable accounting adjustments within their operating budget to accommodate salary increases, where appropriate and consistent with EOHLC accounting requirements.

The 3% cap is not intended to apply to LHA reorganizations where positions are changed and/or added. LHAs can determine appropriate staffing levels and positions. A reorganization of the administrative staff, including increases of duties and responsibilities of existing staff and/or addition of administrative position(s) are acceptable, however, the increase in salary and benefits must be budgeted within the LHA's approvable ANUEL.

Where a reorganization applies, the **LHA must include a description of the re-organization** in the Budget Dialogue Box for the administrative salaries line item for EOHLC review to ensure reasonableness and that the re-organization can be supported within the LHA's ANUEL.

The “Schedule of All Positions and Salaries” must list all positions with salaries and bonuses. It must reflect total compensation of all administrative positions in the LHA’s operating budget submission. All positions must be shown even if the LHA does not charge any salary for that position to state programs. EOHLC will not accept an Excel spreadsheet for the “Schedule of All Positions and Salaries”. Each individual position must be listed on the Schedule. Bonuses, from non-state funds, must be clearly listed on the schedule on a separate line from salary in a way that clearly identifies the bonus. Compensation for an Executive Director is captured in Line 1 (Salary only), and if receiving a bonus, it must be captured on Line 2 (Bonus only) of the schedule. Bonuses for one or multiple staff may be submitted as one amount on a separate line on the Schedule. This allows LHAs to determine later in the fiscal year which staff receive a bonus. **The LHA must be able to support any salary increase within the ANUEL.** Bonuses **cannot** be charged to any state housing programs, with the exception of RCAT administrative fee (see [RCAT resources page](#)). Longevity payments are only allowed if funded from a non-state source and not included as salary or in retirement calculations.

Executive Director Salary

The Executive Director Salary Schedule sets salary limits for LHA Executive Directors based on unit count, a program factor, and a family factor for state-aided family units.

Effective for FY2027 budgets (FY2028 budgets for 3/31 FYE LHAs) EOHLC increases the unit-based salary maximum and overall salary maximums by 3% over those in the FY2026 budget guidelines. This is to help maintain the competitiveness of ED salaries compared to peer housing authorities. See the updated salary bands in attachment A. The family and program factors have not changed. The table below shows increases to the ED Salary Caps from FY 2022 to FY 2026, the period governed by the last Schedule.

SFY	Direct Employment Cap	Global Cap	Increase
2026	\$214,726	\$236,198	2%
2025	\$210,516	\$231,567	4%
2024	\$202,419	\$222,661	2%
2023	\$198,450	\$218,295	5%
2022	\$189,000	\$207,900	--

Table H1. Increases to ED Salary Maximums, by State Fiscal Year

IMPORTANT NOTES: Unfortunately, **EOHLC will not be able to offer directed exemptions this year** to support salary increases. This means the LHA must be able to support any salary increase within the ANUEL. LHAs **should not use operating reserves to fund salary increases**, and LHAs will be required to certify to this fact in their budget submission. Instead of drawing from operating reserves, LHAs may use allowable accounting adjustments within their operating budget to accommodate salary increases, where appropriate and consistent with EOHLC accounting requirements.

An Executive Director whose salary is less than the maximum may, pursuant to a Board vote, receive up to the allowable maximum for FY2027 budgets governed by these guidelines per the Schedule, so long as the increase can be absorbed within the LHA’s ANUEL.

If the Executive Director receives a salary increase pursuant to a Board vote, the LHA must submit to

their assigned Housing Management Specialist the completed, chairperson-signed “EOHLC Local Housing Authority Executive Director Salary Calculation Worksheet,” no later than the LHA’s budget submission/revision deadline. The Budget Certification includes a space to input the Board-approved salary. An Executive Director whose current approved salary already exceeds the new maximum may continue to receive said salary without increase until such time that EOHLC issues a new Schedule showing that the existing salary is less than the allowable maximum.

An Executive Director’s total salary, from direct employment at one or two LHAs, shall not exceed a maximum aggregate of \$221,168 for all LHA budgets governed by EOHLC’s FY2027 Budget Guidelines. Additionally, an Executive Director’s total salary that includes a portion of salary from other program activities, such as Management Services Agreement fees for day-to-day operations of another LHA and other contracts with any other public or private entities that are temporary or that may otherwise terminate (e.g., providing management or administrative services on behalf of other housing authorities, private developers, non-profit entities, grant recipients, municipalities, etc.), shall not exceed a maximum aggregate of \$243,284.

Executive Director’s receiving payment for administering the RCAT program must include the payment amount in total salary. This payment is not subject to the salary cap.

○ Program Factor:

- EOHLC will not approve salaries that count HUD’s Section 8 Mobility Program (also known as Section 8 Portability) as a distinct program. This program is already part of the Section 8 Housing Choice Voucher Program.
- Chapter 167 and Chapter 689 units count as one program for purposes of salary calculation (i.e., if an LHA has 4 c.167 units and 8 c.689 units, they can only add one program to the program count).
- All Local Programs (i.e., two separate locally funded affordable housing properties) count as one program for the purposes of salary calculation.

○ Family Factor:

- The State Family Factor component of the Executive Director’s salary, as calculated in accordance with the Executive Director Salary and Qualifications Schedule, must only be included in the “Other S-1” column, to ensure the state proration is accurate.

○ Management and Other Program Fees:

- LHAs with redeveloped units owned and operated by other entities should not include them in unit count if they do not directly receive subsidy for them. Instead, they may reflect contributions to the Executive Director’s salary from asset management and monitoring fees in the schedule of “Other Program Fees”. These are not subject to unit-based salary maximum, but are subject to the overall salary cap (\$243,284). **The LHA must be able to support any salary increase within the ANUEL. Bonuses cannot be charged to any state housing programs,** and longevity payments are allowed if funded from a non-state funding source and are not included as salary or included in retirement calculations.

I. Maintenance Salaries

The Maintenance Labor Account #4410, excluding seasonal help and overtime, **must not pay less than the current rate published by the Department of Labor and Workforce Development**

(EOLWD). Generally, LHAs may set maintenance rates as needed to attract and retain staff, but the LHA must support any increased rate within its ANUEL.

LHAs have flexibility to propose salary changes for all maintenance staff. However, EOHLC recommends LHAs **carefully analyze the impact of EOLWD rate increases** this year before choosing to increase the maintenance salary line (Account #4410) by more than change in EOLWD rates. This is because EOLWD rates increased substantially this year in most cases.

LHAs should justify substantial increases above EOLWD rates in this line item in the Budget Dialogue Box with their budget submission. EOHLC will review the justification for reasonableness and whether the LHA's ANUEL can support the reorganization. LHAs are also reminded that the tiers in the EOLWD rates are related to experience, not tenure.

IMPORTANT NOTES: Unfortunately, **EOHLC will not be able to offer directed exemptions this year** to support salary increases over the EOLWD rates. LHAs **should not use operating reserves to fund salary increases**, and LHAs will be required to certify to this fact in their budget submission. Instead of drawing from operating reserves, LHAs may use allowable accounting adjustments within their operating budget to accommodate salary increases, where appropriate and consistent with EOHLC accounting requirements.

An LHA shall notify EOHLC in writing, accordance with [760 CMR 4.10 \(1\) \(a\)](#), of its intention to begin collective bargaining with unionized maintenance employees. The LHA shall promptly schedule and participate in a pre-bargaining conference with EOHLC to discuss pertinent matters pertaining to the collective bargaining. The LHA shall provide EOHLC with a description of the bargaining unit. In consultation with EOHLC, the LHA may increase the rate, subject to EOHLC review and approval of the LHA annual operating budget.

The LHA must be able to support any rate/salary increase within the ANUEL for this budget year. **Bonuses cannot be charged to any state housing programs**, and longevity payments are only allowed if funded from non- state sources and not included as salary or included in retirement calculations.

J. Security-Related Expenses

An LHA can expend state operating funds on security, within its existing bottom line. The LHA must submit a written request to the Bureau of Housing Management that includes the following:

1. Documentation of a compelling need for additional security measured by such factors as: extremely high crime rates, dramatic increases in certain types of crimes, or unique crime problems;
2. A "maintenance of effort" (MOE) agreement with the municipality and police chief executed by the LHA. The MOE must certify that the provision of local law enforcement services remain unaffected by the LHA security measures ; and
3. A statement that documents the following information for all persons who will perform LHA security functions:
 - Whether or not they will carry firearms;
 - Confirm if they are graduates of a police academy certified by the Massachusetts Criminal Justice Training Council and have passed a standard psychological screening for law enforcement personnel;
 - Assert all security personnel must participate in continuing education/training, and

be recertified annually for firearms use, as appropriate.

Once EOHLC approves the security expense, the LHA does not need to submit yearly documentation unless requested by EOHLC.

K. Submission Deadlines

These Budget Guidelines apply to FY2027 which begins July 1, 2026 and includes LHA budget years of:

Budget Year	Budget Due By
July 1, 2026 – June 30, 2027	September 30, 2026
October 1, 2026 – September 30, 2027	November 6, 2026
January 1, 2027 – December 31, 2027	December 4, 2026
April 1, 2027 – March 31, 2028	February 5, 2027

Please keep in mind that the above dates for the budget due dates are the EOHLC's preferred submission dates however, LHAs are not penalized, nor do they face any adverse action for late submission of budgets, as long as its budgets are submitted within a reasonable time period of the LHA starting its fiscal year. LHAs cannot spend above the last approved budget amounts.

Budgets will be reviewed and approved as soon as possible, but within no more than sixty (60) working days of acceptance of a complete LHA budget submission. The LHA's budget submission must be complete and incorporate all relevant explanatory material. Incomplete submissions will be reverted to an authority for correction or completion, restarting the "60 day" time limit. Budgets requesting special exemption or requiring follow-up documentation may take longer.

L. Required Elements of Budget Submission

An authority must submit an operating budget for each state housing program having contracted/leased units. All submissions must be submitted electronically through EOHLC's new on-line CapHub platform. Budgets must include all required data and all applicable justification, with detailed notes on budget lines not in conformance with budget guidelines in the Dialogue Box Section (Comments) of the Budget. EOHLC will revert budgets that do not contain necessary comments in the Dialogue Box. Data and applicable justification include the Executive Director Salary Calculation Worksheet for any proposed Executive Director Salary increases and for newly hired Executive Directors, which must be submitted outside of HAFIS.

Board Approval and Budget Certification

All budgets require Board approval prior to submission, and **all** board members must sign the Budget Certification Form. An electronic Budget Certification for each program budget (400-1, 400-9, c. 689, MRVP, and 400-A etc.) must be completed as part of the CapHub's budget submission to EOHLC.

LHAs must complete the fillable Budget Certification Form that must be uploaded into the new CapHub budget system. The form is set up to allow you to move from each point that needs to be completed using the tab key. Information to be completed is indicated by red text. Once you complete a field that repeats in the form, such as the housing authority name, it will automatically populate where needed throughout the form.

The fillable Budget Certification Form includes the Executive Director's annual salary for the fiscal year. The LHA Board must vote to approve the Executive Director's salary, which must be included in the LHA's fiscal year's operating budget. The Budget Certification will provide evidence of Board approval for both the annual operating budget and the Executive Director's annual salary.

This fillable Budget Certification Form must be used by an LHA prior to submitting an original or revised state budget for each fiscal year. Once the form is completed, the LHA must submit a scanned/PDF copy of the fully completed and executed Budget Certification to EOHLC.

M. Budget Review Process

Once the LHA submits its budget, the Housing Management Specialist (HMS) will receive a system-generated email from HAFIS/CapHub stating the budget has been submitted to EOHLC. Then the review process is as follows; each step is sequential to the one preceding:

1. The HMS has **seven (7) calendar days to accept budget(s)**.
 - a. The HMS verifies that the **LHA has submitted a budget for each of the state funded programs** administered by the LHA. HMS will re-verify that the budget certification has been accepted for all state programs and record date of the budget certification submission in the Tracking Notes in HAFIS/CapHub.
 - If a program budget has not been submitted (e.g., c. 689, MRVP, etc.), HMS will call the LHA, verify that programs exist, request the missing budget to be submitted in **seven (7) calendar days**, and **the budget(s) will be reverted to the LHA**. HMS will follow-up with an email.
2. The HMS has **seven (7) calendar days to verify the unit count and salaries**:
 - a. Unit count must include state, federal, and all other programs/units the LHA owns and manages directly. LHAs should not include program/units contained in a Management Services Agreement or other management contract in this unit count.
 - HMS will call the LHA with questions regarding unit count. If the unit count is incorrect or HMS is unable to verify, HMS will **revert the budget(s) to the LHA** to correct the unit count and will request the information be submitted within **seven (7) calendar days**. HMS will follow-up with an email.
 - b. HMS will review administrative salaries, the Executive Director salary, and maintenance salaries to determine if salaries, including any increases and salary prorations, comply with the EOHLC Budget Guidelines.
 - HMS will call the LHA with questions regarding salaries. If salaries, including any increases and salary prorations, **do not** comply with the EOHLC Budget Guidelines, HMS will revert the budget(s) to the LHA to correct any increases and salary prorations and will request the budget(s) be re-submitted within **seven (7) calendar days**. HMS will follow-up with an email.
 - c. HMS will verify that LHA utilized the Dialogue Box to detail exemptions. LHAs must include notes regarding any budget line items that do not conform to these budget guidelines as well as any budget revisions submitted by the LHA. These notes should be

detailed in the Dialogue Box section of the Budget. **If the LHA does not include required notes in the Dialogue Box, EOHLC will revert the budget for LHAs to add those comments.**

Please note that the total time for HMS review is fourteen (14) calendar days, if the budget(s) is not reverted to the LHA for correction.

3. The HMS forwards LHA budget(s) to Finance with comments in the Tracking Notes that will include details such as: Budget Certification has been reviewed and accepted, all program budget(s) have been submitted, budget(s) includes all programs and units counts, and salaries, including any increases and salary prorations are in compliance with EOHLC Guidelines. HMS will also note if there is a Management Services Agreement in place and identify the contracting authorities.
4. Finance receives budget(s), reviews the Tracking Notes and the Dialogue Box and begins the budget review process **within seven (7) calendar days**.
5. Finance will begin reviewing a complete budget(s) or revert the budget(s) to the HMS and the HMS will revert the budget(s) to the LHA if any of the required schedules are missing.
6. Review Schedules for adherence to Budget Guidelines (required schedules):
 - a. Program Specific Pages
 - b. Schedule of All Positions and Salaries for both administrative salaries and maintenance wages.
 - c. Schedule of Insurance & Employee Benefits
 - d. Schedule of Capital and Other Expenses, listed as Extraordinary Maintenance, Equipment Replacement Capitalized, Betterments & Additions Capitalized, Equipment Purchases Non-Capitalized
 - e. Expenditures in Excess of ANUEL
 - f. ANUEL and Subsidy Worksheet
 - g. Schedule of Exemptions
 - h. Operating Reserve Analysis
 - i. Admin Other (4190)
 - j. Contract Costs (4430)
 - k. Schedule of Management Agreements
7. Finance records notes regarding ANUEL, reserve level, and any other modifications to the budget in the Tracking Notes and the Dialogue Box in HAFIS. This is to be completed **within thirty (30) calendar days**.
 - a. Recommends approval of the budget(s) and forwards budget(s) to Finance Manager/Budget Director
 - b. If unanswered questions or discrepancies, budget(s) are reverted to LHA for correction.
8. Finance Manager/Budget Director receives budget for review and approval
 - a. Reviews for completeness, accuracy, and approval **within nine (9) calendar days**
 - b. If questions, reverts budget to Finance
 - c. Approves budget(s) electronically and by letter

Budgets electronically submitted that fully comply with the EOHLC Budget Guidelines will be processed and approved within sixty (60) days.

N. Approved Budget Implementation

An authority's approved operating budget is that budget which has been approved electronically by the EOHLC's Finance Manager/Budget Director for the Bureau of Housing Management. An authority must present an approved budget to the Board of the authority for formal Board acceptance if there have been any modifications.

The effective date for the implementation of the new budget is the first day of the new fiscal year, or the date approved by the Finance Manager/Budget Director, whichever is later. **Until the LHA has received an approved budget, it is authorized to spend at a level no greater than the prior fiscal year's approved level, less any one-time budget exemptions. No new expenditures for additional staffing or salary increases may be made until the new budget has been formally approved by EOHLC.**

O. No FY27 Increase to Allowable Non-Utility Expense Level (ANUEL).

The Allowable Non-Utility Expense Level (ANUEL) will **not** increase in FY2027.

P. How is an Initial Occupancy Period (IOP) budget established?

When an authority has a new development opening and beginning initial occupancy, the LHA or the LHA's development partner on behalf of the LLC partnership, must prepare and submit an operating budget for that development. In addition, the authority must consider the effects of the new development on its existing program budgets in terms of changes in prorated charges (See Section III, Detailed Instructions for Budget Preparation, page, 21). In redevelopment projects, replacement units from the previous development may need to be transferred out of the LHA typical budget submission and into the budget of the LLC entity when PH replacement units maintain their state operating subsidy. In federalized redevelopment projects, the units and or overall development are removed from the LHA budget entirely. Each redevelopment project is unique. Always consult the CFA and Disposition, Relocation and Operating Agreement from the project closing documents for specific details related to initial budget preparation.

We encourage authorities to contact their Housing Management Specialist (HMS) when developing an Initial Occupancy Period budget for any new state-aided public housing.

Q. Budget Revisions

EOHLC encourages LHAs to review quarterly operating statements for adherence to the budget and make the necessary operational changes to ensure that expenditures are no more than plus or minus 15% of the budgeted amounts. This could require increases in collections, changes to spending and perhaps revisions to the budget.

Revisions are required under certain exceptional circumstances, such as large, extraordinary maintenance or legal settlement expenses, the addition or disposition of state-aided public housing units, or the termination of a management agreement. Revisions are also needed to accept significant new budget exemptions. LHAs should not submit frequent revisions solely to align budget with actual spending.

As noted above in Section II A, "What Does a Housing Authority Budget Represent," EOHLC will treat

salary, travel and bottom-line non-utility budget overruns very seriously. These items will be reviewed and may affect the operating subsidy allocated to the LHA for the fiscal year. Deficit LHAs with overruns in salaries (account #4110) and travel (account #4150) will have their earned operating subsidy reduced by that overrun amount. Housing authorities will be strictly held accountable to operate within the approved budgets, and their fiscal performance will be reviewed throughout the year and at year end by EOHLC.

A budget revision requires Board approval prior to submission, and **all** board members are required to sign the Budget Certification Form. LHAs must submit an electronic Budget Certification for each program budget revised (400-1, 400-9, c. 689, MRVP, or 400-A etc.) and EOHLC must accept it to process the LHA's operating budget(s).

When submitting a budget revision, columns 1 and 2 of the budget page will automatically reflect the approved budget for the current fiscal year. Columns 3 and 4 should reflect the LHA's requested amounts proposed for the revised budget. The appropriate schedule of costs should be revised where applicable. A budget revision must be complete when it is submitted, with the appropriate supporting data and applicable information and justification, including detailed notes of which line items were adjusted in the Dialogue Box Section of the Budget.

If a budget revision includes a salary increase for the Executive Director pursuant to a Board vote, the LHA must submit, no later than the LHA's budget submission/revision deadline, to their assigned Housing Management Specialist (HMS) the completed, chairperson-signed "EOHLC Local Housing Authority Executive Director Salary Calculation Worksheet," (see [Public Housing Notice 2022-02](#)). The Budget Certification includes a space to input the Board-approved salary.

LHAs must submit any Budget revisions electronically to EOHLC no later than the first (1st) day of the eleventh (11th) month of the authority's current fiscal year. The Budget Certification with all the board member signatures, and any supporting documentation required that cannot be submitted through HAFIS, should be received by EOHLC before submitting the Budget revision in HAFIS.

R. Calculation of Reimbursable Deficits

The amount that an authority is reimbursed is called the Adjusted Budget Deficit. The deficit will be calculated as follows:

Budgeted ANUEL	
PLUS	Approved Budget Exemptions
PLUS	Actual Utility Cost for the fiscal year
MINUS	Revenue from Designated Accounts (3110+3111+3115+3190+3690)
EQUALS	<i>Adjusted Budget Deficit</i>

S. Program Based Reporting

EOHLC conducts an analysis of expenses by total consolidated program. LHAs must keep records by program. LHAs are required to submit, at year-end, a breakdown of expenses by program with its year-end consolidated operating statements. Rental income will need to be reported by **program**.

Quarterly operating statements and Year End operating statements must be submitted within sixty (60) days after the quarter ends.

For deficit LHAs that fail to meet the quarterly operating statement submission deadline, operating

subsidy will not be advanced to the housing authority until the statements are submitted. If the year-end (4th quarter) operating statements are not submitted within the required time frame, deficit LHAs will not be advanced operating subsidy for the second quarter of their current fiscal year, or for any future fiscal quarters until the statements are submitted.

For surplus LHAs that fail to meet the quarterly operating statement submission deadline, EOHLC will restrict the use of the LHA's Operating Reserves (OR) until the statements are submitted. If the year-end (4th quarter) operating statements are not submitted within the required time frame, surplus LHAs will be restricted from using their OR for the second quarter of their current fiscal year, and for any future fiscal quarters until the statements are submitted.

Other Program Based Certifications and Submission Reporting Requirements

LHAs must submit the required LHA certifications and submissions of various reports. Please refer to [Public Housing Notice 2022-06](#), or any update to said Schedule for specific reporting requirements. LHAs are required to use the web-based monthly reporting systems for submission of the following:

- Board Attendance Report & Certification (Due 30 days after month end);
- Energy Reports (Due 30 days after month end);
- Mod & Development Quarterly Cost Report (Due 30 days after quarter end);
- Quarterly Certification & Vacancy System Utilization Report (Due 30 days after quarter end);
- Budget Submission & Certifications (Due 30 days before the commencement of the LHA's fiscal year or per EOHLC Budget Guidelines);
- Operating Statements & Year-end Statements (Due 60 days after quarter end);
- Certification of Executive Director/Board Approval Regarding Wage Match (Due 60 days after fiscal year end);
- Certification of Tenant Lead Notification (Due 60 days after fiscal year end);
- Certification of Salary and Compensation – "Top Five" (Due 60 days after fiscal year end);
- CIP Submission (Due two (2) months prior to the LHA's fiscal year end); and
- LHA Annual Report/Plan (Due two (2) months prior to LHA's fiscal year end).

T. Vacant Unit Fee Assessment

As per [PHN 2022-15](#), for budget years starting July 1, 2022, the Housing Authority Financial Information System (HAFIS) automatically imports assessed vacancy fees from the vacancy waiver systems into Section 12 of the ANUEL and Subsidy Worksheet. The automation of reporting assessed vacancy fees in the LHA year-end operating statements was effective for FYE 6/30/2023 and beyond.

EOHLC also updated vacancy fees in FY2023 and going forward to apply different fees for vacancies without approved waivers that occur in the c. 667 program vs the family program (c. 200 and c. 705).

[PHN 2024-03](#) clarified documentation needed and the waiver lengths approvable for various waiver categories. Please review this PHN and [table of waiver types](#) for more details.

III. DETAILED INSTRUCTIONS FOR BUDGET PREPARATION

The following sections explain the budget forms and how they are to be prepared. Starting with LHAs with fiscal year starting July 1, 2026 (FYE 2027) operating budgets, will be processed in CapHub rather than in HAFIS. To ease the process, all old (HAFIS) forms are kept the same, with a very minimal change.

Individual Program Budgets vs. Consolidated Budgets

For the conventional housing programs, (c.667, c.200, c.705) one budget should be prepared for the consolidated operation and listed in the spaces provided. Budgets are required for all occupied developments even if not yet financially closed into "management." This period of occupancy, prior to the closing from development into management, is called Initial Occupancy Period (IOP). A separate budget must be submitted for these units, then consolidated the following year. Authorities must prepare and electronically submit a budget for any such development thirty (30) days prior to the projected date of lease-up. For Rental Assistance, one budget should be submitted encompassing all program components, including AHVP.

Program/Units

The cover sheet for each program's budget should indicate the total number of units, by bedroom size, currently in each housing program. For example, in the 400-1 budget, the LHA must list each individual development (i.e., 667-1, 40 one-bedroom units; 667-2, 30 one-bedroom units; 200-1, 10 two-bedroom units, 10 three-bedroom units, 5 four-bedroom units; 705-1, 5 two-bedroom units; 705-2, 10 three-bedroom units).

State Voucher (MRVP, AHVP, DMHRSP) and federal Housing Choice Voucher (Section 8) units should list both the number of contract units and the number projected for occupancy as of the first day of the fiscal year. For budgetary purposes, the number of state and federal Housing Choice Voucher units will remain constant for the fiscal year. AHVP, although included in the state voucher program's budget for expense purposes, needs to be reported separately as the number of occupied units.

LHAs must include federal public housing units and any other units managed by the LHA (e.g., local funded initiatives, non-profit partnerships) in the LHA's budget submission. LHAs managing units for another LHA (Owner LHA) should not include units managed by a management agreement. The Owner LHA should report its units even when it has entered into an agreement to have another LHA manage the units. LHAs that do not submit all program units will have their budget reverted.

Calculating Per-Unit-Month (PUM) Costs

A Per-Unit-Month (PUM) cost is calculated to determine the monthly operating cost of a single unit of housing. It serves as a basis for setting guaranteed budget levels and thus subsidy amounts, per the formula in Section R. The computer calculates the PUM automatically when the LHA inputs cost totals. (NOTE: Currently, the PUMs reported in HAFIS by program (i.e., c.667, c.200, c.705) are estimates. EOHLC will modify this in a future update to the HAFIS system.) See below for standard PUMs for each program type for FY2026:

Program	FY26 PUM	FY27 PUM
c.200*	\$745.34.	\$745.34
c.667*	\$432.81	\$432.81
c.705*	\$815.66	\$815.66

*LHAs must complete and make modifications where necessary to ensure the Report of Total Units is accurate. This will ensure that the LHA calculated ANUEL is correct. **The unit count by program**

should match the information in CPS. Should you discover it does not, please notify your Housing Management Specialist and correct CPS, HAFIS or both.

Budget Description (Forms 050 and 070)

The electronic version of the budget has both a PUM and a total amount column for the prior year approved budget, rather than just one field.

BUDGET LINE ITEMS: REVENUE

The following section explains how each of the line items under "Revenue" is to be prepared.

3110: Shelter Rent

Included in this account are the total rent receipts anticipated from residents assuming an occupancy rate of not less than 98% for the projected twelve-month period. *Should the LHA believe that it will not achieve a 98% annual occupancy rate, the LHA must submit information explaining the reasons for a lower occupancy rate together with information on the LHA's efforts to mitigate the reduced occupancy rate.* In addition, the shelter rent projection should be based on the current rent roll plus anticipated increases expected from annual rent re-determinations. Rents for residents of family public housing are calculated at 27%, 30% or 32% of household income. Residents of elderly/handicapped housing are calculated at 25% or 30% of household income. LHAs should include notes in the Dialogue Box Section of the budget that include how the rent projection was calculated (i.e., current rent roll of \$50,000 per month, with an anticipated increase of 5% due to COLA increases).

EOHLC allows LHAs to request a regulatory waiver to perform rent re-determinations every two years rather than every year for tenant households residing in c.667 developments. However, the failure to capture the usual rent increase from the Social Security Cost of Living Adjustment (COLA) for the "off" year would likely require additional state subsidy costs, which EOHLC cannot afford to divert for this purpose. Therefore, LHAs seeking a waiver of [760 CMR 6.04\(4\)](#) will need to increase the portion of tenant rents from sources tied to the Social Security COLA (i.e., Social Security or Social Security Disability Income) in the "off" year by an amount equal to the percentage increase in the COLA. It is important to note that **this rent increase only applies to the fixed income benefit from Social Security, not wages or any other source of income.** Before doing so, the LHA will also need to execute an amendment to the tenant's lease. Tenants will continue to have the right to request a re-determination if the rent calculated in the manner described exceeds the rent due under the regulations. Contact your Housing Management Specialist for guidance.

Any tenant household that is over-housed and fails to move to an appropriately sized apartment when requested to do so by an LHA will be charged rent at 150% of what otherwise would be due. In addition, a late fee penalty of \$25 will be charged to any tenant household that fails to pay rent within 30 days of its due date.

Fraud/Retroactive balances owed should not appear as part of account number 3110, instead, they should be separated out into account 3111.

3111: Shelter Rent – Tenants – Fraud/Retroactive

This account should be used to report total rent receipts from residents due to unreported income. These are often called fraud or retroactive balances.

In cases where deficit LHAs discover, pursue cases, and enter into a written fraud/retroactive re-payment agreement **with a tenant in possession or a vacated tenant that has not reported income**, the LHA will be allowed to retain two-thirds of the funds recovered. One third of the total dollar amount recovered should be included in the LHA's quarterly or year-end Operating Statement as Shelter Rent, account #3111, and two-thirds of this total dollar amount should be included in Other Revenue-Retained, account #3691.

3115: Shelter Rent – Section 8/State Voucher Programs Lease-Up Fee

EOHLC no longer serves as a contract administrator for any Section 8 New Construction/Substantial Rehab properties. No LHA should enter anything related to the Federal Section 8 program in this line item. LHAs may use this line item to budget for the anticipated one-time \$500 per unit fees at lease up for newly issued MRVP vouchers. Please note: As of writing, there is an issuance pause for both MRVP and AHVP, so mobile vouchers cannot be issued.

3190: Non-Dwelling Rental

This account should be credited with the rent, including charges for utilities and equipment, billed to lessees of non-dwelling facilities and of dwelling units rented for non-dwelling purposes.

Include income from space rented to non-residential agencies. Before an authority enters into an agreement for rental of space for non-dwelling purposes, it must obtain written authorization from the Bureau of Housing Management. The Bureau of Housing Management must also approve any lease agreement. The request should include all pertinent details for the proposed arrangement, including evidence of adequate lessee insurance and an executed lease, even if no rent is to be paid. The authority should also include justification that such use of the space does not deprive the authority of needed operating or dwelling space and is in the best interest of both the authority and its residents. In general, rent should cover all operating expenses to the authority including janitorial, maintenance, and utility costs. An authority should not incur costs because of space being rented to other agencies and should not give space to federal programs free of charge. When the LHA's central administration or maintenance offices are in a state-aided development, rent should be charged to federal programs on a prorated basis. Rental charges should be shown as income to the specific program providing the facilities.

3400: Administrative Fee – MRVP/AHVP/DMHRSP

This account should be credited with Administrative Fees to be received for the MRVP/AHVP/DMHRSP Program. The MRVP/AHVP/DHMRSP administrative fee is \$55 per unit per month. Actual cash amounts received will agree with the amounts approved on line 7 of Form 076.

Please book the new one-time lease-up of \$500 per unit in account number 3115, see instructions above. Please note: As of writing, there is an issuance pause for both MRVP and AHVP, so mobile vouchers cannot be issued.

3610: Interest on Investments – Unrestricted

This account should be credited with interest earned on unrestricted administrative fund investments.

A local housing authority should review its investment policy and practices periodically. Interest rates fluctuate and future investments may vary substantially from the past, both as to amount and time. The budget estimate of interest income should be based on a realistic appraisal of these circumstances as indicated by future operating plans, projection of funds available for investment, and a commitment to maximize investment income while safeguarding investment funds.

For IOP budgets, authorities must be careful to assign the appropriate share of investment income to both its management and development books. The proration of investment income should be based on the relationship of unused development funds to available operating reserves.

MRVP/AHVP program interest income should be estimated based on the program's operating reserve. Interest earned on subsidy funds is not income to an authority and will be returned to EOHLC through the subsidy requisition process.

[EOHLC's Accounting Manual for State-Aided Housing Programs](#) includes a sample Investment Policy for LHAs. Housing authorities are encouraged to review Section 16 of the Manual. Please note that the Manual describes a requirement for collateralization of LHA deposits. Insurance may be available to cover LHA deposits. For example, [FDIC provisions](#) offer coverage up to \$250,000 per investor per institution. LHAs are required to ensure that their depositories, except for the Massachusetts Municipal Depository Trust, fully secure the uninsured balance on deposit with them. LHAs are reminded that under MGL. c.121B, they are prohibited from placing any state funds or any other funds entrusted to the state/LHA from the federal government at risk. Therefore, the only acceptable investments are those outlined in the EOHLC Accounting Manual, Section 16.

3611: Interest on Investments – Restricted

This account should be credited with interest earned on restricted administrative fund investments. See EOHLC Accounting Manual, Section 16 (B), [Investment Policy and Cash Management](#).

3690: Other Operating Revenues

This account should be credited with income from the operation of the project that cannot be otherwise classified. Income credits to this account include but are not limited to: penalties for delinquent payments, rental of equipment, charges for use of community space, charges to other projects or programs for the use of central office management and maintenance space, commissions and profits from vending machines, including washing machines, and rental of space in community or administration buildings for laundry equipment on a contractual or other basis.

Example sources of income include:

(a) Funds from shared commercial ventures such as coin-operated laundry facilities. This is an area that requires close attention from a senior staff member at the LHA. Income from coin-operated machines may not be transferred to local tenant organizations, but rather must be shown in the Other Operating Receipts line item.

In addition, all local housing authorities must enter into a written agreement regarding the upkeep of the machines, the method of income collection, and the percentage split of the income between the vendor and the LHA. Agreements may contain multi-year terms but should not have automatic renewal clauses or extend beyond five years and are not valid until approved by the Bureau of Housing Management.

(b) Charges to residents for additional services, materials, and/or repairs of damage caused by neglect or abuse in accordance with the Executive Office's regulations on lease provisions. LHAs may choose, rather than showing these payments as income, to treat them as reimbursements to the accounts from which the charges were originally made. This is allowable provided the following criteria are met: the charges are actually collected, the work has an itemized list of

materials used, and any charge for labor is only for hours outside the normal workday. This means you can charge tenants for maintenance time, but only those hours outside of the normal workday may be reimbursed to the labor line. Reimbursement for normal working hours must be treated as income to the local housing authority.

3691: Other Revenue - Retained

This account should be credited with all miscellaneous revenue to be retained by the LHA. These items are not included in the computation of operating subsidy. The most common example for this account is receipts for the rental of roof antennas. Also include in this account any other revenue items that are approved by EOHLC that do not affect the computation of operating subsidy.

This should include any net meter credits earned from Net Meter Power Purchase Agreements (PPAs) which the LHA is permitted to retain pursuant to these Budget Guidelines. Many LHAs have entered into Virtual Net Meter Credit Power Purchase Agreements (PPAs). In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off-site solar electricity-generating site. In exchange for contracting to purchase a percentage of the solar power produced, the LHA receives a credit on its utility electric bill for each kWh purchased (or, in some cases, the credits are paid as cash to the LHA by their utility company).

Beginning in FY2024 and continuing through FY 2026, EOHLC permitted deficit LHAs to retain **100%** of their net meter credit savings. The reporting requirements for net meter credits are incorporated in the descriptions of the individual budget line items in this Section III. See Attachment C: "[Schedule of Net Metering Credits](#)", for assistance in organizing the net meter credit data to be entered. Also, **please refer to PHN #2020-36, which describes this process in more detail.** This policy does not apply to credits earned in previously completed and closed LHA fiscal years. It also does not apply to the small number of LHAs that have pledged a portion of their credit savings for capital improvements through the HILAPP program or other agreements. This latter group will be reviewed on a case-by-case basis.

Example: If you earned total net meter credits worth \$80,000 and paid \$50,000 to the solar operator in account #4391 (below), your "net savings" would be \$30,000 (\$80,000 - \$50,000).

LHAs may also put revenue from sale of Alternative Energy Credits into this account.

Solar PPA instructions

Additionally, beginning in FY2024 and continuing in FY2026, EOHLC permits all LHAs to retain 100% of electricity cost savings created by on-site solar purchased through a Power Purchasing Agreement (PPA). In these deals, an LHA executes both a lease agreement and a PPA with a solar developer, giving them permission to build a solar array on LHA property and committing the LHA to purchase electricity at a reduced rate.

The monetary savings from these deals is simply the cost difference between normal utility rates and the lower electricity rate of the PPA.

To calculate the savings, LHAs will estimate savings at the beginning of their Fiscal Year. The solar developer should provide estimates for annual cost savings for each array, and the LHA may use this estimate. At the end of fiscal year during budget reconciliation, the LHA should compare the cost savings between what they would've spent on electricity versus what they spent on the PPA agreement, and how that real value compares to the earlier estimate. The LHA may keep the savings as a budget exemption.

Example: An LHA's PPA estimates they will save \$10,500 in 2024. The LHA would request a \$10,500 budget exemption for this estimated amount when submitting budgets at the start of their FY. At the end of the FY, the LHA reviews the output of the solar array and sees that it produced 142,000 kWh. The LHA then multiplies this production by their utilities' rate, which establishes what the LHA *would have paid* if they bought this electricity from the grid. In this case, the utility rate is \$0.20/kWh, which multiplied by 142,000 kWh is \$28,400. The LHA paid the solar developer \$17,400, and so the actual cost savings is $\$28,400 - \$17,400 = \$11,000$. \$11,000 is the final budget exemption value, slightly higher than the estimated \$10,500. The LHA must submit backup from utility bills to support the final budget exemption number. See [PHN 2023-13](#). **To summarize: This revenue should NOT be booked in 3691, and instead be requested as a budget exemption.**

3692: Other Revenue – Operating Reserves

This account should be credited with funds that LHAs plan to utilize from their operating reserve accounts in excess of the Allowable Non-Utility Expense Level (ANUEL). To be approvable, LHA must maintain the EOHLC prescribed operating reserve minimum level after deducting the amount budgeted. The only exception to this is when the expenses are for health and safety issues. LHAs must also provide the details of the expenses in the schedule of Expenditures in Excess of ANUEL and budget said expenses in the correct line-item accounts.

3693: Other Revenue – Energy Net Meter

Please note that beginning in FY24, all LHAs may retain 100% of their total net meter credit savings. Therefore, no net meter credits are recorded in this line. For detailed information and examples on how to enter net meter credit financial information in your operating statements, please see Account 3691 and [PHN 2020-36](#), updated alongside these budget guidelines.

3801: Operating Subsidy – EOHLC (400-1)

This account represents all operating subsidy received and/or earned for the fiscal year. This account should be credited with all operating subsidy forward funding payments received during the fiscal year. At the end of each quarter the operating subsidy earned is calculated on the EOHLC schedule called Operating Subsidy Calculation "ANUEL".

During the first three quarters the advance is debited or credited respectively to Account 2291 for financial statement purposes only. At the end of the fiscal year the underpayment is debited to Account 1125 and credited to Account 3801, and the overpayment is debited to Account 3801 and credited to Account 2118.

3802: Operating Subsidy – State Voucher Programs (MRVP/AHVP/DMHRSP) Landlords

The credit balance in this account represents the anticipated total receipts from EOHLC during the fiscal year for housing assistance payments to landlords. At the end of each fiscal year this account will be adjusted to equal the actual subsidy earned. The balance in this account at the end of each fiscal year should be equal to the total housing assistance payment as recorded in account 4715. For the difference between the actual receipts and the amount determined to be earned, account 1125 will be debited for amount due from EOHLC and account 2118 will be credited for amount due to EOHLC.

3920: Gain/Loss from Sale or Disposition of Property (Capitalized or Non-Capitalized)

The debit or credit balance of this account represents the following items:

- a) Cash proceeds from the sale of property that was either: 1) non-capitalized; or 2) capitalized and has been fully depreciated.

- b) Realized gain or loss from the sale or disposition of capitalized property that has not been fully depreciated.
- c) Any gains from sale of property, with exception of vacant c.705s sold without replacement (see [M.G.L. c.121B section 26](#)) are retained by the LHA and not deducted from subsidy.

BUDGET LINE ITEMS: OPERATING EXPENSES

The following section explains how each of the line items under "Expenses" is to be prepared.

4110: Administrative Salaries

This account should be charged with the gross salaries of LHA personnel engaged in administrative duties and in the supervision, planning, and direction of maintenance activities and operating services during the operations period. It should include the salaries of the Executive Director, assistant Executive Director, accountants, accounting clerks, clerks, secretaries, project managers, management aides, purchasing agents, engineers, draftsmen, maintenance superintendents, and all other employees assigned to administrative duties.

Please see Key Highlights and Section II (H), Increases in Administrative Salaries for details regarding administrative salaries and the Executive Director's salary.

If EOHLC's Executive Director Hiring Guidelines and staff hiring procedures are not adhered to, EOHLC reserves the right to withhold or withdraw state funding for those positions as provided for in [760 CMR 4.04](#). All positions must be shown in the "Schedule of All Positions and Salaries," whether or not there is a pro-ration of any share of the salary charged to state programs. EOHLC will not accept an Excel spreadsheet for the "Schedule of All Positions and Salaries." Each position must be listed on the Schedule. Bonuses must be listed separately from the position's salary line.

The "Schedule of All Positions and Salaries" must list all positions and salaries and must reflect total compensation of all administrative positions in the LHA's operating budget submission. In FY2020, the Schedule of All Positions and Salaries was revised to include as a source, fees from management contracts budgeted as salary for each administrative and maintenance staff. The revised Schedule includes a new field titled "Mgmt. Contracts" as a source of salary. In this field LHAs must include the budgeted salary from Management Services Agreement and other management contract fees for each **administrative** and **maintenance** staff, as applicable. LHAs will continue to enter Executive Director salary earned from these fees in the Schedule of Management Contracts.

Executive Directors at or beyond the global cap of \$243,284 in FY2027 can request a compensation increase from the management fee, with approval from the Owner board, to be received as a bonus to the Executive Director. This represents a specific exemption to the general EOHLC policy disallowing bonuses from state payments and the bonus cannot be added to the Executive Director's composite salary, nor used as a calculation towards retirement benefits. In addition, any bonus requested and approved by each Board for Executive Director's at or beyond the global maximum will be capped at 10% of the allowable management fee. Any other Executive Director awarded bonuses must be paid from non-state funds. Bonuses are to be recorded in the Schedule of All Positions and Salaries on line Two (2) directly under the Executive Director composite salary.

For those LHAs that maintain a Central Office Cost Center (COCC), the LHA should input the amounts in the "Other F-1" field, only. This applies to all HAFIS Schedules where the LHA is applying COCC. If the LHA is maintaining a COCC, the LHA must also include in the budget submission Dialogue Box: 1) the LHA uses the COCC methodology; 2) explain how it arrived at the COCC number; and 3) include the COCC per unit cost for both the state and federal units. EOHLC will be reviewing budgets to ensure that this information is included in the Dialogue Box. If additional space is required, the LHA may use the Comments Section of the Schedule of All Positions and

Salaries to supplement its explanation.

Any funding received that is not state funding or would be considered part of a COCC should be entered as "Other F2" or "Other Sources". This could include, but is not limited to, management agreements or development fees associated with nonprofit-owned housing or USDA Housing Assistance.

If the LHA is receiving fees for services (i.e. from Management Services Agreement(s), or other management contracts where the LHA is providing a service for a separate public or private entity), the LHA must also include those fees in the Schedule of Management Contracts. The total salary input for the Executive Director in the Schedule of Management Contracts will be auto-calculated in the Executive Director line item of the Schedule of All Positions and Salaries. However, as stated above, the LHA should input the salary for all other administrative and maintenance staff taken from management fees in the Schedule of All Positions and Salaries.

Authorities must indicate under the column headed "Code" on the Schedule of All Positions and Salaries which pro-ratio is used and include a description of each code. During the development period for a property, the annual salary as approved by EOHLC's Bureau of Housing Development and Construction for the Executive Director or any other personnel must be listed under "Development" on the schedule.

Other important guidance to note:

- The state Family Factor component of the Executive Director's salary, as calculated in accordance with the Executive Director Salary and Qualifications Schedule, must only be included in the "Other S-1" column, to ensure the state proration is accurate.
- LHAs should maintain the Executive Director line item as one position, despite any change that may occur to personnel holding that position within a given fiscal year.
- LHAs should explain any change that may occur to personnel holding that position within a given fiscal year in the dialogue box.
- Although bonuses and longevity payments for the Executive Director are permitted, they cannot be charged to any state housing program(s). Permitted bonuses and longevity payments (i.e., not from state sources) should be entered as a separate line item in the Schedule of All Positions and Salaries. Bonuses should be booked under the sources in which the bonuses are being paid or "Other - F2" or "Other Sources," as appropriate.

The Budget Certification, which must be executed by the Board, provides two statements addressing the existence or non-existence of relationships at LHAs. The Board must select the appropriate statement and provide documentation as necessary upon execution of the Budget Certification. **A complete disclosure of all relationships of staff to any Board or other staff member must be part of the budget submission. This must be done on an annual basis.**

LHAs are reminded that as programs, unit counts, or unit composition change, the allowable state share of salaries also changes. If new state-aided units are added to the LHA stock, then the state share increases; if, however, the new units are federal, or other (i.e., private affordable housing) units, then the state percentage and share is reduced. If an LHA loses federal or state units, the percentage and the allowable state share of salaries must be re-determined.

LHAs have control over staffing levels and positions, provided they operate within the Budget Guidelines' ANUEL and administrative salary limits. LHAs do not need to seek EOHLC approval to re-organize their staffing levels and responsibilities, provided they implement the re-organization within these criteria. **However, with the major changes that were recently implemented by the Department of Labor**

Standards (DLS) within the Executive Office of Labor and Workforce Development (EOLWD), HLC reminds LHAs that they must adhere to EOLWD published rates. Many LHAs have reached out to DLS about the revised hourly labor rates and have executed a memorandum of understanding with DLS. In these situations, the LHA must include in their Budget submission a description of the re-organization or major changes as a result of the new labor rates for EOHLC review to ensure reasonableness and that the re-organization can be supported within the LHA's ANUEL. EOHLC will also review new management agreement [submissions](#) to ensure that there is staffing presence at the Owner LHA office during regular hours.

Furthermore, with 0% ANUEL this year, EOHLC will not be able to offer directed exemptions to support salary increases. LHAs are reminded that they **cannot use operating reserves for salary increases** and will be required to certify this in their Budget submission. Instead of drawing from operating reserves, LHAs **may use allowable accounting adjustments** within their operating budget to accommodate salary increases, where appropriate and consistent with EOHLC accounting requirements.

4120: Compensated Absences

The debit balance in this account represents the actual cost incurred during the fiscal year for vacation, paid holidays, vested sick leave and earned compensatory time. This account includes both the direct compensated absences cost and associated employer payroll expenses (employment taxes, pension cost, etc.).

4130: Legal Expenses

Charge this account for retainers, attorney fees, court filing costs, constable service fees, mailing costs, document production and scanning expenses, and other costs associated with legal matters involving the operation of state-aided developments.

EOHLC recommends a *minimum* budget for legal expenses of \$6,500 for an LHA having 200 or fewer state-aided conventional public housing units and \$8,500 for an LHA that operates more than 200 state-aided conventional public housing units. These amounts are intended to cover legal fees and related expenses that are not paid or reimbursed through the Regional Legal Services Program or the Retained Risk Liability Program.

An authority should establish its anticipated expense for legal services in its budget, and monitor fees throughout the fiscal year. Because legal fees can escalate quickly, an LHA should contact EOHLC risk management for guidance when a legal matter appears to have costs escalating beyond the Authority's available budget. The LHA should also consider mediation, negotiated resolutions, and other early resolution strategies when appropriate to reduce legal costs.

LHAs should review **PHN 2025-20**, including its claim-reporting guidelines, and provide notice immediately as directed in the PHN whenever they become aware of a claim or litigation matter that may require reporting.

LHA engages counsel of its own choosing: An LHA may retain an attorney of its choosing, subject to applicable EOHLC contracting requirements and legal-services guidelines. A contract must specify the approved hourly rates, fixed fees, or other compensation for the legal services to be provided and must receive EOHLC approval before funds are expended under the contract.

An LHA seeking legal services on an as-needed basis without a contract should consult its Housing Management Specialist. All legal charges must be reasonable and consistent with EOHLC guidelines.

LHA participates in Regional Legal Services Program with pre-qualified Attorney:

This year the number of LHAs eligible to receive legal funding through the Regional Legal Services program will expand. Small and Medium LHAs eligible for the Regional Legal Services Program will be reimbursed up to a pre-designated dollar amount for legal services provided by pre-qualified attorneys. All eligible LHAs will receive an announcement with their program funding for FY2026.

All LHAs requesting program funding will need to return an executed Participation Agreement to EOHLC's program administrator. The LHAs participation agreement status is highlighted in the program package.

Funding eligible LHAs will add the allocated legal funding to the recommended minimum legal budget recommended by EOHLC to line item 4130.

For example, an LHA with over 200 state-aided units has signed the agreement, and has been allotted \$11,500, for Regional Legal Services Program expenses. This LHA should enter \$20,000 in the Legal Services budget line; \$8,500 from its own funds, and \$11,000 to be included as a EOHLC Directed budget exemption.

At fiscal year-end, EOHLC will reconcile the exemption to actual eligible program expenses, not to exceed the LHA's designated allocation. Unexpended LHA funds may be transferred to another line item as permitted by these budget guidelines. Any unexpended portion of the EOHLC-Directed exemption may not be transferred or reimbursed.

For additional information, consult the program documents or contact Sarah O'Leary (sarah.oleary@mass.gov) or Ayo Yakubu-Owolewa (ayo.yakubu-owolewa@mass.gov).

Retained Risk Liability Program: When an LHA incurs legal expenses through EOHLC's Retained Risk Liability Program, including expenses arising from the settlement of a claim against the LHA, the LHA must follow the specific budgeting instructions contained in the Payment Authorization letter issued by the program administrator.

Account Exclusions: Housing Authorities should not charge account 4130 for legal fees incurred for collection of amounts owed by former tenants. Such fees, if not recovered through court action, shall be charged to Account 4190.

4140: Compensation to Authority Board Members

A local authority may compensate its members for performance of their duties and such other services as they may render to the authority in connection with its Chapter 200 development(s). State law does not authorize compensation for any other program. LHAs must base such compensation only on the actual rent receipts for the Chapter 200 developments plus a prorated share of other operating receipts of funds on a per unit basis. The precise amount that members may be compensated is [defined by statute](#) to a maximum of \$40 per member or \$50 for the chairperson per day. The total of all compensation to all board members is not to exceed two percent (2%) of actual gross income of Chapter 200 developments in any given year, consistent with the approved budget amount. In no case shall the payment of compensation exceed \$12,500 annually for the chairperson, or \$10,000 for any member other than the chairperson. Please note the statute requires the member to perform housing authority business in order to

receive compensation.

4150: Travel and Related Expense

Travel practices and policies are to be consistent with EOHLC policy. Legitimate travel expenses incurred by board members and staff in the discharge of their duties for any **state-aided program** are reimbursable from this account based upon the following considerations:

1. Registration fees for conferences are allowable for a reasonable number of LHA members and the Executive Director.
2. Charges for overnight accommodations are allowable if the conference is located at a site at least 40 miles from the community where the LHA is located. If two people, one of whom is not associated with the LHA, are occupying the room being rented by the LHA, the allowable reimbursable amount is based upon the single occupancy. The difference between single and double occupancy is borne by the individual LHA member or staff member.
3. Private auto mileage incurred in the course of authority business is reimbursable at the rate of seventy cents (\$0.70) per mile. In addition, reasonable associated costs for parking and tolls for authorized business travel are reimbursable. A flat rate, either calculated on a weekly or monthly basis, for the business use of private vehicle is not allowable under any circumstances.
4. When employees use an authority-owned vehicle for travel, reimbursement for tolls and parking is permissible if parking charges are reasonable and cover solely the period of time during which business is conducted. All state-funded authority owned vehicles must be permanently marked with the authority name. In addition, such vehicles must be garaged at the authority, not at the employee's home, and must be used only for authority business (not commuting to work, etc.). Exceptions to this rule must have prior written approval from the Director of the Bureau of Housing Management.
5. Reimbursement for meals is allowed as below:

Breakfast:	Travel begins no later than 6:00 a.m. - \$6.00 maximum allowable.
Lunch:	Travel must exceed 24 hours - \$8.00 maximum allowable.
Supper:	Travel must end after 6:00 p.m. - \$16.00 maximum allowable.

Those traveling 24 hours may take advantage of a more flexible policy that allows reimbursement of \$30 a day rather than a meal specific policy.

6. Limited out-of-state day travel is allowable provided that the LHA can document that such travel directly benefits the LHA's administration of state housing programs. The LHA must receive prior written approval from the Director of the Bureau of Housing Management for any such travel. Allowable travel costs are limited.

In summary, the following items are not allowable as reimbursable from state funds:

- Flat rate allowances for cars, trucks, or other vehicles;
- Flat rate allowances for cell phone use;

- Payment for meals in excess of allowable amounts;
- Reimbursement for alcoholic beverages; this applies even if the total food bill is less than the maximum allowable;
- Reimbursement for car rentals; and
- Travel outside of Massachusetts without prior written EOHLC approval.

All expenses must be vouchered and have the proper documentation attached prior to payment. No expenses are allowable that exceed the approved budgeted amount in Account 4150, Travel and Related Expenses.

State funds should only be used for conferences and events relevant to state-aided housing programs.

Remember, training is shown and broken down on its own as a subdivision of 4190.

4170: Contractual Accounting Services

Only the accounting services provided routinely and performed on a contractual basis (fee accountant) should be included in this item. Full or part-time LHA accounting staff that provide routine accounting services should be included in Account 4110, Administrative Salaries. The major elements measured by EOHLC in evaluating accounting services are the timeliness with which the required financial reports are filed and their accuracy. An authority should be careful that it is satisfied that its contractual accounting services are fulfilling the authority's financial obligations since those services reflect on the authority's performance. Authorities should be sure that the fee accountant is providing the required services as outlined in the Accounting Manual.

LHAs have the flexibility to negotiate accounting fees, which they determine to be appropriate within the ANUEL.

4171: Audit Costs

Federal Uniform Guidance Financial Audit

We are reminding all LHAs that are required to perform Federal Uniform Financial (Single Audit - current threshold is \$1,000,000 starting 9/30/2025) that a copy of the audited financial statements must be submitted to EOHLC as soon as the financial statements are released. When sending a copy of the audit to EOHLC, each housing authority must certify that it has no significant budgetary, financial management, or operating deficiencies noted in its most recent audit (including audits conducted by the State Auditor or others in conformance with the federal Single Audit\Uniform Financial act) which have gone uncorrected, or which have not been successfully refuted.

This account includes the state program's prorated share of audit fees paid to an Independent Public Accountant (IPA). The procurement of an IPA is necessary to satisfy the Federal Government's requirements of Uniform Guidance (formerly Circular A-133) and the single audit requirements. Costs for these services should be shared with all state and federal programs of the LHA. **Audit costs are to be absorbed within the ANUEL.** The new Agreed Upon Procedures (AUP) audit costs should also be included in this account.

LHA Size	Maximum Hours	Hourly Cost	Total Maximum Cost
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1-50 units	15	\$255	\$3,825
51-199 units	18	\$255	\$4,590
200-499 units	21	\$255	\$5,355
500-999 units	24	\$255	\$6,120
1,000+ units	26	\$255	\$6,630

Agreed Upon Procedures (AUP)

LHAs must contract every two years with an EOHLC pre-qualified Independent Certified Public Accounting firm, to conduct an Agreed Upon Procedures (AUP) financial review of the LHA's state-aided programs, including MRVP, AHVP, and DMHRSP, for the prior 12 months as of the LHA's fiscal year end. LHAs must procure a new auditor at least once every 5 years. LHAs may find the most recently qualified CPA firms at this link: [PHN 2024-06 AUP Auditors List](#).

The review will include: rent collections/tenant accounts receivable/account write-offs; payroll/fringe benefits; disbursements/accounts payable; inventory (fixed assets); procurement/public bidding for goods and services; cash management and investment practices; and operating subsidy; and annual rent calculation and compliance.

LHAs must absorb the cost of the AUP financial review within the LHA's ANUEL.

Please refer to [PHN 2021-12](#) and [PHN 2020-26](#) for AUP reminders and updates. See [PHN 2018-15](#) for EOHLC guidelines on Seeking CPA firms for the AUP Program and the most recently issued guidelines regarding compensation firms may receive, as detailed in [Addendum 1 to PHN 2018-15](#). Compensation for services is based on the number of units that are under management by the LHA. The Addendum 1 reflects the maximum compensation firms may earn for the AUP, not including reimbursable expenses.

Reimbursable Expenses:

At the completion of the AUP report, firms should submit to the LHA invoices for payment for reimbursable expenses incurred. These submissions should be supported by invoices or receipts. The following are the only allowable reimbursable expenses:

- The cost of printing more than five copies of required submissions.
- Mileage reimbursement for driving in MA only, at a rate of \$0.62 per mile.
- Any other specially authorized reimbursement deemed essential by EOHLC in writing.

Non-Reimbursable Expenses:

- An LHA shall not reimburse the firm for telephone, postage, and delivery.
- The firm shall not be entitled to compensation for the services of sub-consultants.

4180: Penalties and Interest

The LHA should manage its cash flow and accounts payable effectively. Housing Authorities will include

any expenses incurred from penalties, fees, and interest paid on delinquent accounts in this line item.

4190: Administrative Other

This account is provided for recording the cost of administrative items for which no specific amount is prescribed in the 4100 group of accounts. It includes, but is not limited to: office supplies; postage; telephone and internet services; office space rental, advertising for bids; management consultants, or other technology costs. This account shall also be charged for the following and only for charges directly related to state-aided housing programs.

1. Publications:

- A. Costs incurred for publications (i.e. preparation, printing and distribution of annual reports and other informational literature relating to low-income programs).
- B. Cost of periodicals, books and other literature deemed useful to the low-income housing programs.

2. Membership Dues and Fees:

- A. Agency membership must be limited to professional organizations supplying housing information relevant to state-aided programs whether or not an Agency membership includes individual board members and /or staff. If it does not, the cost of membership for those individuals is not borne by the authority, but by the individual. For example, Agency membership in the Massachusetts Chapter of the National Association of Housing and Redevelopment Officials (NAHRO) includes the five board members and the Executive Director, but an "Agency" membership in National NAHRO includes only the agency and not the individuals which it encompasses.
- B. Dues and fees for membership in, and payment of services of, organizations supplying technical service for computer or professional information and/or service concerning housing programs, computer licenses.

3. Telephone:

A housing authority's expense for telephone service depends in large part on the size of its programs and staff and the complexity of its organization.

The LHA shall reimburse an LTO for the minimum cost of basic in-state telephone service so long as the telephone service has been used solely for in state calls concerning representation of residents in state-aided public housing and for no other purpose, and so long as the LTO's need for in-state telephone service continues and is adequately documented when the LHA so requests. The LTO must present the monthly statement to the LHA for reimbursement.

Cellular Phones: The use of cellular phones at LHAs is a common practice. As a result, and as stated in the [FY2007 EOHLC Budget Guidelines](#), a few basic rules need to be applied to the use of such phones.

- a. Employee access approved by the board.
- b. Use should be work-related only. In instances where there are charges due to personal calls, reimbursement must be made by the user to the authority.
- c. An itemized bill will need to be received and signed by the employee using the cell phone.
- d. There should be a statement attached to the bill, where the employee signs and attests to the fact that no personal phone charges have been made by him/her on the phone, and that all personal

charges have been reimbursed to the authority.

EOHLC strongly recommends providing an agency cell phone to staff that require a cell phone for work. LHAs should not reimburse staff or provide flat-rate allowance for use of personal phone.

4. **Rental Office Space:** If state programs rent space in a federal development, include yearly rental charge here. All rental agreements relating to the authority renting office space require prior written EOHLC approval.
5. **Forms, Stationery, And Office Supplies:** This includes consumable supplies as well as service contracts on office machinery. Large authorities should purchase supplies in bulk and should [consider Operational Services Division's statewide contracts](#) whenever viable.
6. **Shipping Charges:** This includes incidental express, freight, or other shipping charges not identified with the charges to the same account as the article shipped.
7. **Training:** This includes all conference fees, staff training, educational rebates and other such costs.
8. **Management Fee:** Service contracts paid by LHA to another entity for cost of managing day-to-day operations.
9. **Other:** This includes all administrative costs, including contract computer support not described elsewhere. This may also include costs for a tenant management system and other software. Internet access should be budgeted here. Legal costs specifically related to collection of debts owed by former tenants, which are not paid by the debtor, should also be included here.

4191: Tenant Organization

1. LTO Funding by the LHA.

- Upon request, the LHA shall fund all LTOs in a city or town at the annual rate of \$25 per state-aided public housing unit occupied or available for occupancy by residents represented by such LTO(s), or an annual total of \$500.00 prorated among all such LTO(s), whichever is more. For more information on the creation and funding of LTOs, refer to [760 CMR 6.09](#).
- The LHA shall disburse such funds to an LTO pursuant to an approved budget, which provides that funds will be used only for the LTO's ordinary and necessary business expenses and authorized activities with respect to state-aided housing programs. While purely social activities are not eligible expenditures, LTOs may expend funds for activities that facilitate resident engagement with the LTO and LHA – for example, a LTO may provide light refreshments at meetings.
- To request and receive state LTO funding (not funding from other sources) an LTO must: adopt an annual budget at a meeting of its members; submit the adopted budget for LHA approval; submit a year-end financial statement, approved by the LTO, to receive next year's funding; and make the year-end financial statement available to its members. Further detail is provided in [PHN 2024-25](#).
- These funds shall only be provided to the tenant organization for purposes that enable it to carry out its primary function. Namely, effective participation in the administration and management of the housing authority. Examples of allowable expenses include: office equipment; special stationery; telephone costs beyond basic service; attendance at relevant conferences; payment of dues to state tenant organizations, or light refreshments at a tenants' meeting. Ineligible expenses would include: any item or activity prohibited by law; political or religious contributions; recreational or social events; or payments to benefit individual tenants or household members.
- In addition, pursuant to Tenant Participation Regulations, each housing authority should make available to each duly recognized tenant organization upon request: reasonable

space for an office; a reasonable supply of office furniture and consumable office supplies, such as a computer, lockable filing cabinet, access to a printer and copier; the installation and basic service costs for a private telephone line (the tenant organization must pay for its own long-distance calls) or reimbursement for the minimum cost of basic in-state telephone service, LHAs are encouraged to support LTOs in securing internet services, such as through access to office Wi-Fi; and to provide the use of available common rooms for tenant organization meetings.

2. Authorities which operate computer learning centers, which are funded in the state consolidated budget or by other sources (which are typically recorded in line #3691 as “Other Revenue Retained”), should budget the cost of the centers on this line.

4310: Water

This account should be charged with the cost of water and sewer charges purchased for all purposes.

4320: Electricity

This account should be charged with the total cost of electricity purchased for all purposes. Many LHAs have entered into Virtual Net Meter Credit Power Purchasing Agreements (PPAs). In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off-site solar electricity-generating power station. In exchange for contracting to purchase a percentage of the solar power produced, the LHA receives a credit on its electric utility bill for each kWh purchased or in some cases receives a direct cash payment from their utility company. **Please ensure that the amount charged to this account is the total cost of electricity BEFORE any reductions due to the receipt of net meter credits.** The LHA electric bill should state both the total cost of electricity used, as well as the payment due, which will be smaller than the total cost if the LHA has had credits applied to their bill. **Please enter the pre-credit cost here.**

Note that LHAs should reflect savings from onsite PPA as a budget exemption; see instructions in [PHN 2023-13](#) and above in section 3691.

4330: Gas

This account should be charged with the cost of natural gas used as part of the utilities purchased for heating and water supplies, as well as for ranges and stoves.

4340: Fuel

This account should be charged with the cost of coal, fuel oil, steam, propane, kerosene and any other fuels (except electricity and natural gas) used in connection with LHA operation of plants for the heating of space or water supplied to tenants as a part of rent.

4360: Net Meter Utility Debit/Energy Conservation

This account should record the total net meter credits earned as reported on Line 4392, MINUS the Solar Operator Costs reported on Line 4391, with the result expressed as a positive number. For example, if you reported -\$20,000 in Net Meter Utility Credits on Line 4392 and \$15,000 in Solar Operator Costs on Line 4391, you would add the \$15,000 reported on Line 4391 to the -\$20,000 reported on Line 4392 and post the remainder of \$5,000 on Line 4360 as a positive number. This number—shown as positive income—essentially represents the “net” savings the LHA earned from its net meter credit contract. (Note: In addition, this account is to be charged with costs incurred for energy conservation measures. Authorities are encouraged to identify conservation measures with a short-term payback period (approximately one

year or less) and to budget funds in Account 4360 of the utility section of the budget to implement those measures.

4390: Other Utilities

This account should be charged with the cost of utilities which are not provided for in accounts 4310 through 4360.

The cost of utility services is also a substantial element of operating expense. Good budgetary planning requires a thorough study of operating policies and practices that control the supply, use, and costs of utility services.

Budgeted amounts for utility expenses should be related to actual costs experienced by the authority, as opposed to a previous budget amount. A useful tool for the LHA in preparing the budget is the web-based monthly energy consumption report. You are reminded that these reports are to be submitted to EOHLC 30 days after the close of the previous month.

In addition, with continued emphasis on conservation, authorities should build consumption savings into budget estimates.

EOHLC will assist LHAs with funding for capital projects to reduce utility consumption or will assist LHAs with securing projects through the utility-funded LEAN program.

Please remember: LHAs may include septic system pumping in the other utility section of the budget rather than in the maintenance contract cost section.

4391: Solar Operator Costs

Many LHAs have entered into Net Meter Credit PPAs. In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off-site solar electricity-generating power station. The LHA makes regular (usually monthly) payments to the developer for its contracted share of the solar electricity produced by the site. Those payments should be entered in this account.

4392: Net Meter Utility Credit (Negative Amount)

As noted in account #4391 above, many LHAs have executed Net Meter Credit PPAs. In exchange for contracting to purchase a percentage of the solar power produced, the LHA receives a credit on its utility electric bill for each kWh purchased from the developer, which reduces the balance on its electric bill, or, in some cases, the credits are paid in cash to the LHA by the utility company. The total gross amount of the net meter credits that appear on the LHA's utility bills, or that it receives in cash payments, should be carried in this account and entered as a negative number. In cases where credits are paid in cash for multiple solar project offtakers to a "Host" LHA, the net balance retained by the Host LHA after paying out the amounts due the participating housing authorities should also be carried in this account and entered as a negative number.

4410: Maintenance Labor

This account should be charged with the gross salaries and wages, or applicable portions thereof, for LHA personnel engaged in the routine maintenance of the development.

Include all labor charges, including working maintenance supervisor, directly attributable to maintenance activities, such as repairs and maintenance of structure and grounds. The state prorated share of salaries should be equal to the dollar value of all approved positions or parts of positions approved for funding in the various state programs.

The Maintenance Labor Account #4410, excluding seasonal help and overtime, **must not pay less than the current rate published by the Department of Labor and Workforce Development (EOLWD)**. Generally, LHAs may set maintenance rates as needed to attract and retain staff. The LHA must support any increased rate within its ANUEL.

LHAs have flexibility to propose salary changes for all maintenance staff. However, EOHLC recommends LHAs **carefully analyze the impact of EOLWD rate increases** this year before choosing to increase the maintenance salary line (Account #4410) by more than change in EOLWD rates. This is because EOLWD rate increased substantially this year in most cases.

LHAs should justify substantial increases above EOLWD rates in this line item in the Budget Dialogue Box with their budget submission. EOHLC will review the justification for reasonableness and whether the LHA's ANUEL can support the reorganization.

IMPORTANT NOTES: Unfortunately, EOHLC will not be able to offer directed exemptions this year to support salary increases over the EOLWD rates. This means the LHA must be able to support any salary increase within the ANUEL. LHAs **should not use operating reserves to fund salary increases**, and LHAs will be required to certify to this fact in their budget submission. Instead of drawing from operating reserves, LHAs may use allowable accounting adjustments within their operating budget to accommodate salary increases, where appropriate and consistent with EOHLC accounting requirements.

A LHA shall notify EOHLC in writing, accordance with [760 CMR 4.10 \(1\) \(a\)](#), of its intention to begin collective bargaining with unionized maintenance employees. The LHA shall promptly schedule and participate in a pre-bargaining conference with EOHLC to discuss pertinent matters pertaining to the collective bargaining. The LHA shall provide EOHLC with a description of the bargaining unit. In consultation with EOHLC, the LHA may increase the rate, subject to EOHLC review and approval of the LHA annual operating budget.

The LHA must be able to support any salary increase within the ANUEL and must be able to appropriately prorate the salary to state and/or federal funds based on program units.

Bonuses cannot be charged to any state housing programs. Longevity payments are allowed provided the payment is funded from a non-state funding source. Bonuses and longevity payments are not considered salary and should not affect retirement calculations.

4420: Materials & Supplies

This account should be charged with the cost of materials, supplies, and expendable equipment used in connection with the routine maintenance of the development. This includes the operation and maintenance of automotive and other movable equipment (such as gasoline, oil, grease, batteries, tires and tubes, etc.).

This account should also be charged with the cost of materials, supplies, and expendable equipment used in connection with operating services. This includes such items as janitorial services, elevator services, extermination of rodents and household pests, and rubbish and garbage collection.

The cost of materials, supplies, and expendable equipment furnished by a contractor (firm or individual) in connection with the performance of routine maintenance or operating services should not be charged to this account, but to Account 4430.

4430: Contract Costs

This account should be charged with contract costs (i.e., the cost of services for labor, materials, and supplies furnished by a firm or by persons other than Local Authority employees) incurred in connection with the routine maintenance of the development, including the maintenance of automotive and other movable equipment (such as washing, greasing, polishing, and repair services). This account should also be charged with contract costs incurred in connection with such operating services as janitorial services, elevator service, extermination of rodents and household pests, and rubbish and garbage collection.

Include on this line the projected cost for all maintenance work not performed by housing authority maintenance staff. This includes contracts for snow removal, landscape services, refuse collection, extermination, oil burner maintenance, etc. Also included are payments to outside tradesmen who may be called for minor electrical or plumbing repairs outside the scope of the skills of authority staff.

Include on this line any condominium fees. Also include any requests for budget exemptions related to condo fees. The exemption amount and the amount recorded on this line should be included in Section 4 of the Operating Subsidy Calculation "ANUEL" page. Please include a brief comment in the Budget Dialogue Box describing the basis for the condo fees. While supporting documentation is not required with the budget submission, EOHLC reserves the right to request an LHA submit paperwork in support of the amount requested.

Remember that all purchases of materials and supplies as well as service contracts must comply with [M.G.L. c. 30B](#), as enforced by the Office of the Inspector General. Contracts bid in accordance with

applicable state statutes and for which the Authority has adequate funding no longer require advance EOHLC review and approval. EOHLC may, however, request to see certain contracts in the event of AUP findings on contracting or other concerns around procurement.

Any service contract that involves repairs to buildings or their systems must be procured as construction in accordance with [M.G.L. c. 149](#). Those with an estimated value over \$50,000 must be procured through sealed bids and must be submitted for EOHLC review.

See [Procurement Charts Revised November 2022](#) for more detail.

“Schedule of Contract Costs.” LHAs should list any anticipated contract cost individually on this schedule. Items include, but are not limited to:

- a) Maintenance of automotive and other movable equipment (such as washing, greasing, polishing and repair services, c. 30B);
- b) Janitorial services;
- c) Lawn maintenance;
- d) Power washing;
- e) Elevator service, if the service is limited to grease and oil changes and “no repairs” it may be procured as a service under c. 30B (\$10K-\$35K seek written quotes. More than \$35K advertise in newspaper – this includes any options to renew). If the LHA wants to include repairs, then must bid as c. 149. In any event, whether bid pursuant to c. 30B for just services or c. 149 to include repairs, prevailing wage rates are applicable;
- f) Fire Alarm, c. 149 per the Attorney General;
- g) Extermination of rodents and household pests, c. 30B;
- h) Rubbish and garbage collection, exempt from c. 30B;
- i) Snow removal, exempt from c. 30B;
- j) Oil burner maintenance, c. 30B – service only, no repairs. If the LHA wants to include repairs, it must bid as c. 149. Both cases require applicable prevailing wage rates;
- k) Condo fees; and
- l) Trades workers who may be called for electrical or plumbing repairs which are outside the scope of authority staff, procure per c. 149, never c. 30B. If work is less than \$10K sound business practices can be used or the LHA may select the contractor from the state-contract list up to \$10K cumulatively. Anything over \$10K LHAs must follow c.149 requirements. This may include contracted work for vacant unit turnovers.

“Contract Register”

The LHA Contract Register should include both goods and services as well as modernization contracts.

4510: Insurance

Includes the total amount of premiums charged for the period for all forms of insurance. Fire and extended coverage, boiler & machinery, and crime are handled by EOHLC on a statewide basis. Other necessary insurance policies include Workers' Compensation, vehicle liability and owner, etc. Because failure to anticipate personnel separations can lead to financial difficulties for LHAs, particularly since the Massachusetts Unemployment Insurance Law requires reimbursable method employers to reimburse DUA for benefits paid to former employees (in circumstances under which contributory employers normally are not charged), EOHLC recommends that all reimbursable method LHAs convert to quarterly contributing employers. You may change from one financing method to another by providing notice to DUA through UI Online. Once selected, that method is in effect for at least two calendar years. LHAs are

required to provide notice by December 31 of the year preceding the changeover year. Guidance to make this change can be found on pages 38 and 39 of the [Employers Guide to Unemployment Insurance](#).

Authorities should review insurance policies annually to take advantage of potentially lower rates or beneficial coverage terms that can be added. LHAs are not provided with liability insurance but can avail themselves of legal representation through the Retained Risk Liability Program and liability protection under the Massachusetts Tort Claims Act. Authorities are still required to show a more detailed breakdown of these costs on the schedule of insurance.

4520: Payments in Lieu of Taxes

This account should be charged and Account 2137 credited with all payments in lieu of taxes accruing to a municipality or other local taxing body. See Section 15(G) of the EOHLC Accounting Manual for State-Aided Housing Programs.

Payments in Lieu of Taxes (PILOT) should be determined and charged separately for each program as follows:

- Chapter 667 - None
- MRVP - None
- Chapter 200 - Maximum \$3.00 PUM
- Chapter 705 - Not to exceed the amount of 1/2 Full Value Tax Rate + \$100 times the number of bedrooms.
- Chapter 689/167 - Same formula as Chapter 705.

The housing authority should determine that all public services provided for in the cooperation agreement with the municipality are being received at no additional expense. If there are any such authority expenditures, the PILOT should be reduced to reflect these payments.

The above PILOT payments are the maximum allowed. No authority may pay any amount greater than those shown above. LHAs who have cooperation agreements with cities/towns that allow them to pay less or retain PILOT payments to cover other expenses that have been agreed upon may do so.

4540: Employee Benefits

This account should be charged with LHA contributions to employee benefit plans such as pension, retirement, and health and welfare plans. It should also be charged with administrative expenses paid to the State or other public agencies in connection with a retirement plan, if such payment is required by State Law, and with Trustee's fees paid in connection with a private retirement plan, if such payment is required under the retirement plan contract. Workers' Compensation Insurance is not charged to this account, but to Account 4510.

For the conventional housing and rental assistance budgets, this section includes payments made to employee pension and retirement funds by the authority as a supplement to contributions by its employees. Deductions from employees' salaries for pension or retirement funds shall not be included in this account but shall be considered as a part of gross salaries. Housing authority employees are eligible for inclusion in either the state or local benefit plans. **Please note that retirement costs cannot be paid from any state capital sources.**

Authorities must continue to absorb all costs associated with early retirement programs within their approved ANUEL. As stated previously, early retirement typically results in increased operating expenses

due to increased pension costs, if not in the fiscal year the program was implemented, then in subsequent fiscal years. EOHLC will not make additional operating funds available to pay increased costs resulting from a housing authority's prior approval of an early retirement program.

Employee benefits are based upon a given percentage of the total payroll; therefore, the total amount approved in this account will be based on the approved budgeted salaries representing the state's fair share.

Authorities offering health insurance are restricted by law to the State Group Insurance Plan and the percentage outlined within it. Dental and vision plans may be offered. EOHLC must approve any such plan adopted. Please show detailed information on the schedule of insurance. A number of authorities have added this benefit in recent years. Plans offered should be similar to those offered to state employees.

These budget guidelines update the incentive for employees who choose to be insured through a family member's insurance plan rather than use the LHA's insurance from \$1,000 to \$5,000; provided that the net result yields an overall savings to the LHA. The incentive is intended to reduce actual LHA costs, which result when an employee who has continuously been on the LHAs health insurance program for six months at the beginning of the fiscal year opts to enroll in a qualifying alternate employer-sponsored health plan available through a family member. The increased incentive amount may be offered to employees who previously qualified for the incentive and continue in that status. Stated another way, if the LHA offers this incentive it must be provided to employees that have already opted to participate in the incentive by dropping LHA coverage to participate through a family member's plan, as well as to those who choose to do so now. This incentive is available only to employees who have met the eligibility criteria; an employee is not eligible for the incentive merely because the employee waived LHA health insurance upon hire or was covered under another person's plan.

The authority will maintain the same Total Non-Utility Spending Level. The incentive payment would continue to be recorded in this line item; however, the savings from this action may be reallocated to another line item. This allows LHAs to examine their operating budget and determine where these funds should be budgeted to best serve the LHA. The LHA must certify on an annual basis that all eligible employees are insured. The employee is required to pay back a prorated amount of the cash incentive if the need should arise for the employee to return to the authority's insurance plan within the same fiscal year.

4541: Employee Benefits - GASB 45

Other post-employment benefits (OPEB) are part of an exchange of salaries and benefits for employee services rendered. Of the total benefits offered by employers to attract and retain qualified employees, some benefits, including salaries and active-employee healthcare are taken while the employees are in active service, whereas other benefits, including post-employment healthcare and other OPEBs, are taken after the employees' services have ended. Nevertheless, both types of benefits constitute compensation for employee services.

4542: Pension Expense – GASB 68

The Commonwealth of Massachusetts continues to be required to use the GAAP (Generally Accepted Accounting Principles) accounting format for financial reporting. GAAP Accounting provides for two forms of reporting, either governmental or enterprise. EOHLC has adopted the enterprise form of

reporting.

GASB's (Governmental Accounting Standards Board) Codification, Section 1300.104, states that the enterprise fund type may be used:

- *To account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses), including depreciation of providing goods or services to the general public on a continuing basis be financed or recovered through user charges; or (b) where the governing body has decided that periodic income determination or revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability or other purposes.*

Further reasons for using the enterprise version are as follows:

- It is the most accurate form for statement presentation.
- It is the HUD-preferred version and, thereby, will make LHA statements uniform across the Commonwealth.
- It is the format preferred by lending and other financial institutions.

EOHLC believes that the enterprise model provides for the use of full accrual accounting. Accordingly, EOHLC requires all LHAs to adopt the **enterprise** requirements of GAAP. (See EOHLC's Accounting Manual for State-Aided Housing Programs, Section 19 for further details.) Budget forms are available and must be completed in the web-based HAFIS application.

GASB 68

The primary objective of GASB 68 Statement is to improve accounting and financial reporting for pensions. It also improves information provided by state and local governmental employers about financial support for pensions that is provided by other entities. This Statement results from a comprehensive review of the effectiveness of existing standards of accounting and financial reporting for pensions since it enables decision-useful information, supports assessments of accountability and inter-period equity, and creates additional transparency.

GASB 68 utilizes changes made by GASB 65 – Items Previously Classified as Assets and Liabilities, which introduces Deferred Outflows and Deferred Inflows of Resources. Under GASB 65, the accounting formula is now expressed as: Assets plus Deferred Outflows of Resources equals Liabilities plus Deferred Inflows of Resources plus Net Position. When accounting for accrued pension in accordance with GASB 68, it may be necessary to report deferred inflows and outflows of resources.

Operating statement:

- Account # 4542: Pension Expense – GASB 68

Balance sheet:

- Account # 1291: Deferred Outflows of Resources (GASB 68 related)
- Account # 2140: Accrued Pension Liability (GASB 68 related)
- Account # 2293: Deferred Inflows of Resources (GASB 68 related)
- Account # 2806: Net Assets - Unrestricted (excluding GASB 45 & GASB 68 Liabilities)
- Account # 2806.1: Net Assets - Unrestricted for GASB 45 Liability
- Account # 2806.2: Net Assets – Unrestricted for GASB 68 Liability

4570: Collection Loss

The balance in this account represents the estimated expense to cover projected losses for tenant rents.

Note: Do not include losses from fraud/retroactive balances here. Report them in Account 4571 – Collection Loss – Fraud/Retroactive.

Per GAAP accounting, LHAs shall adopt an allowance method for uncollected tenant rents. Each year, LHAs should move a certain percentage of their uncollected tenant rents into Account 1123 (Allowance for Doubtful Accounts). By looking at prior years' rent charged vs. rent collected, LHAs can arrive at accurate estimates of what percentage of rent is uncollected on average per year. This estimated percentage should be set aside in Allowance for Doubtful Accounts. LHAs may also consider the age of outstanding receivables in determining this percentage. Each time LHAs set aside amounts in Allowance for Doubtful Accounts, it increases the Collection Loss Account 4570.

EOHLC issued an important Public Housing Notice ([PHN 2017-13](#)) with guidance relating to Tenants Accounts Receivable (TAR), including several significant changes. Please review [PHN 2017-13](#) in detail, as it provides comprehensive information on:

- Clarification about what balances should appear within TAR;
- How LHAs prepare for the AUP & PMR; reporting requirements for the quarterly TAR application to be released later this year;
- Changes in accounting practices for fraud/retroactive repayment agreements and details about quarterly reporting requirements in the TAR application for these agreements;
- Clarification on accounting for normal repayment agreements and details about quarterly reporting requirements per the TAR application for these agreements;
- Changes in accounting practice for Allowance for Doubtful Accounts;
- New rules for writing off uncollected rent.

4571: Collection Loss – Fraud/Retroactive

The balance in this account represents the estimated expense to cover projected losses for tenant rents due to unreported income, i.e., fraud/retroactive balances.

4580: Interest Expense

The debit balance in this account represents the interest expense paid and accrued on loans and notes payable. This debt can be from operating borrowings or capital borrowings. This account includes interest payments on debt service for Section 8 New Construction or Substantial Rehabilitation developments.

4590: Other General Expenses

This account represents the cost of all items of general expense for which no specific account is prescribed in the general group of accounts. This account includes the principal debt service payment for Section 8 New Construction or Substantial Rehabilitation developments.

4610: Extraordinary Maintenance – Non-Capitalized

This account should be debited with all *costs* (labor, materials and supplies, expendable equipment—such as many tools or routine replacement parts—and contract work) of repairs, replacements (but not replacements of non-expendable equipment), and rehabilitation of such a substantial nature that the work is clearly not a part of the routine maintenance and operating program. The items charged to this account should not increase the useful life or value of the asset being repaired. These items are not capitalized and are not added as an increase to fixed assets at the time of completion, nor are these items depreciated. An example of non-capitalized extraordinary maintenance would be mass replacement of battery-operated

smoke/fire alarms.

4611: Equipment Purchases – Non-Capitalized

This account should be debited with equipment costs that do not meet the LHA's criteria for capitalization. Because these items are being expended when paid, they should not be categorized as fixed assets and therefore will not be depreciated. These items include stoves, refrigerators, small tools, most computers and software, etc.

The budget is a planning tool and, as our portfolio ages, it is essential that LHAs evaluate their properties annually and plan for extraordinary maintenance.

4715: Housing Assistance Payments

This account should be debited monthly with all housing assistance payments paid to landlords for state rental assistance programs.

4801: Depreciation Expense

This account should be debited with annual fixed asset depreciation expense as determined by the LHA's capitalization policy (see EOHLC Accounting Manual for State-Aided Housing Programs, Section 16).

7520: Replacement of Equipment - Capitalized

This account should be debited with the acquisition cost (only the net cash amount) of non-expendable equipment purchased as a replacement of equipment of substantially the same kind. These items, such as vehicles or furniture, meet the LHA's criteria for capitalization and will also be added to fixed assets and therefore depreciated over the useful life of the asset.

7540: Betterments & Additions - Capitalized

This account should be debited with the acquisition cost (only the net cash amount) of non-expendable equipment and major non-routine repairs that are classified as betterments or additions. These items meet the LHA's criteria for capitalization and will also be added to fixed assets (and therefore depreciated over the useful life of the asset). Examples include major roof replacements or structural repairs, such as siding or paving work.

In accordance with GAAP accounting, inventory purchases (Replacement of Equipment and Betterments & Additions) are distinguished between capitalized and non-capitalized items. Any inventory or equipment purchase greater than \$5,000 is required by EOHLC to be capitalized, inventoried, and depreciated. Any inventory or equipment purchase costing between \$1,000 to \$4,999 should be inventoried by LHA staff (for control purposes only) but is not subject to capitalization or depreciation; it is, however, required to be expensed when the items are paid for. An LHA's inventory listing should include both capitalized and non-capitalized items of \$1,000 and more, as well as all refrigerators and stoves of any value. All items that appear on the inventory listing should be tagged with a unique identification number, and all refrigerators and stoves (regardless of value) should also be tagged. LHAs may adopt a capitalization policy that capitalizes inventory purchases at a lesser amount than the \$5,000 requirement (i.e., \$1,000 - \$4,999); however, no capitalization policy can have an amount higher than \$5,000. Any inventory or equipment purchases costing \$0 to \$999 are to be expensed when paid for. Please reference EOHLC's Accounting Manual for State-Aided Housing Programs, Section 15 (D) for further detail.

Operating Reserve and Operating Reserve Analysis Form

In an effort to provide an appropriate operating reserve (“OR”) comparison from prior years to the current year, EOHLC has provided the Operating Reserve Analysis Form to adjust your GAAP operating reserve balance to the prior EOHLC accounting method.

EOHLC has rules for minimum OR thresholds that require EOHLC approval when spending below this threshold **unless the expenses are to resolve health and safety issues**. For further guidance, please review [PHN 2018-04](#).

All LHAs, whether deficit or retained, that are budgeting above the ANUEL, paid for from OR, should budget these expenses in the correct line item.

All LHAs are responsible for any expenditures above the ANUEL paid for from OR. EOHLC will not provide additional assistance, now or in the future.

Net Assets (Balance Sheet Account 2806)

Any expenditure from OR that will result in a projected OR of less than 35% of the maximum reserve level requires prior written approval from EOHLC, unless the expense is to resolve health and safety issues. LHAs should submit the [operating reserve request form](#) for approval.

Other Expenses and Capital Expenditures Sections

The Other Expenses and Capital Expenditures section of the budget, like the rest of it, is a blueprint. All predictable and/or planned expenditures for the upcoming 12 months need to be included in the schedule of expenses. EOHLC gives LHAs with sufficient reserves the latitude to incur these costs without prior approval to assist them in making needed expenditures in a timely manner for unanticipated or emergency situations that arise during the fiscal year. LHAs must adhere to the bid laws during procurement. LHAs are encouraged to show as many expenses on their budget as they can reasonably predict. Only expenditures known to EOHLC will be taken into consideration when determining the level of OR available for dedication to an LHA's contribution toward modernization.

LHAs may execute, without EOHLC review and approval, contracts for capital work in amounts less than \$50,000 as a result of expenditures made pursuant to the above, provided that the Authority follows the bidding requirements of applicable statutes and regulations. EOHLC has temporarily waived the provisions of the CFA that require housing management review and approval for the contracts mentioned.

Certain force account projects will need approval from the Bureau of Housing Development & Construction.

All modernization work approved by EOHLC and funded by LHA reserves will continue to be allowed to use up to 10% of the original construction contract, excluding contingency, for administrative costs. For AIMM qualified housing authorities, this amount is 13% (See [Admin Fee Guidelines](#)). These costs may be budgeted at the discretion of the LHA, subject to EOHLC's approval.

**Salem Housing Authority
Bills August 2026**

Check Name	Description	Amount
A-1 Exterminators, Inc.	FC: 6-26: Outside Rodent Control FC: 07-26: Outside Rodent Control FC: 08-11: Outside Rodent Control	<u>\$225.00</u>
Aflac 1 CHK	08-26: Aflac	<u>\$496.45</u>
AFSCME Council 93	08-02-26: Union Dues 08-09-26: Union Dues 08-16-26: Union Dues 08-23-26: Union Dues	<u>\$429.12</u>
Amesbury Chevrolet	#242: A/C Repair	<u>\$1,705.89</u>
Baystate Interpreters, Inc. 2 CHK	Now Flex:(1) Interpreter	<u>\$207.50</u>
Blue Triton Brands, Inc.	667-5: 10/5 Gal. Water 16A RT: 8/5 Gal. Water	<u>\$125.41</u>
Boston Document Systems, Inc dba Boston Doc Solutions, Inc.	Desktop Printer: Employee #210: Service Scanner	<u>\$1,652.01</u>
Boston Mutual Life Ins. Co.	07-26: Add'l Life	<u>\$459.60</u>
Breen & Sullivan	667-6/: Restore Power	<u>\$1,314.60</u>
Canal Realty Development, LLC	09-26: Rent	<u>\$5,165.73</u>
Casey, Burns & Jean-Felix, PLLC	All: Legal Services	<u>\$42,895.97</u>
CBIZ CPAs P. C.	4/4 2025 Audit	<u>\$12,080.00</u>
City Of Salem	200: 177,157 C.u. F t.	

**Salem Housing Authority
Bills August 2026**

667: 147,469 Cu. Ft.
705: 19,879 Cu. Ft.
705-4: 11,324 Cu. Ft.
30: 29,935 Cu. Ft.

\$51,873.49

Comcast

3 CHK

07-24/08-23: 667-5:
#1005
07-24/08-23: 667-5
07-24/08-23: 667-5:
Office
07-31/08-30: 667-6
Office
07-23/08-22: 16A RT
07-23/08-22: 16A RT
07-23/08-22: 83 RT
07-29/08-28: 26 GT
07-22/08-21: Power
07-22/08-21: Power
Elevator
07-29/08-28: 16A RT

\$3,600.34

4 CHK

08-04/09-03: 14 PT
07-28/08-27: Zisson
07-27/08-26: Zisson
Office
07-28/08-27: 667-6
07-29/08-28: 14 PT
07-31/08-30: 667-7B:
Elevator
07-28/08-27: 667-6:
Elevator
07-30/08-29: 26 GT

\$2,073.18

5 CHK

08-03/09-02: Sec. 8
08-11/09-10: Zisson
Elevator
08-12/09-11: Sec. 8
08-11/09-10: 667-6:
Elevators
08-06/09-04: 667-7A
08-12/09-11: 667-7A:
Office & Elevator
08-12/09-11: 667-7B:
Elevator
08-12/09-11: 705-4:
Elevator
08-12/09-11: Zisson
08-07/09-06: 705-4/#2
08-07/09-06: CT

\$1,893.49

\$7,567.01

Commonwealth Of Massachusetts

6 CHK

08-26: Health, Opins. &
LTD

\$16,301.08

Dearborn Life Insurance Company

7 CHK

08-26: STD

\$458.36

Delta Beckwith Elevator Company

258194 #3

07-01/07-31: Monthly
Maintenance
02-01/02-28: Monthly
Maintenance

DeStefano Landscaping, LLC

\$24,990.00

Environmental Restorations, Inc.

258189 #7

\$42,295.42

F. W. Webb Company

\$4,295.42

Fenton, Ewald & Associates, P.C.

07-26: Accounting
Services

\$5,424.00

FLI Environmental, INC.

PT: Post Abatement
Clearance Air Sampling

\$450.00

Fuss & O'Neill, inc.

258150 #4

\$870.00

Gail Neibaur

Sec. 8: 6-8/8-4 Consult
Leefort Project Based
Vouchers

\$5,606.25

Resident

8

CHK

SSP Flex: Escrow
payment

\$1,347.42

Greater Salem Employees Federal
Credit Union

08-02-26: Credit Union

08-09-26: Credit Union

08-16-26: Credit Union

08-23-26: Credit Union

\$3,200.00

Haier US Appliance Solutions, Inc.

200: 5/30:" Electric
Stoves

\$2,300.00

Hayden's Safe & Lock Co., Inc.

2026: 667-5 Accentra
Subscription
667-7A/ (2) units:
Change Locks
(1 unit) PT: 2 Blanks
Keys

**Salem Housing Authority
Bills August 2026**

Hayden's Systems, Inc.			(1 unit) PT: Replace Smoke Detector (1 unit) PT: Troubleshoot Fire Alarm Panel	\$2,605.96
HD Supply Facilities Maintenance				\$2,343.10
	9	CHK	Maintenance Supplies	\$3,551.65
	10	CHK	Maintenance Supplies	\$3,688.80
				\$7,240.45
Home Depot Commercial Credit				
	11	CHK	705-4/: Maintenance Supplies	\$25.96
HUB International				
	12	CHK	7-26/7-27: Zisson: Directors & Officers	\$1,798.00
Imperial Brady				
	13	CHK	Maintenance Supplies	\$2,038.35
Intellibeam LLC				
			PRE-2004: Resident Laptop Program Prep. New Dell Server	\$1,890.00
			07-26: VOLP: 3 Lines, 911, Caller ID 07-26: Computer Maintenance	\$16,296.20
Interflex Payment LLC DBA/Ameriflex				
		Ameriflex FSA Accounts	Employee FSA/DCA contributions	\$1,323.20
Interflex Payment LLC DBA/Ameriflex				
			Employee FEE FSA/DCA contributions	\$5.00
Jilcraft Inc.				
			Office Supplies	\$2,932.50
John Skouras & Co., Inc.				
			13 Rooms Total	\$5,450.00
Kitchen and Floor Decor				
			GT: Kitchen Install PT: Kitchen Cabinets & Vanity	\$9,616.90
Klein Hornig LLP				
			May 2026: Leffort Terr PEHO 2 Grant July 2026: Section 18 Deposition	

Salem Housing Authority Bills August 2026

May 2026: General
Matters: Leefort & HOS

May 2026: 127 First St.
State Development
July 2026: General
Matters: HOS
July 2026: 17-27 First
St.

\$16,931.24

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

07-26: Monthly Service

\$147.00

Laracy Electrical Contractors, Inc.

14 CHK
15 CHK

258150 #4
258150 Bldg. Permits

\$107,065.00
\$22,609.84
\$129,674.84

Employee

Flex RSC:
Reimbursement Lending
Laptop Program Snacks

\$26.45

Mass Floors, Inc.

PT/ 1 unit: Kitchen Floor,
VCT, Removal VCT,
Plywood

\$663.75

McCarthy & Son Landscaping, Inc.

07-26: Landscaping

\$7,989.25

Mini Warehousing, Inc.

07-01/08-01: 16A RT
Storage
07-12/08-11: RT
Storage

\$235.00

Nan McKay & Associates, Inc.

10-26/09-27: Sec.8:
Revision Plan

\$239.00

National Grid

16 CHK
17 CHK

667: 861 Therms.
30: 126 Therms.
200: 0 Therms.
667: 164.1 Therms.
705-4: 0 Therms.
20: .7 Therms.
30: .3 Therms.
705-4: 7 Therms

\$1,207.24

\$789.38

\$87.43
\$18.17
\$2,102.22

National Grid

20 CHK
21 CHK

200: 172 KWH
200: 50 KWH
30: 269 KWH
705-4: 7 KWH
705: 3 KWH

\$53.92

\$375.10

**Salem Housing Authority
Bills August 2026**

	22	CHK	667: 20 KWH 200: 687 KWH 705-4: 40 KWH	\$391.68
	23	CHK	200: 172 KWH	\$54.10
				\$874.80
National Grid	24	CHK	667: 177,448 KWH 705: 976 KWH 30: 6,223 KWH	
				\$2,570.33
New England Mobile Systems, Inc.			026: GPS Monitoring	\$303.84
				\$303.84
North of Boston Media Community Association Development			Ad: 07-13: Automatic Laundry	
				\$493.20
NRG Business Marketing	25	CHK	667: 810.7 Therms	
				\$456.42
O'D Answering Services, LLC			06-21/07-20: Answering Service 07-21/08-20: Answering Service	
				\$4,168.00
OnLine Information Services, Inc.			Sec. 8: 23 Criminal Reports Sec. 8: 38: SS Verification Reports 24 Criminal Reports 7 Social Services Verification Reports	
				\$3,076.65
Patriot Constable Service, LLC			24 constable services	
				\$675.00
Employee			Parking Reimbursement:	
				\$14.00
Pitney Bowes Global Financial Services, Llc	26	CHK	06-30/09-29: 16A RT: Mail	\$195.99
	27	CHK	06-30/09-29: 667-5: Mail Machine	\$920.64
				\$1,116.63
Pitney Bowes, Inc.	28	CHK	Sec.8: 1 Box E-Z Seal	
				\$104.54
Principal Bank as Custodian FBO Community Association Development	29	CHK	08-02-26: Deferred Comp. "OBRA"	
	30	CHK	08-09-26: Deferred Comp. "OBRA"	
	31	CHK	08-16-26: Deferred Comp. "OBRA"	

**Salem Housing Authority
Bills August 2026**

	32	CHK	08-23-26: Deferred Comp. "OBRA"	<u>\$1,320.85</u>
Principal Bank as Custodian FBO				
	33	CHK	08-02-26: Deferred Comp.	
	34	CHK	08-09-26: Deferred Comp.	
	35	CHK	08-16-26: Deferred Comp.	
	36	CHK	08-23-26: Deferred Comp.	<u>\$4,395.00</u>
PureSky Payment Services Inc.			05-01/05-31: Solar	<u>\$72,871.23</u>
Rafael Batista			07-26: Monthly Cleaning	<u>\$3,500.00</u>
Raymond T. Guertin, Architect			258189 #9 258202 #1	<u>\$13,187.00</u>
Recap Advisors, LLC D/B/A Recap			July 26: Public Housing Asset Repositioning: Section 18	<u>\$368.75</u>
Reworld Sustainable Solution, LLC			07-16-26: 31 TV's Disposed 08-10: Trash Disposal	<u>\$813.69</u>
S&D Petroleum Inc.d/b/a Salem BP			#237: Inspection And Oil Change #231 Inspection And Oil Change #236: Service & Repair #243: Section 8: Replace Starter #246: Inspection & Oil Change	<u>\$1,822.28</u>
Safeway Safety Step LLC CleanCut			667-6(1 unit) : Install Step	<u>\$1,395.00</u>
Salem Contributory Retirement			08-02-26: Retirement 08-09-26: Retirement 08-16-26: Retirement 08-23-26: Retirement	<u>\$23,094.73</u>
Sperling Interactive			08-26: Website Maintenance	<u>\$520.00</u>

**Salem Housing Authority
Bills August 2026**

The Guardian Life Insurance					
	37	CHK	07-26: Admin		
			07-26: Dental		
					\$1,557.11
	38	CHK	08-26: Admin.		
			08-26: Dental		\$3,444.75
					\$5,001.86
The Sherwin-Williams Company					
	39	CHK	Paint And Brushes		
					\$80.56
Tough Stuff Recycling, LLC					
			08-12-26: 28 Mattresses		
					\$924.00
Town of Marblehead					
	40	CHK	06-22/06-29: Trash Disposal		\$524.80
	41	CHK	July 2026: Trash Disposal		\$1,843.20
					\$2,368.00
Uline, Inc.					
			Maintenance Supplies		
					\$2,562.84
Verizon					
	42	CHK	07-11/08-10: Cell Phones		
					\$1,196.22
W. B. Mason Co., Inc.					
			Sec. 8: Office Supplies		
			Sec. 8: Office Supplies		
			Office Supplies		
			Sec.8: Coffee Supplies		
			Sec.8: Coffee Supplies		
			Sec.8: Coffee Supplies		
			Sec. 8: Pencil Sharpener		
			Office Supplies		
			Folders & Key Tags		
					\$7,207.45
W. W. Grainger					
			Maintenance Supplies		
					\$1,649.86
Elan Financial Services					
		INV	Credit Card Payment		
					\$ 5,507.84
Harpers Payroll					
			08/06/2026 Payroll		\$ 46,825.61
			State & Federal Withholding		\$ 11,704.74
			Harpers Invoice		\$ 113.53
			08/13/2026 Payroll		\$ 45,188.88

Salem Housing Authority
Bills August 2026

State & Federal Withholding	\$	11,337.47
Harpers Invoice	\$	109.73
08/20/2026 Payroll	\$	45,057.50
State & Federal Withholding	\$	10,875.73
Harpers Invoice	\$	112.03
08/27/2026 Payroll	\$	54,289.44
State & Federal Withholding	\$	15,823.57
Harpers Invoice	\$	113.93
Total Payments:	\$	241,552.16
		\$872,972.83

Check Totals: 42
Totals for Revolving Fund

80

End of Report

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

OFFICE: (781) 444-6630
FAX (781) 444-6836
E-MAIL: office@feacpa.com

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

We have compiled the accompanying balance sheets of the Salem Housing Authority as of **July 31, 2026**, and the related statements of Revenues and Expenses for the **10** 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 is 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: August 13, 2026

Salem Housing Authority
10 months ending
July 31, 2026

AGENCY WIDE OPERATING STATEMENT
Year To Date Actual

Fenton, Ewald & Associates, P.C.

8/13/2026

Account Number	Classification	Federal Conventional	Section 8 HCVP	State Consolidated 400-1	Admin. Management Program	MRVP	Total	Pro-Rated Budget	\$ Favorable (Unfavorable)	% Favorable (Unfavorable)
OPERATING RECEIPTS										
3110	Shelter Rent - Tenant	156,054		3,325,356			3,481,410	3,592,782	(111,372)	-3%
3115	Shelter Rent - Federal Sect. 8	0		0			0	433,410	(433,410)	-100%
3190	Non Dwelling Rentals	0		0			0	0	0	0%
3400	Administrative Fees (S8, MOB, MRVP)		1,585,652	0	122,970	25,960	1,734,582	1,692,937	41,645	2%
3610	Interest on Investments - Unrestricted	18,358	17,374	20,932	0	371	57,035	58,000	(965)	-2%
3611	Interest on Investments - Restricted			0		0	0	0	0	0%
3690	Other Revenue	14,850	186,960	43,686	19,330	0	264,826	258,762	6,064	2%
3950	Operating Grants			0		0	0	0	0	0%
3691	Other Revenue Retained			312,068		0	312,068	341,584	(29,516)	-9%
3801	Operating Subsidy	120,736		1,571,982		762,387	2,455,105	3,101,876	(646,771)	-21%
TOTAL OPERATING RECEIPTS		309,998	1,789,986	5,274,023	142,300	788,718	8,305,026	8,479,350	(1,174,324)	-12%
OPERATING EXPENDITURES										
ADMINISTRATIVE										
4110	Administration Salaries	39,105	1,034,961	916,386	68,090	13,813	2,072,355	1,790,082	(282,273)	-16%
4120	Compensated Absences	0	0	0	0	0	0	20,763	20,763	100%
4130	Legal	41,667	154,722	257,668	1,568	129	455,754	327,500	(128,254)	-39%
4140	Compensation-Board Members			28,473		0	28,473	24,552	(3,921)	-16%
4150	Travel And Related Expenses	99	7,724	3,686	0	0	11,509	16,667	5,157	31%
4170	Accounting Services	8,520	23,204	16,294	4,484	1,422	53,924	55,448	(1,524)	3%
4171	Audit Services	444	15,339	7,704	0	513	24,000	37,500	13,500	36%
4180	Office Rent	0	63,100	0		0	63,100	54,993	(8,106)	-15%
4190	Administrative Other	21,636	251,147	210,115	16,514	3,262	502,674	455,089	(47,585)	-10%
4190.1	Mixed Population Salary		0	0		0	0	181,017	181,017	100%
TOTAL ADMINISTRATIVE EXPENSE		111,472	1,550,198	1,440,326	90,655	19,139	3,211,790	2,963,611	(248,179)	-8%
4230	Resident Services	0		10,433		0	10,433	14,896	4,463	30%
UTILITIES										
4310	Water & Sewer	30,508		381,606			412,115	445,850	33,735	8%
4320	Electricity	29,483		214,877			244,359	702,438	458,078	65%
4330	Gas	20,011		98,674			118,685	104,119	(14,566)	-14%
4340	Fuel	0		0			0	0	0	0%
4360	Energy Conservation	0		0			0	0	0	0%
4390	Other	0		572,566			572,566	0	(572,566)	#DIV/0!
TOTAL UTILITIES EXPENSE		80,002	0	1,267,724	0	0	1,347,726	1,252,407	(95,319)	-8%
ORDINARY MAINTENANCE										
4410	Maintenance Labor	44,025		767,633			811,657	849,225	37,568	4%
4420	Materials And Supplies	15,717		214,645			230,361	291,667	61,305	21%
4430	Contract Costs	59,861		450,274			510,135	526,667	16,532	3%
TOTAL ORDINARY MAINTENANCE		119,602	0	1,432,551	0	0	1,552,153	1,667,558	115,405	7%
GENERAL EXPENSE										
4510	Insurance	108,603	38,746	222,285	1,738	313	371,685	1,000,322	628,636	63%
4520	Pilot	7,605		10,240			17,845	20,435	2,590	13%
4540	Employee Benefits	40,353	409,796	665,779	35,029	5,776	1,156,732	1,034,863	(121,869)	-12%
4570	Collection Losses	0		38,019		0	38,019	43,333	5,315	12%
4590	COVID related Costs		0	0		0	0	0	0	0%
4580/90	Other General Expenses - Port Out Fees	0	138,381				138,381	141,667	3,286	2%
TOTAL GENERAL EXPENSES		156,561	586,922	936,323	36,767	6,089	1,722,662	2,240,620	517,958	23%
TOTAL OPERATING EXPENSES		467,837	2,137,120	5,087,356	127,422	25,228	7,844,763	8,139,092	294,328	4%
NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE EXPENSES		(278,375)	(347,134)	(1,385,315)	14,878	1,104	(1,994,843)	(1,761,618)	(233,225)	13%
NET INCOME (DEFICIT) BEFORE NON-ROUTINE, and INCLUDING SUBSIDY		(157,639)	(347,134)	186,667	14,878	763,491	480,263	1,340,259	(879,996)	-66%
NONROUTINE EXPENSES AND (CREDITS)										
4610	Extraordinary Maintenance / Direct Use of Reserves	138,488	0	396,520		0	535,008	291,667	(243,341)	-83%
4611	Equip. Purchased - Non Capitalized			35,287		0	35,287	66,667	31,380	47%
4612	Restricted Reserve Expenditures			0		0	0	0	0	0%
4715	Housing Assistance Payments			0		762,387	762,387	762,387	0	0%
7520	Replacement of Equipment	0	0	16,513			16,513	108,333	91,820	85%
7540	Betterments & Additions	0		0			0	0	0	0%
4801	Depreciation Expense			0			0	0	0	0%
TOTAL NONROUTINE EXPENSES		138,488	0	448,320	0	762,387	1,349,195	1,229,054	(120,141)	-10%
2700 NET INCOME (DEFICIT)		(296,127)	(347,134)	(261,653)	14,878	1,104	(888,932)	111,205	(1,000,137)	-899%

See Accountants' Compilation Report

Salem Housing Authority
PROJECT MA06-P055-003,7
BALANCE SHEET - July 31, 2026

ASSETS

CASH - GENERAL FUND - DEV AND/OR OPS	\$ 324,206.46	
PETTY CASH	0.00	\$ 324,206.46
ACCOUNTS RECEIVABLE TENANTS - Net	7,446.02	
ALLOWANCE FOR DOUBTFUL ACCOUNTS - TENANTS	(4,120.24)	
ACCOUNTS RECEIVABLE - HUD	0.00	
ACCOUNTS RECEIVABLE - Other	0.00	3,325.78
ADVANCE - LIMITED REV FUND		25,000.00
PREPAID INSURANCE	65,031.00	
INVENTORY - MATERIALS	0.00	
DEFERRED CHARGES - OTHER	0.00	
DEFERRED CHARGES - RETIREMENT	17,182.00	
INTERPROGRAM DUE TO / DUE FROM	0.00	82,213.00
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	1,002,758.05	
BUILDINGS - EQ. TRANSFERRED IN	0.00	
DEFERRED OUTFLOW OF RESOURCES	45,482.00	1,447,910.67

TOTAL ASSETS

\$ 1,882,655.91

LIABILITIES AND SURPLUS

ACCOUNTS PAYABLE	\$ -	
BID DEPOSIT	0.00	
TENANT PET DEPOSITS	522.84	
ACCOUNTS PAYABLE - HUD	0.00	
PREPAID RENTS	0.00	
ACCOUNTS PAYABLE REV FUND	429,654.32	\$ 430,177.16
ACCRUED PAYROLL	2,227.02	
ACCRUED OTHER	33,522.37	
ACCRUED COMPENSATED ABSCENCES	5,920.61	
ACCRUED PILOT	7,605.18	49,275.18
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 156% 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)		268,422.51
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

TOTAL LIABILITIES AND SURPLUS

\$ 1,882,655.91

See Accountants' Compilation Report

Salem Housing Authority
10 months ending

MA06-P055-003,7
7/31/2026

39 units
390 unit months

FENTON, EWALD & ASSOCIATES, P.C.
13-Aug-26

PSP

ACCOUNT	APPROVED BUDGET	PRO RATA BUDGET	BUDGET	ACTUAL TO DATE	ACTUAL TO DATE	Favorable (Unfavorable)	ACTUAL AS A FACTOR OF PRO RATA	AVAILABLE REMAINDER OF YEAR
NUMBER CLASSIFICATION	AMOUNT	10 Months	P.U.M.	P.U.M.	AMOUNT			
OPERATING RECEIPTS								
3110 Dwelling Receipts	187,090	155,908	399.76	400.14	156,053.75	145	1.001	31,036
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	24,000	20,000	51.28	47.07	18,358.28	(1,642)	0.918	5,642
3690 Other Income	21,200	17,667	45.30	38.08	14,850.00	(2,817)	0.841	6,350
3802 Section 8 Contract Rent	520,092	433,410	1,111.31	0.00	0.00	(433,410)	0.000	(390)
TOTAL OPERATING RECEIPTS	752,382	626,985	1,607.65	485.29	189,262.03	(437,723)	0.302	563,120
OPERATING EXPENDITURES								
ADMINISTRATIVE								
4110 Salaries	42,704	35,587	91.25	100.27	39,105.49	(3,519)	1.099	3,599
4120 Compensated Absences	0	0	0.00	0.00	0.00	0		0
4130 Legal	10,000	8,333	21.37	106.84	41,667.17	(33,334)	5.000	(31,667)
4150 Travel	370	308	0.79	0.25	99.32	209	0.322	271
4170 Accounting Services	10,284	8,570	21.97	21.85	8,520.00	50	0.994	1,764
4171 Audit Fees	722	602	1.54	1.14	444.00	158	0.738	278
4180 Office Rent	0	0	0.00	0.00	0.00	0		0
4190 Sundry Admin	16,811	14,009	35.92	55.48	21,636.14	(7,627)	1.544	(4,825)
TOTAL ADMINISTRATIVE EXPENSE	80,891	67,409	172.84	285.83	111,472.12	(44,063)	1.654	(30,581)
4230 RESIDENT SERVICES	975	813	2.08	0.00	0.00	813	0.000	975
UTILITIES								
4310 Water	25,444	21,203	54.37	78.23	30,508.34	(8,305)	1.439	(5,064)
4320 Electricity	32,504	27,087	69.45	75.60	29,482.88	(2,396)	1.088	3,021
4330 Gas	18,919	15,766	40.43	51.31	20,010.75	(4,245)	1.269	(1,092)
4340 Fuel	0	0	0.00	0.00	0.00	0		0
4350 Utility Labor	0	0	0.00	0.00	0.00	0		0
4390 Other Utility Expenses	0	0	0.00	0.00	0.00	0		0
TOTAL UTILITIES EXPENSE	76,867	64,056	164.25	205.13	80,001.97	(15,946)	1.249	(3,135)
ORDINARY MAINTENANCE								
4410 Labor	53,955	44,963	115.29	112.88	44,024.69	938	0.979	9,930
4420 Materials And Supplies	20,000	16,667	42.74	40.30	15,716.69	950	0.943	4,283
4430 Contract Costs	52,000	43,333	111.11	153.49	59,861.02	(16,528)	1.381	(7,861)
TOTAL ORDINARY MAINTENANCE	125,955	104,963	269.13	306.67	119,602.40	(14,640)	1.139	6,353
4480 PROTECTIVE SERVICES	0	0	0.00	0.00	0.00	0		0
GENERAL EXPENSES								
4510 Insurance	123,190	102,658	263.23	278.47	108,603.18	(5,945)	1.058	14,587
4520 Pilot	11,022	9,185	23.55	19.50	7,605.18	1,580	0.828	3,417
4530 Terminal Leave Payments	0	0	0.00	0.00	0.00	0		0
4540 Employee Benefits	37,876	31,563	80.93	103.47	40,352.53	(8,789)	1.278	(2,477)
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	2,000	1,667	4.27	0.00	0.00	1,667	0.000	2,000
4590 Sundry	0	0	0.00	0.00	0.00	0		0
TOTAL GENERAL EXPENSES	174,088	145,073	371.98	401.44	156,560.89	(11,488)	1.079	17,527
TOTAL ROUTINE EXPENSES	458,776	382,313	980.29	1,199.07	467,637.38	(85,324)	1.223	(8,861)
NONROUTINE EXPENSES								
4610 Nonroutine Maintenance	50,000	41,667	106.84	355.10	138,487.79	(96,821)	3.324	(88,488)
7520 Replacement of Equip	0	0	0.00	0.00	0.00	0		0
7540 Betterments & Additions	0	0	0.00	0.00	0.00	0		0
TOTAL NONROUTINE EXPENDITURES	50,000	41,667	106.84	355.10	138,487.79	(96,821)	3.324	(88,488)
Prior Yr. Adj. Affect Res. Rec.	0	0	0.00	0.00	0.00	0		0
TOTAL OPERATING EXPENSES	508,776	423,980	1,087.13	1,554.17	606,125.17	(182,145)	1.430	(97,349)
NET INCOME/(DEFICIT) BEFORE SUBSIDY	243,606	203,005	520.53	(1,068.88)	(416,863.14)	(619,868)	-2.053	
8020 Operating Subsidy	200,164	166,803	427.70	309.58	120,736.33	(46,067)	0.724	79,428
8020 Capital Fund	0	0	0.00	1,447.56	564,549.32	564,549		(564,549)
RESIDUAL RECEIPTS (DEFICIT)	443,770	369,808	948.23	688.26	268,422.51	(101,386)	0.726	

See Accountants' Compilation Report

HUD-52598

ANALYSIS OF NONROUTINE EXPENDITURES

Name of Local Authority

Salem Housing Authority

Fiscal Year Ending Date

9/30/26

Locality

27 Charter Street

Report for Period Ended

7/31/2026

Development Nos.

MA06-P055-003,7

Contract Nos.

B-1632

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

WORK PROJECT NUMBER	Salem Housing Authority JOB DESCRIPTION	PROJECT NUMBER	TOTAL BUDGETED COST	ACTUAL COST	
				Current Year	% Complete
	EXTRAORDINARY MAINTENANCE - ACCOUNT 4610				
	Section 18 Conversion Consulting			38,316.50	
	HVAC			12,743.00	
	Turnover		50,000	31,568.29	
	Elevator			17,840.00	
	Porch			24,186.00	
	Stairs			14,034.00	
	Total - Account 4610		50,000	138,487.79	
	PRIOR YEAR ADJUSTMENTS - ACCOUNT 6010				
	Total - Account 6010			0.00	
	REPLACEMENT OF NONEXPENDABLE EQUIP. - ACCT. 7520				
	Total - Account 7520		0	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 08/13/26

SALEM HOUSING AUTHORITY
SECTION 8 VOUCHER
BALANCE SHEET - JULY 31, 2026

ASSETS

Cash - Voucher	\$1,737,544.14	
Petty Cash	0.00	\$1,737,544.14
Accounts Receivable - Hud	0.00	
Accounts Receivable (Payable) - Mobilities	18,804.10	
Accounts Receivable -Fraud	199,964.00	
Accounts Receivable -Interprogram	0.00	218,768.10
Advances To Revolving Fund		216,637.22
Investments	0.00	
FSS Escrow Balances	137,579.73	137,579.73
Prepaid Insurance	21,628.00	
Deferred Outflows - Retirement	221,639.00	
Deferred Charges -Other	10,087.80	
Deferred Expenses - COVID-19 Related	0.00	253,354.80
Land, Structures And Equipment - Net		465,704.46
Deferred Outflow of Resources		453,735.00
<u>TOTAL ASSETS</u>		<u>\$3,483,323.45</u>

LIABILITIES AND SURPLUS

Accounts Payable - Revolving Fund	\$0.00	
Accounts Payable - HUD	231,275.00	
Current Portion Capital Project/Mortgage	40,870.00	\$272,145.00
Accrued Compensated Absences - Current	73,789.18	
Accrued Payroll	31,824.49	
Accrued Liabilities	72,650.54	
Fss Escrow	137,579.73	315,843.94
Deferred Fraud Income Charges	199,964.00	
Accrued Compensated Absences - Non-Current	45,262.79	
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	3,943,861.79
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)
HUD PHA Grants - HAPs	21,217,064.00	
Less HAP Expenses	(21,190,134.00)	
Plus: Interest on HAP Reserves		
Plus: Fraud Receipts - HAP portion	56,736.00	83,666.00
Expenditures for Equipment - Contra		0.00
Depreciation Expense		0.00
Net Surplus (Deficit) from Operations		(347,133.68)
<u>TOTAL LIABILITIES AND SURPLUS</u>		<u>\$3,483,323.45</u>

See Accountants' Compilation Report

PSP
13-Aug-26

SALEM HOUSING AUTHORITY
SECTION 8 VOUCHER
MONTHLY OPERATING STATEMENT
10 Months Ending July 31, 2026

8/13/26

PSP

Fenton, Ewald & Associates, P.C.

COMPUTATION OF ADMINISTRATIVE FEE EARNED:

	1st 600	rate	HUD % funding	> 600	rate	HUD % funding	
Oct	600	157.17	88.513%	565	146.68	88.513%	
Nov	600	157.17	88.513%	560	146.68	88.513%	
Dec	600	157.17	88.513%	550	146.68	88.513%	
Jan	600	162.28	88.513%	549	151.45	88.513%	
Feb	600	162.28	88.513%	549	151.45	88.513%	
Mar	600	162.28	88.513%	539	151.45	88.513%	
Apr	600	162.28	88.513%	538	151.45	88.513%	
May	600	162.28	88.513%	539	151.45	88.513%	
Jun	600	162.28	88.513%	548	151.45	88.513%	
Jul	600	162.28	88.513%	576	151.45	88.513%	
Aug	-	162.28	88.513%	-	151.45	88.513%	
Sep	-	162.28	88.513%	-	151.45	88.513%	
HUD Retro admin Fee - prior year							
6,000							11,513
							5,513
Special Administrative Fees							0.00
TOTAL ADMINISTRATIVE FEE EARNED							1,585,652.00

Leasing %
Current Month: 87.50%
Year to Date: 85.66%

STATEMENT OF OPERATING RECEIPTS AND EXPENDITURES

	BUDGET	PRO RATA BUDGET 10 months	ACTUAL 10 months	Favorable (Unfavorable)	% favorable (unfavorable)
ADMINISTRATIVE FEE EARNED	1,863,236	1,552,697	1,585,652.00	32,955.33	2.1%
INTEREST ON RESERVE FUNDS INVESTED	25,000	20,833	17,374.21	(3,459.12)	-16.6%
MOBILITY FEE INCOME	21,788	18,157	23,447.35	5,290.68	29.1%
FRAUD RECOVERY RECEIPTS	80,000	66,667	56,736.00	(9,930.67)	-14.9%
FSS COORDINATOR	117,526	97,938	106,776.82	8,838.49	9.0%
OTHER INCOME	0	0	0.00	0.00	
TOTAL OPERATING RECEIPTS	2,107,550	1,756,292	1,789,986.38	33,694.71	1.9%
ADMINISTRATIVE SALARIES	1,245,807	1,038,173	1,034,961.45	3,211.05	0.3%
COMPENSATED ABSENCES	24,916	20,763	0.00	20,763.33	
LEGAL	100,000	83,333	154,722.39	(71,389.06)	-46.1%
TRAVEL	12,746	10,622	7,723.83	2,897.84	37.5%
ACCOUNTING	29,008	24,173	23,204.00	969.33	4.2%
AUDIT FEE	24,855	20,713	15,339.00	5,373.50	35.0%
OFFICE RENT	65,992	54,993	63,099.64	(8,106.31)	-12.6%
SUNDRY ADMINISTRATIVE	278,772	232,310	251,147.29	(18,837.29)	-7.5%
DIRECT CHARGES TO PRE 2004 RESERVES	0	0	0.00	0.00	
INSURANCE	54,373	45,311	38,746.00	6,564.83	16.9%
EMPLOYEE BENEFITS	488,538	407,115	409,795.60	(2,680.60)	-0.7%
UTILITIES	0	0	0.00	0.00	
OTHER GENERAL EXPENSES Ports Out Admin Fee	170,000	141,667	138,380.86	3,285.81	2.4%
TOTAL ROUTINE NON-HAP EXPENSES	2,495,007	2,079,173	2,137,120.06	(57,947.56)	-2.7%
NET INCOME BEFORE NONROUTINE	(387,457)	(322,881)	(347,133.68)	(24,252.85)	7.5%
DIRECT CHARGES TO PRE 2004 RESERVES	0	0	0.00	0.00	
EMPLOYEE BENEFITS OPEB	0	0	0.00	0.00	
EMPLOYEE BENEFITS Pension	0	0	0.00	0.00	
EXPENDITURES FOR EQUIPMENT	0	0	0.00	0.00	
TOTAL NONROUTINE EXPENSES	0	0	0.00	0.00	
NET OPERATING INCOME (LOSS)	(387,457)	(322,881)	(347,133.68)	(24,252.85)	

COMPUTATION OF EXCESS OR DEFICIENCY OF FUNDS RECEIVED

		Voucher
4715	HOUSING ASSISTANCE PAYMENTS (HAPs)	21,190,134.00
	less: Fraud Receipts - HAP portion Max ACC	(56,736.00)
	less: Interest Earned on Excess Funds - HAP portion	
	TOTAL ANNUAL CONTRIBUTION USED TO DATE	percent used 99.6% 21,133,398.00
3801	AMOUNT OF ACC GRANT RECEIVED FROM HUD	21,217,064.00
	Amount (OVER) / UNDER Utilized	83,666.00

See Accountants' Compilation Report

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		1,344						Restricted Net Assets - HAPs 9/30/2025 Less: Amount used Oct-Dec. 2025 = Net HAP Reserve Surplus Available for current year use				147,738			
Annual ABA average monthly ABA ABA per unit calculation		2022 \$18,597,433 \$1,549,786 \$1,153	2023 \$21,779,939 \$1,814,995 \$1,350	2024 \$22,720,644 \$1,893,387 \$1,409	2025 \$23,617,467 \$1,968,122 \$1,464	2026 \$25,809,967 \$2,150,831 \$1,600									
								Projected amount (used) or accumulated in Fiscal Year Amount (used) or accumulated in Current Year Estimated Current HAP Reserve balance				83,666			
												231,404 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)	(699,666)	
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	(1,066,806)	105.5%	2,047,959	(28,814)	(255,969)	(1,186,698)	
April	25	1,184	88.1%	2,073,824	1,752	(6,948)	2,066,876	1,968,122	(1,146,643)	105.0%	2,047,959	(18,917)	(274,886)	(1,266,535)	
May	25	1,184	88.1%	2,087,600	1,763	(2,740)	2,084,860	1,968,122	(1,201,698)	105.9%	2,023,177	(61,683)	(336,569)	(1,321,590)	
June	25	1,184	88.1%	2,121,930	1,792	(4,911)	2,117,019	1,968,122	(1,343,277)	107.6%	2,109,701	(7,318)	(343,887)	(1,463,169)	
July	25	1,176	87.5%	2,096,182	1,782	(7,517)	2,088,665	1,968,122	(1,498,643)	106.1%	2,123,488	34,823	(309,064)	(1,618,535)	
August	25	1,161	86.4%	2,067,323	1,781	(6,513)	2,060,811	1,968,122	(1,687,085)	104.7%	2,156,564	95,754	(213,310)	(1,806,977)	
September	25	1,167	86.8%	2,155,254	1,847	(10,924)	2,144,331	1,968,122	(1,854,963)	109.0%	2,136,000	(8,331)	(221,641)	(1,974,855)	
October	25	1,165	86.7%	2,099,494	1,802	(5,933)	2,093,562	1,968,122	(2,020,205)	106.4%	2,133,364	39,803	(181,838)	(2,140,097)	
November	25	1,160	86.3%	2,105,953	1,815	(3,592)	2,102,362	1,968,122	(2,180,497)	106.8%	2,128,414	26,053	(155,786)	(2,300,389)	
December	25	1,150	85.6%	2,093,107	1,820	(3,620)	2,089,487	1,968,122	(2,336,595)	106.2%	2,124,220	34,733	(121,053)	(2,456,487)	
January	26	1,149	85.5%	2,059,566	1,792	(3,342)	2,056,225	2,150,831	(2,301,516)	95.6%	2,115,752	59,528	(61,525)	(2,421,408)	
February	26	1,149	85.5%	2,115,036	1,841	(11,052)	2,103,984	2,150,831	(2,283,507)	97.8%	2,132,822	28,838	(32,687)	(2,403,399)	
March	26	1,139	84.7%	2,097,884	1,842	(6,063)	2,091,822	2,150,831	(2,248,065)	97.3%	2,115,389	23,568	(9,120)	(2,367,957)	
April	26	1,138	84.7%	2,095,391	1,841	(5,006)	2,090,386	2,150,831	(2,231,708)	97.2%	2,134,474	44,089	34,969	(2,351,600)	
May	26	1,139	84.7%	2,126,656	1,867	(8,168)	2,118,489	2,150,831	(2,216,626)	98.5%	2,135,749	17,261	52,229	(2,336,518)	
June	26	1,148	85.4%	2,143,648	1,867	(4,344)	2,139,305	2,150,831	(2,069,309)	99.5%	2,003,514	(135,791)	(83,561)	(2,189,201)	
July	26	1,176	87.5%	2,253,399	1,916	(5,620)	2,247,780	2,150,831	(2,111,844)	104.5%	2,193,366	(54,414)	(137,975)	(2,231,736)	
August	26	-					-		-					-	
September	26	-					-		-					-	
October	26														
November	26														
December	26														
		25,724	159.5%	45,977,527	1,787	(132,067)	45,845,460	44,353,442		99.8%	45,929,285	83,666			
												Prior Fiscal Year	24,712,221		
												Current Fiscal Year	21,217,064		

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT
BALANCE SHEET

7/31/2026
4001

Salem Housing Authority
Period Ended
Program Number

ACCOUNT NUMBER	ASSETS		X Administration Modernization Development
CASH			
1111	Cash Development or Modernization fund - Unrestricted	0.00	
1111.1	Cash Development or Modernization fund - Restricted	0.00	
1112	Cash Administration Fund - Unrestricted	263,617.18	
1112.1	Cash Administration Fund - Restricted	0.00	
1113	Cash - Escrow	2,911.37	
1114	Pet Deposit Fund Cash	8,092.54	
1117	Petty Cash	100.00	
1118	Change Fund	0.00	274,721.09
ACCOUNTS RECEIVABLE			
1121	Federal and DHCD-Section 8 Subsidy-Shelter Rent	0.00	
1122	Tenants Accounts Receivable	230,027.56	
1122.1	Tenants Accounts Receivable - Repayment (Contra)	0.00	
1123	Allowance for Doubtful Accounts - Dwelling Rents	(47,054.73)	
1124	Accounts Receivable - Fraud/Retroactive	281,611.08	
1124.1	Fraud/Retroactive- Contra	(281,611.08)	
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	532,972.83
INVESTMENTS			
1162	Investments - Unrestricted		3,467,718.49
DEFERRED CHARGES			
1211	Prepaid Expenses	73,172.00	
1212	Inventory/Net - Supplies	0.00	
1290	Deferred Charges - Other	1,005,619.00	1,078,791.00
FIXED ASSETS			
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
TOTAL ASSETS			10,085,767.41
LIABILITIES AND EQUITY			
ACCOUNTS PAYABLE			
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	8,092.54	
2115	Bid Deposits	0.00	
2117	Employee's Payroll Deductions	0.00	
2118	Accounts Payable - Subsidy Overpayment	1,051,169.00	
2119	Accounts Payable - Interfund	791,575.49	
2120	Accounts Payable - Other	0.00	1,850,837.03
ACCRUED LIABILITIES			
2130.2	Accrued Contingent Liability	0.00	
2135	Accrued Compensated Absences - Current Portion	76,055.07	
2137	Payment in Lieu of Taxes (PILOT)	10,240.00	
2138	Accrued Payroll	47,624.85	
2139	Accrued Liabilities - Other	371,199.41	505,119.33
DEFERRED CREDITS			
2240	Tenants Prepaid Rents	89,838.23	
2290	Undistributed Credits	7,243.37	
2291	Deferred Revenue - Subsidy	0.00	
2292	Deferred Revenue - Other	902,240.00	999,321.60
NOTES PAYABLE			
2299	Notes Payable Capital Borrowings - Current Portion	0.00	
2299.1	Notes Payable Operating Borrowings - Current Portion	0.00	0.00
NON-CURRENT LIABILITIES			
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
EQUITY (NET ASSETS)			
2700	Net Income (Deficit)	(245,139.59)	
2802	Invested in Capital Assets, net of Related Debt	4,715,050.75	
2805	Net Assets - Restricted	0.00	
2806	Net Assets - Unrestricted	Max % 60.00%	2,348,644.84
2806.1	Net Assets - OPEB	(4,322,637.00)	2,495,919.00
TOTAL LIABILITIES AND EQUITY			10,085,767.41

See Accountants' Compilation Report

Salem Housing Authority
10 months ending
July 31, 2026

4001

676 units
6760 unit months

Fenton, Ewald & Associates, P.C.
PSP

08/13/26

Number	Account Classification	Approved Budget Amount	Pro Rate Budget 10 Months	Budget P.U.M.	Actual To Date P.U.M.	Actual To Date Amount	Amount Favorable (Unfavorable)	Actual As a Factor of Pro Rate	Available Remainder of the Year
OPERATING RECEIPTS									
3110	Shelter Rent - Tenant	4,124,248	3,436,873	508.41	491.92	3,325,355.97	(111,517)	0.968	798,892
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	20,000	16,667	2.47	3.10	20,931.65	4,265	1.256	(932)
3611	Interest on Investments - Restricted	0	0	0.00	0.00	0.00	0		0
3690	Other Revenue	50,000	41,667	6.16	6.46	43,685.93	2,019	1.048	6,314
3950	Operating Grants	0	0	0.00	0.00	0.00	0		0
3691	Other Revenue Retained	409,901	341,584	50.53	46.16	312,067.92	(29,516)	0.914	97,833
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	2,607,223	2,172,686	321.40	232.54	1,571,982.00	(600,704)	0.724	1,035,241
TOTAL OPERATING RECEIPTS		7,211,372	6,009,477	888.98	780.18	5,274,023.47	(735,453)	0.878	1,937,349
OPERATING EXPENDITURES									
ADMINISTRATIVE									
4110	Administration Salaries	756,078	630,065	93.20	135.56	916,385.73	(285,321)	1.454	(160,308)
4120	Compensated Absences	0	0	0.00	0.00	0.00	0		0
4130	Legal	280,000	233,333	34.52	38.12	257,668.06	(24,335)	1.104	22,332
4140	Compensation-Board Members	29,462	24,552	3.63	4.21	28,473.14	(3,921)	1.160	989
4150	Travel And Related Expenses	6,884	5,737	0.85	0.55	3,686.10	2,051	0.643	3,198
4170	Accounting Services	20,118	16,765	2.48	2.41	16,294.00	471	0.972	3,824
4171	Audit Services	18,499	15,416	2.28	1.14	7,704.00	7,712	0.500	10,795
4180	Penalties & Interest	0	0	0.00	0.00	0.00	0		0
4190	Administrative Other	227,524	189,603	28.05	31.08	210,115.25	(20,512)	1.108	17,409
4190.1	Mixed Population	217,220	181,017	26.78	0.00	181,017	181,017	0.000	217,220
4191	Resident Services	16,900	14,083	2.08	1.54	10,432.88	3,650	0.741	6,467
TOTAL ADMINISTRATIVE EXPENSE		1,572,685	1,310,571	193.87	214.61	1,450,759.16	(140,188)	1.107	121,926
UTILITIES									
4310	Water & Sewer	509,576	424,847	62.82	56.45	381,606.47	43,040	0.899	127,970
4320	Electricity	810,421	675,351	99.90	31.79	214,876.52	480,474	0.318	595,544
4330	Gas	106,024	88,353	13.07	14.60	98,674.42	(10,321)	1.117	7,350
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	84.70	572,566.19	(572,566)		0
4392	Net Meter Utility Credit (Negative Number)	0	0	0.00	0.00	0.00	0		0
TOTAL UTILITIES EXPENSE		1,426,021	1,188,351	175.79	187.53	1,267,723.60	(79,373)	1.067	730,864
ORDINARY MAINTENANCE									
4410	Maintenance Labor	965,115	804,263	118.97	113.56	767,632.55	36,630	0.954	197,482
4420	Materials And Supplies	330,000	275,000	40.68	31.75	214,844.89	60,355	0.781	115,355
4430	Contract Costs	580,000	483,333	71.50	66.61	450,273.79	33,060	0.932	129,726
TOTAL ORDINARY MAINTENANCE		1,875,115	1,562,596	231.15	211.92	1,432,551.03	130,045	0.917	442,564
GENERAL EXPENSE									
4510	Insurance	1,019,688	849,740	125.70	32.88	222,285.00	627,455	0.262	797,403
4520	Pilot	13,500	11,250	1.66	1.51	10,240.00	1,010	0.910	3,260
4540	Employee Benefit Contr.	674,814	562,345	83.19	98.49	665,778.85	(103,434)	1.184	9,035
4541	Employee Benefit Contr. OPEB	0	0	0.00	0.00	0.00	0		0
4570	Collection Losses	50,000	41,667	6.16	5.62	38,018.71	3,648	0.912	11,981
4580/90	Interest & Other General Exp COVID-19	0	0	0.00	0.00	0.00	0		0
TOTAL GENERAL EXPENSES		1,758,002	1,465,002	216.72	138.51	936,322.56	528,679	0.639	821,679
TOTAL OPERATING EXPENSES		6,631,823	5,526,519	817.53	752.57	5,087,356.35	439,163	0.921	2,117,033
NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE Expenses		(2,027,674)	(1,689,728)	-249.96	-204.93	(1,385,314.88)	304,413	0.820	(1,214,925)
NET INCOME (DEFICIT) before NON-ROUTINE, and INCLUDING SUBSIDY		579,549	482,957	71.44	27.61	186,667.12	(296,290)	0.387	(179,584)
NONROUTINE EXPENSES AND (CREDITS)									
4610	Extraordinary Maintenance	300,000	250,000	36.98	58.66	396,519.99	(146,520)	1.586	(96,520)
4611	Equip. Purchased - Non Capitalized	80,000	66,667	9.86	5.22	35,286.72	31,380	0.529	44,713
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
TOTAL NONROUTINE EXPENSES		380,000	316,667	46.84	63.88	431,806.71	(115,140)		
CAPITAL EXPENDITURES									
7520	Replacement of Equipment-Capitalized	130,000	108,333	16.03	2.44	16,513.25	91,820		
7540	Betterments & Additions - Capitalized	0	0	0.00	0.00	0.00	0		
TOTAL CAPITAL EXPENDITURES		130,000	108,333	16.03	2.44	16,513.25	91,820		
2700 NET INCOME (DEFICIT) FROM OPERATIONS		69,549	57,957	8.57	-38.71	(261,652.84)	(319,610)	Amount (Over) or Under Subsidized (\$1,051,169)	
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		
NET CHANGE IN NET ASSETS		69,549	57,957	8.57	-38.71	(261,652.84)	(319,610)	Operating Subsidy Earned year-to-date \$1,571,982 Operating Subsidy Rec'd year-to-date \$2,623,151	

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ANALYSIS OF NONROUTINE EXPENDITURES AND CREDITS

Name of Local Authority

Salem Housing Authority

Fiscal Year Ending Date

9/30/2026

Development Nos.	Development Description	Development Status	Development Date
1	Development of the project plan	Completed	2023-01-15
2	Development of the system architecture	In Progress	2023-02-01
3	Development of the user interface	Not Started	2023-02-15
4	Development of the database schema	Not Started	2023-02-20
5	Development of the API endpoints	Not Started	2023-03-01
6	Development of the security features	Not Started	2023-03-15
7	Development of the reporting module	Not Started	2023-03-20
8	Development of the integration with external services	Not Started	2023-04-01
9	Development of the testing framework	Not Started	2023-04-15
10	Development of the deployment strategy	Not Started	2023-04-20

4001

Report for Period Ended

July 31, 2026

[illegible]

**Salem Housing Authority
Management Fund
Balance Sheet - July 31, 2026**

Assets

Cash - Management Services		\$0.00
A/R - Marblehead Housing Authority	0.00	
A/R - Revolving Fund	<u>764,745.22</u>	764,745.22
Deferred Charges - Prepaid Expenses		15,953.00
Fixed Assets - Net		0.00
Deferred Outflows of Resources		9,400.00
Total Assets		<u><u>\$790,098.22</u></u>

Liabilities and Surplus

Accounts Payable - Vendors		0.00
Accounts Payable - Revolving Fund		0.00
Accrued Compensated Absences	8,521.91	
Accrued Payroll	1,480.23	
Other Accrued Liabilities	<u>8,128.52</u>	18,130.66
Accrued OPEB Liability		107,532.00
Accrued Pension Liability		(7,909.00)
Deferred Inflows of Resources		40,188.00
Unrestricted Net Assets	747,689.92	
Invested in Capital Assets	0.00	
OPEB Reserves - GASB 75	(135,789.00)	
Pension Reserves - GASB 68	<u>5,378.00</u>	617,278.92
Net Income (Deficit) - Current Year		14,877.64
Total Liabilities and Surplus		<u><u>\$790,098.22</u></u>

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Salem Housing Authority
Management Fund
Monthly Operating Statement
10 months ending July 31, 2026

Fenton, Ewald & Associates, P.C.

Account Number	Classification	Approved Budget Amount	Pro Rata Budget	Actual To Date Amount	Variance Favorable (Unfavorable)
Operating Receipts					
3110.1	Management Fees	135,288.00	112,740.00	122,970.00	10,230.00
3110.2	Developer Fees	-	-	-	-
3690	Other Operating Receipts	20,000.00	16,667.00	19,329.53	2,662.53
Total Operating Receipts		<u>155,288.00</u>	<u>129,407.00</u>	<u>142,299.53</u>	<u>12,892.53</u>
Operating Expenditures					
4110	Administration Salaries	83,737.00	69,781.00	68,089.58	1,691.42
4120	Compensated Absences	-	-	-	-
4130	Legal	2,500.00	2,083.00	1,567.50	515.50
4150	Travel and Related Expenses	-	-	-	-
4170	Accounting Services	5,412.00	4,510.00	4,484.00	26.00
4171	Audit Services	-	-	-	-
4190	Administrative Other	20,000.00	16,667.00	16,513.51	153.49
4510	Insurance	2,541.00	2,118.00	1,738.00	380.00
4540	Employee Benefits	32,909.00	27,424.00	35,029.30	(7,605.30)
Total Administrative Expenses		<u>147,099.00</u>	<u>122,583.00</u>	<u>127,421.89</u>	<u>(4,838.89)</u>
Net Income (Deficit) before Non Cash Expenses		8,189.00	6,824.00	14,877.64	8,053.64
4541	Post Employment Benefits - OPEB	-	-	-	-
4542	Pension Expense - GASB 68	-	-	-	-
4801	Depreciation Expense	-	-	-	-
Net Income (Deficit) after Non Cash Expenses		<u>8,189.00</u>	<u>6,824.00</u>	<u>14,877.64</u>	<u>8,053.64</u>

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DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT
BALANCE SHEET

Salem Housing Authority
7/31/2026 Period Ended
MRVP/DMH Program Number

ACCOUNT NUMBER	ASSETS		X Administration Modernization Development
CASH			
1111	Cash Development or Modernization fund - Unrestricted	0.00	
1111.1	Cash Development or Modernization fund - Restricted	0.00	
1112	Cash Administration Fund - Unrestricted	258,421.22	
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	258,421.22
ACCOUNTS RECEIVABLE			
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	11,631.79	
1131	Allowance for Doubtful Accounts - Other	0.00	
1145	Accrued Interest Receivable	0.00	11,631.79
INVESTMENTS			
1162	Investments - Unrestricted		0.00
DEFERRED CHARGES			
1211	Prepaid Expenses	180.00	
1212	Inventory/Net - Supplies and Fuel	0.00	
1290	Deferred Charges - Other	8,087.00	8,267.00
FIXED ASSETS			
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
TOTAL ASSETS			278,320.01
LIABILITIES AND EQUITY			
ACCOUNTS PAYABLE			
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	37,967.00	
2119	Accounts Payable - Interfund	0.00	
2120	Accounts Payable - Other	0.00	37,967.00
ACCRUED LIABILITIES			
2130.2	Accrued Contingent Liability	0.00	
2135	Accrued Compensated Absences - Current Portion	(570.99)	
2137	Payment in Lieu of Taxes (PILOT)	0.00	
2138	Accrued Payroll	406.00	
2139	Accrued Liabilities - Other	710.03	545.04
DEFERRED CREDITS			
2240	Tenants Prepaid Rents	0.00	
2290	Undistributed Credits	0.00	
2291	Deferred Revenue - Subsidy	68,484.00	
2292	Deferred Revenue - Other	7,754.00	76,238.00
NOTES PAYABLE			
2299	Notes Payable Capital Borrowings - Current Portion	0.00	
2299.1	Notes Payable Operating Borrowings - Current Portion	0.00	0.00
NON-CURRENT LIABILITIES			
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
EQUITY (NET ASSETS)			
2700	Net Income (Deficit)	1,103.74	
2802	Invested in Capital Assets, net of Related Debt	0.00	
2805	Net Assets - Restricted	0.00	
2806	Net Assets - Unrestricted	Max % 34.89% 164,465.83	
2806.1/2	Net Assets - Unrestricted for OPEB & Pension Liability	(31,509.00)	134,060.57
TOTAL LIABILITIES AND EQUITY			278,320.01

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Salem Housing Authority MRVP/DMH
10 months ending
July 31, 2026

16 units
472 unit months

Fenton, Ewald & Associates, P.C.
PSP 08/13/26

Account Number	Classification	Approved Budget Amount	Pro Rata Budget 10 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
OPERATING RECEIPTS									
3400	Administrative Fees - MRVP	33,000	27,500	58.26	55.00	25,960.00	(1,540)	0.944	7,040
3610	Interest on Investments - Unrestricted	600	500	1.06	0.79	371.33	(129)	0.743	229
3611	Interest on Investments - Restricted	-	-	-	-	-	0		0
3690	Other Revenue	-	-	-	-	-	0		0
3691	Other Revenue Retained	-	-	-	-	-	0		0
3802	Operating Subsidy - MRVP Landlords	914,864	762,387	1,615.23	1,615.23	762,387.00	0	1.000	152,477
TOTAL OPERATING RECEIPTS		948,464	790,387	1,674.55	1,671.01	788,718.33	(1,669)	0.998	159,746
OPERATING EXPENDITURES									
ADMINISTRATIVE									
4110	Administration Salaries	19,772	16,477	34.91	29.26	13,812.90	2,664	0.838	5,959
4120	Compensated Absences	-	-	-	-	-	0		0
4130	Legal	500	417	0.88	0.27	129.24	287	0.310	371
4140	Compensation-Board Members	-	-	-	-	-	0		0
4150	Travel And Related Expenses	-	-	-	-	-	0		0
4170	Accounting Services	1,716	1,430	3.03	3.01	1,422.00	8	0.994	294
4171	Audit Services	924	770	1.63	1.09	513.00	257	0.666	411
4180	Penalties & Interest	-	-	-	-	-	0		0
4190	Administrative Other	3,000	2,500	5.30	6.91	3,261.80	(762)	1.305	(262)
4190.1	Mixed Population Salary	-	-	-	-	-	0		0
4191	Resident Services	-	-	-	-	-	0		0
TOTAL ADMINISTRATIVE EXPENSE		25,912	21,593	45.75	40.55	19,138.94	2,454	0.886	6,773
GENERAL EXPENSE									
4510	Insurance	594	495	1.05	0.66	313.00	182	0.632	281
4540	Employee Benefits	7,699	6,416	13.59	12.24	5,775.65	640	0.900	1,923
4570	Collection Losses	-	-	-	-	-	0		0
4580/90	Interest & Other General Expenses	-	-	-	-	-	0		0
TOTAL GENERAL EXPENSES		8,293	6,911	14.64	12.90	6,088.65	822	0.881	2,204
TOTAL OPERATING EXPENSES		34,205	28,504	60.39	53.45	25,227.59	3,277	0.885	8,977
NET INCOME (DEFICIT) BEFORE SUBSIDY and NON-ROUTINE EXPENSES		(605)	(504)	(1.07)	2.34	1,103.74	1,608	-2.189	(1,709)
NET INCOME (DEFICIT) before NON-ROUTINE, and INCLUDING SUBSIDY		914,259	761,883	1,614.16	1,617.57	763,490.74	1,608	1.002	150,769
NONROUTINE EXPENSES AND (CREDITS)									
4610	Extraordinary Maintenance	-	-	-	-	-	0		0
4611	Equip. Purchased - Non Capitalized	-	-	-	-	-	0		0
4612	Restricted Reserve Expenditures	-	-	-	-	-	0		0
4715	Housing Assistance Payments	914,864	762,387	1,615.23	1,615.23	762,387.00	0	1.000	152,477
TOTAL NONROUTINE EXPENSES		914,864	762,387	1,615.23	1,615.23	762,387.00	0	1.000	152,477
NET INCOME (DEFICIT) FROM OPERATIONS		(605)	(504)	(1.07)	2.34	1,103.74	1,608	-2.189	(1,709)
4801	Depreciation Expense	-	-	-	-	-			
4541	Employee Benefits - GASB 45	-	-	-	-	-			
4542	Pension Expense - GASB 68	-	-	-	-	-			
NET CHANGE IN UNRESTRICTED NET ASSET:		(605)	(504)	(1.07)	2.34	1,103.74	1,608	(2.189)	(1,709)

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MEMORANDUM OF UNDERSTANDING

Effective _____, 2026, the Salem Housing Authority (“SHA”) and Beacon Communities Services LLC (together with its affiliates, “Beacon”) hereby agree to the following terms and conditions, with respect to the designation of Beacon as developer for the development of a 120-142 unit affordable housing development referred to as the Highlands (the “Project”) located on a portion of the property located at 17-27 First Street in Salem, Massachusetts (the “Property”). These terms will be reflected in a Land Disposition and Developer Designation Agreement (“LDDDA”) to be executed by the Parties within 90 days of the date herein, or as otherwise agreed to by the Parties.

1. Property; Ground Lease and Purchase Price.

a. Determination of Property. The Property is a portion of the parcel at 17-27 First Street in Salem, Massachusetts (designated as Tax Map Parcel 13-0007) upon which is located an existing state public housing development with an address of 17, 19, and 21 Farrell Court (the “Existing Development”). The Parties will endeavor to establish the location of the Property on which the Project will be developed at the time of execution of the LDDDA, together with and subject to all appurtenant rights and easements, including the right to access the Project over the Existing Development. Beacon and SHA will explore the feasibility of dividing the property by ANR or subdivision. Beacon and SHA agree to negotiate access to common facilities or other means for the Project to support residents of the Existing Development and the surrounding neighborhood as part of the LDDDA and Ground Lease. For clarity, the daycare facility will constitute a community service facility, and, subject to investor, lender and insurance approval, Beacon will work with SHA to extend access to certain common areas within the Project to residents of the Existing Development.

b. Ground Lease and Upfront Rent Payment. SHA will convey a 99-year leasehold interest in the Property to the Project Entity (defined in Section 2 below). Subject to review and approval by the tax credit investor for the Project, the Ground Rent Payment (“Upfront Rent Payment”) shall be \$10,000 per unit (currently projected to be \$1,420,000 for 142 units). Per IRS regulations guiding Low Income Housing Tax Credits, the Upfront Rent Payment must be supported by an Appraisal. It is anticipated that the Upfront Rent Payment will be paid at construction financing closing. In addition to any additional rent paid to SHA pursuant to this MOU, the lease shall be a triple net lease with all costs and expenses, including taxes and insurance, paid by the Project Entity.

2. Project Ownership.

The Project and leasehold interest in the Property will be owned by a to be formed single purpose entity (the “Project Entity”). The managing member of the Project Entity will be a to be formed single purpose entity (the “MM”) which will be owned as follows: (i) .01% by Beacon Communities Corp., (ii) 69.99% by Beacon Communities REI LLC, and (iii) 30% by a to be formed single purpose limited liability company (“Holding LLC”) whose sole member will be Housing Opportunities of Salem Inc., a

tax-exempt Massachusetts nonprofit (“HOS”). HOS is a fully controlled instrumentality of the SHA. It is anticipated that Holding LLC will make the 168(h) election to be taxed as a corporation. An organizational structure chart for the Project Entity is attached as Exhibit 1.

3. Unit Size and Affordability; Vouchers.

a. Unit Affordability. The Project will consist of a 120-142 family units with the following approximate unit size breakdown 35% 1-bedroom units, 55% 2-bedroom units, and 10% 3-bedroom units. All units will be eligible for Low Income Housing Tax Credits, with the following approximate LIHTC income restrictions: 16% of units at or below 30% area median income (“AMI”), 60% of units at or below 60% AMI, and 14% of units at or below 80% AMI. The affordability levels of all units shall be maintained for the term of the Ground Lease.

b. Vouchers. Beacon anticipates applying for Section 8 and/or MRVP Project Based Vouchers from the Executive Office of Housing and Livable Communities (“EOHLC”). SHA is not obligated to contribute its Section 8 Project Based Vouchers to the Project.

c. Changes in the unit size breakdown, affordability mix, or proposed number of vouchers will require the prior consent of SHA.

4. Roles and Responsibilities

a. Development. Beacon shall have overall responsibility for planning and implementing the development project, working collaboratively with SHA and HOS and subject to SHA and HOS approval of critical decisions, documents, and team members (see Exhibit 2). These roles will be further documented in the LDDDA.

b. Operations. Beacon shall have principal responsibility for day-to-day operations of the Project Entity and management of the property, working collaboratively with HOS. HOS shall have the right to consent to major decisions; provided that Beacon shall retain final decision-making authority on any matter that would cause a call on its guarantee or require an operating loan to the project (see Exhibit 3). These roles will be further documented in the MM operating Agreement between the Parties.

5. Predevelopment and Development Costs

Beacon agrees to pay 100% of Project predevelopment expenses incurred from the date of developer selection by the SHA Board of Directors through construction financing closing. Any and all Project expenses, legal fees, and development consultant costs of SHA, HOS, or affiliates (including expenses incurred prior to the selection of Beacon for the Project) will be included in the Project budget. During the predevelopment period, Beacon shall advance funds to reimburse SHA and HOS for any Project expenses, legal fees and development consultant costs incurred by SHA or HOS, and such funds shall be reimbursed to Beacon at construction financing closing. All

e. Capital Proceeds. Beacon and SHA will split any Project capital proceeds from sale or refinancing payable to the MM 70% to Beacon and 30% to HOS, after customary priority payments, including any repayment in full of any soft loans or state tax credit loans made by SHA or HOS to the Project Entity, which repayments shall be treated as a portion of the cash flow payment due to HOS pursuant to subsection c. above. The Project Entity will pay a Capital Transaction administrative fee to Beacon Communities Development LLC (the “Developer”) equal to 3% of the gross proceeds of any sale or refinancing. This is a fee to compensate the Developer for the work necessary on its part to achieve a sale or refinancing and is separate from any brokerage or mortgage origination fee incurred. For avoidance of doubt, this Capital Transaction administrative fee would not be applicable to a sale pursuant to the ROFR, the Options or Managing Member Interest Option.

f. State Low Income Housing Tax Credits. The Parties agree that the Project Entity will allocate the State Low Income Housing Tax Credits (“State Credits”) to the MM and the MM will donate the State Credits to HOS which will then sell the State Credits to a purchaser of State Credits on terms agreed to by Beacon and HOS, and HOS will then provide a loan to the Project Entity from such sale proceeds, which will be paid from Project cash flow.

g. Ground Lease Rent. To the extent that SHA is able to contribute, and Beacon accepts, one or more Section 8 Project-Based Vouchers from any source, SHA shall receive an additional payment, pursuant to the Ground Lease or otherwise, on a per unit basis with the amount of such payment being determined at a later date based on the value of said vouchers to the Project (including the monetary value of rents, and the value vouchers provide with regards to tenant stability, marketability and reduced turn over). The structure of such payment, whether as an upfront payment at construction financing closing or as a payment from cash flow, will be finalized upon confirmation of the voucher details, and shall be in addition to all other fees and allocations to HOS or SHA described elsewhere herein.

8. Beacon Property Management and Construction Management

a. Property Management. Beacon's affiliated property management company, Beacon Residential Management Limited Partnership (“BRM”) will provide property management services for the Project. BRM will be compensated from the Project’s operating budget on commercially reasonable terms equivalent to those that would exist between unaffiliated parties, at 5% of Effective Gross Revenue, and [data-processing fees], as approved by lenders and the investor.

b. Interior Design. Beacon Concepts Limited Partnership will provide construction management and interior design services to the Project on commercially reasonable terms equivalent to those that would exist between unaffiliated parties.

9. Right of First Refusal; Purchase Option

a. Right of First Refusal. HOS expects that the Project Entity and the Project's investor will grant HOS a Right of First Refusal to purchase the Property and Project and related assets, at the minimum purchase price permitted by Section 42(i)(7)(B) of the Code, subject to investor requirements (the "ROFR"), exercisable upon the receipt by the Project Entity for a period of 24 months following the end of the Compliance Period (the "ROFR Period") of any offer (not limited to "bona fide" offers) to purchase the Project and Property.

b. HOS Purchase Option. HOS expects that the Project Entity and Project investor will grant HOS (i) an option to purchase the property (the "Property Option") and (ii) an option to purchase all of the investor's non-managing member interests in the Project Entity (the "Interest Option" and, together with the Property Option, the "Options"). Each of the Options shall have a term of thirty-six months, beginning one year prior to the end of the Compliance Period (the "HOS Option Period")

c. Managing Member Option Period. Following the end of the Compliance Period, Managing Member, shall have an option (the "Managing Member Interest Option") for a period of 24 months following the expiration of the HOS Option Period (the "Managing Member Option Period") to purchase (i) the property; or (ii) all of the investor's non-managing member interests in the Project Entity, at the price set forth below.

d. Property Option Purchase Price. The purchase price for the Property Option shall be the greater of (a) the fair market value of the property, appraised as low-income housing by an experienced appraiser mutually agreed upon by HOS and Beacon, taking into account any factors, including zoning and regulatory restrictions, that it deems relevant in determining the fair market value in its professional discretion and (b) the total outstanding debt at the time of exercise.

e. Interest Option and Managing Member Interest Option Purchase Price. The sale price for each of the Interest Option and the Managing Member Interest Option shall be the greater of: (a) the fair market value of the investor's interest, as determined by an experienced appraiser taking into account any factors that it deems relevant in its professional discretion in determining the fair market value of the investor interest, including regulatory agreements in force and discounts for lack of control and liquidity; and (b) the amount of all federal, state and local income and transfer taxes which the investor would be obligated to pay arising out of such a sale.

f. In soliciting responses from investors and syndicators, Beacon agrees to include the foregoing preferred terms for the ROFR and Option in the request for proposals and to use best efforts to negotiate an letter of intent with the investor with said terms.

10. Additional Provisions.

predevelopment expenditures will be reimbursed at construction closing to the party which has incurred such expenses.

6. Guarantees; Environmental Indemnity

Beacon shall assume 100% of the risks associated with development and ownership of the Project, and will provide all Project construction and operating guarantees, operating deficit loans, and insurance deductibles. Any guarantees required of the MM shall provide a carveout for HOS, SHA and affiliates. Beacon shall cause the Project Entity and the Beacon entity providing environmental indemnities benefiting Project lenders and investors, either as part of the Ground Lease or by separate indemnity agreement, to indemnify SHA and HOS from any and all environmental clean up or liability arising during the period of the Project Entity's ownership.

7. Beacon, SHA and HOS Fees and Profit-Sharing; Other Income, Fees, and Allocations

a. Development Fee. SHA and Beacon will split any allowable development and overhead fees, 70% to Beacon and 30% to HOS. HOS's share of the development fee shall be payable on a pari passu basis with Beacon's share.

b. Asset Management Fee. Beacon shall be entitled to an annual accruing asset management fee payable from Project cash flow, at the initial rate of \$15,000 per year (subject to Project investor approval) and increasing at 3% annually, unless a greater percentage is permitted by the Project investor, which shall be split 50% to SHA or HOS and 50% to Beacon.

c. Cash Flow. Beacon and HOS will split Project cash flow payable to the MM 70% to Beacon and 30% to HOS. To the greatest extent possible, and subject to the requirements of the Project's investor and lenders, Beacon agrees that distributions of cash flow to HOS will be structured as priority payment directly to SHA or HOS as loan repayment in the cash flow waterfall (as further described in subsection d. below), as an incentive management fee or as ground lease payments so as to minimize the taxable income of Holding LLC.

d. Project Soft Loans. To the greatest extent permitted by the Project investor and EOHL, and subject to the aggregate split of Project cash flow 70% to Beacon and 30% to SHA, any loans from SHA or HOS of grant funds or funds from the sale of the State Credits (as noted in Section 7f. below) into the Project will be repaid from Project cash flow on a pari passu basis with any MassDocs loans. Any such loan payments received by SHA or HOS shall be treated as a portion of the cash flow payment due to HOS pursuant to subsection c. above. Notwithstanding the foregoing but subject to the approval of the EOHL, any loan of SHA or HOS funds that are provided directly from SHA or HOS from sources other than grants or the sale of State Credits shall be paid before or pari passu with MassDocs loans and not be included in the calculation of the aggregate split of project cash flow due to HOS pursuant to subsection c. above.

a. Right of First Refusal. HOS expects that the Project Entity and the Project's investor will grant HOS a Right of First Refusal to purchase the Property and Project and related assets, at the minimum purchase price permitted by Section 42(i)(7)(B) of the Code, subject to investor requirements (the "ROFR"), exercisable upon the receipt by the Project Entity for a period of 24 months following the end of the Compliance Period (the "ROFR Period") of any offer (not limited to "bona fide" offers) to purchase the Project and Property.

b. HOS Purchase Option. HOS expects that the Project Entity and Project investor will grant HOS (i) an option to purchase the property (the "Property Option") and (ii) an option to purchase all of the investor's non-managing member interests in the Project Entity (the "Interest Option" and, together with the Property Option, the "Options"). Each of the Options shall have a term of thirty-six months, beginning one year prior to the end of the Compliance Period (the "HOS Option Period")

c. Managing Member Option Period. Following the end of the Compliance Period, Managing Member, shall have an option (the "Managing Member Interest Option") for a period of 24 months following the expiration of the HOS Option Period (the "Managing Member Option Period") to purchase (i) the property; or (ii) all of the investor's non-managing member interests in the Project Entity, at the price set forth below.

d. Property Option Purchase Price. The purchase price for the Property Option shall be the greater of (a) the fair market value of the property, appraised as low-income housing by an experienced appraiser mutually agreed upon by HOS and Beacon, taking into account any factors, including zoning and regulatory restrictions, that it deems relevant in determining the fair market value in its professional discretion and (b) the total outstanding debt at the time of exercise.

e. Interest Option and Managing Member Interest Option Purchase Price. The sale price for each of the Interest Option and the Managing Member Interest Option shall be the greater of: (a) the fair market value of the investor's interest, as determined by an experienced appraiser taking into account any factors that it deems relevant in its professional discretion in determining the fair market value of the investor interest, including regulatory agreements in force and discounts for lack of control and liquidity; and (b) the amount of all federal, state and local income and transfer taxes which the investor would be obligated to pay arising out of such a sale.

f. In soliciting responses from investors and syndicators, Beacon agrees to include the foregoing preferred terms for the ROFR and Option in the request for proposals and to use best efforts to negotiate an letter of intent with the investor with said terms.

10. Additional Provisions.

a. SHA reserves the right to revoke Beacon's designation in the event that the required EOHLC funding approvals have not been obtained by July 31, 2029.

b. This Memorandum of Understanding may be executed in counterparts, including by electronic transmission, each of which is deemed an original.

[signatures on the next page]

IN WITNESS WHEREOF, the parties have duly executed this Memorandum of Understanding effective as of the first date written above.

SALEM HOUSING AUTHORITY

By: _____
Cathy Sheehan, Executive Director

BEACON COMMUNITIES SERVICES LLC

By: Beacon Communities Corp., its manager

By: _____

Printed Name: _____

Title: _____

Exhibit 1

Exhibit 2

Development Roles & Responsibilities

In General

Beacon shall have overall responsibility for planning and implementing the development project, subject to SHA participation and approval of critical decisions and documents, as outlined herein.

1. Beacon shall work collaboratively with SHA to further elaborate the development program for the project, based on Beacon's initial proposal. The key aspects of the development program- affordability and subsidy mix, design, ownership structure, management plan and management agreement, financing plan, community engagement plan, and tenant selection plan- shall be subject to SHA approval on the terms provided herein.
2. Beacon shall submit to SHA for its prior review and approval all material project documents including, without limitation, applications, architectural plans, proformas, and contracts submitted to funding and regulatory agencies. SHA shall review on a timely basis all matters submitted to it for approval.
3. Beacon shall coordinate, direct, and manage the development team members identified in its proposal, whose selection has been approved by SHA, as well as any additional or substitute team members subsequently identified by Beacon, whose selection shall be subject to SHA review and/or approval, as outlined herein.
4. SHA shall cooperate with Beacon in providing information within its possession relating to the property, and in facilitating community engagement in the development planning process.
5. SHA shall work with Beacon to secure necessary funding and regulatory approvals from EOHLC, the City of Salem, and other public agencies, and shall make available to Beacon any public funding it receives on behalf for the development project, in accordance with approved project budgets.
6. Beacon shall keep SHA informed on a regular and timely basis of all significant development activities and proposed changes in the development plan and shall provide Excel proformas (with traceable formulas) when key changes in project costs or financing assumptions occur.

Role of SHA:

1. Provider of Capital Funding. SHA will make available to the project any capital funds that are granted to it from EOHLC, the City of Salem, and/or other public agencies, in amounts consistent with the project budget. Such funds will be provided in the form of soft loans, subject to grantee approval and any grantee terms and conditions.

2. Provider of Rental Subsidies. SHA will make available to the project any rental subsidies it receives from EOHLC. Additionally, SHA will explore opportunities to provide Section 8 Project Based Vouchers to the development, to the extent feasible.
3. Other Local Contributions. SHA will work collaboratively with Beacon to explore the potential for property tax relief, building permit fee waivers, and/or other local non-capital contributions.
4. Ground Lessor. SHA will convey the land to the owner entity of the new development via a 99-year ground lease and will retain its rights as ground lessor.
5. Asset Management/ Steward of Affordability. SHA will collaborate with Beacon in the long-term asset management of the development, and in ensuring continued affordability of the units pursuant to applicable covenants.

Role of Beacon:

1. Funding and Regulatory Applications. Beacon will be responsible for preparing applications to EOHLC, the City of Salem, and other relevant agencies for funding and regulatory approvals, with SHA's collaboration.
2. Planning and Implementation. Beacon will provide the necessary staffing, expertise, supervision and guarantees to plan and implement all aspects of the development project fully and expeditiously, in accordance with the project schedule.
3. Manage Development Team. Beacon has assembled a team with the necessary skills and expertise to implement all aspects of the development project, as outlined in its proposal which has been approved by SHA. SHA shall have reasonable approval rights over any change in the proposed architect or property management agent, and in the selection of the general contractor and equity investor. With respect to any other substitution or addition of development team members, Beacon will consult with SHA and take SHA's views into account.
4. Maintain Communication. Beacon and SHA will establish a regular schedule of team meetings. Beacon will submit progress reports to SHA on the project status and schedule, including but not limited to design, permitting, financing, and community engagement. A schedule of meetings and progress reports will be agreed upon between Beacon and SHA.
5. Quality Control Measures. Beacon will ensure that the Redevelopment Project is constructed and managed with the highest quality materials and workmanship. Beacon will implement quality assurance and control measures to ensure performance by all parties in all aspects of the program.
6. Development Schedule. Beacon will provide SHA with a project schedule, including milestones for the predevelopment period through permanent financing. All dates will be subject to change based on receipt of local approvals and funding for the Project.

7. Financing. Beacon will develop a feasible financing plan that provides sufficient resources for development and operation of the property, subject to SHA approval.
8. Community Engagement. Beacon will create a plan for neighborhood and community engagement that is acceptable to SHA. Beacon, in cooperation with SHA, will facilitate and foster the involvement of local residents in development planning, and will keep neighbors and community members informed of the project status.
9. Local Community and Government Relationships. Beacon, with the cooperation of SHA, will promote and maintain good relations with community and neighborhood groups, the City of Salem, EOHLC, and other public partners in the development project
10. Resident Services. Beacon will develop a plan for resident services that is acceptable to SHA.
11. Hiring. Beacon will create a plan, acceptable to SHA, to maximize contracting and employment opportunities in accordance with all application local, state and federal requirements, and to ensure the project complies with all applicable federal, state and local prevailing wage and labor laws, including without limitation the City of Salem Wage Theft Prevention ordinance in Article XIX of Chapter 2 of the City of Salem Code of Ordinances.
12. Compliance with Laws. Beacon will comply with all applicable federal, state and local laws and rules and regulations applicable to the development project.

Exhibit 3

Operating & Decision-Making Roles Project Managing Member

1. In General

- a. The Beacon-affiliated Member ("Beacon") shall have principal responsibility for the day-to-day activities and operations of the MM, and shall act as its Managing Member. Beacon shall have the exclusive right to carry out the business of owning and operating the Property without approval of the SHA-affiliated Member ("HOS"), except for Major Decisions (as defined below).
- b. Notwithstanding the above, the Members will endeavor to work collaboratively, to communicate regularly, and to cooperate in all activities affecting ownership and operation of the Property. In addition to Major Decisions, Beacon shall seek regular input from, and shall consult regularly with, HOS on a range of issues, to be mutually determined by the Parties. Beacon shall use best efforts to ensure that HOS has access in a timely manner to all information pertinent to ownership and operating decisions in which HOS is involved, including but not limited to reports, budgets, contracts, schedules, and accounts.
- c. The Members acknowledge that timely decision-making is essential to meeting the obligations of the Managing Member entity. The Members shall establish a process for securing HOS approval of Major Decisions, which shall provide for deemed consent if no response is received in a reasonable period.
- d. Beacon shall retain final decision-making authority on any matter that would cause a call on its guarantee, or would require a loan to be made by Beacon or its affiliate to the project. This includes delays in decision making that could lead to penalties or additional interest.

2. Major Decisions

Major Decisions requiring HOS's prior written approval shall include the following, without limitation:

- a. any change in the Property's affordability or subsidy mix
- b. any sale of the Property or membership interests, except for membership interest transfers made for estate planning purposes
- c. any change in management agent, or in the economic terms of the Management Agreement
- d. any change in financing of the Property after closing on the acquisition (other than a conversion from construction to permanent financing)
- e. any material change in the management plan, tenant selection plan, resident services plan, or MBE/WBE/ local hiring plan.
- f. any amendment to the Operating Agreement
- g. any capital expenditure or purchase or service contract exceeding \$200,000 in a single transaction (unless identified in the approved budget)
- h. approval of annual operating and capital budgets.

3. Deadlock Resolution

The Parties will develop a process for resolving disagreements over Major Decisions, taking into account Beacon's guarantee obligations for so long as they remain outstanding, as well as Beacon's ongoing financial obligations to the project. Beacon shall retain final decision-making authority on any matter that would cause a call on the guarantee, or would require a loan to be made by Beacon or its affiliate to the project. This includes delays in decision-making that could lead to penalties or additional interest.

Salem Housing Authority's Internal Control Policy

INTRODUCTION

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

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

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

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

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

A: VENDOR ACCOUNTING PAYMENT PROCESS

Purpose

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

Policy

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

Condition

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

Procedures

Responsibility and Actions

All Departments

1. Should submit requisitions to the Finance Department for the issuance of a Purchase Order (PO). No payment will be made without a PO for routine goods and services. Signatures will acknowledge receipt of goods or services.
2. For some services (utilities, telephone, etc.) or non-routine payments, management staff may sign the invoice.
3. Mail is opened by the Receptionist. Invoices are given to the Finance Department for review and processing of payment.
4. All Departments participate in cyber awareness software that routinely send test fraud emails to all staff as a method for reminding/ongoing teaching staff to question emails that look unusual.

Finance Department

1. The Accounting Coordinator creates and edits information in the Vendor File in the accounting software system and it is verified by the Director of Finance.

The Direct Deposit sign up form is required for all vendors initially and for any vendors making a change to the account information. This is a required method for initiating or updating banking information.

A voided check and/or document directly from bank verifying Account # and Routing # is required for the form to be processed.

When the Finance team receives a new Vendor packet or an update on Vendor banking information, a Finance team member will verify the information by calling the Vendor on a number that is not directly listed on the change of banking submission in addition to ensuring that the Direct Deposit sign up form is completed as detailed above.

The final step is for the Director of Finance to sign off on the changes after a review of the Direct Deposit Form and the steps taken to verify have been completed before payment is processed to the Vendor.

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

The Accounting team will utilize a two-factor authentication measure for all sign ins to secure sites.

If at any point in time, it is discovered that a cyber scam results in a fraudulent payment from any SHA bank accounts, fraudulent bank access of any kind or fraudulent charges on any SHA credit card account, the staff discovering the event will immediately report to the Executive Director. The Executive Director will then initiate reporting the event to the proper channels including the bank where any fraudulent payment/access was originated, the credit card company where fraudulent charges were discovered, the government source of funding (EOHLC or HUD), the local Police and Federal Bureau of Investigations (FBI) if required, the SHA Board Chair and Treasurer and any additional requirements as determined by the circumstances of the event.

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

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

Procedures

Responsibility and Actions

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

HAP Payments

1. The payment runs are performed monthly.

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

DMH Payments

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

B. CAPITAL/FIXED ASSETS - EQUIPMENT

Purpose

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

Policy

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

Condition

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

Definitions

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

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

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

Procedures

Responsibility and Actions

Finance Department

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

C. RENT RECEIPTS / PAYMENTS AND POSTING

Purpose

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

Policy

SHA tenants of Low-Income Public Housing (LIPH) units are issued payment coupons for use as well as the ability to set up an online account with the SHA through a tenant portal in the SHA's software program. Rent payments must be made either by mailing the payment in the form of a check or a money order to the lockbox address or by making the payment through the online portal system. Other payments received such as repayment agreements or maintenance charges will also be collected and recorded in this manner. Cash is not accepted.

Condition

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

Procedures

Responsibility and Actions

Public Housing staff and Tenants

File: dt internal control policy 04-03-25

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

D. COLLECTION LOSS WRITE-OFF OF TARS

Purpose

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

Policy

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

Condition

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

Procedures

Public Housing Managers

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

Director of Public Housing

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

Fee Accountant

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

E. CREDIT CARD

Purpose

The purpose of the Credit Card Policy is to facilitate the purchase of necessary goods or services where use of a credit card would expedite the transaction in an efficient manner. The purpose of

the use of card(s) is “not” to override the procedures set forth in SHA’s Procurement Policy, but to provide an alternative method of purchase for necessary goods and services.

Policy

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

Condition

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

Procedures

Responsibility and Actions

Accounting Coordinator

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

F. PAYROLL

Purpose

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

Policy

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

Condition

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

The SHA will utilize a payroll service for employee data entry, approval of time off requests, approval of overtime requests, and to process payroll weekly. The online payroll service will

provide the necessary reporting and carry out tax payment responsibilities on behalf of the SHA. The payroll service will also generate end of the year tax documents for employees and the SHA.

Procedure

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

G. DAILY CASH AND MISCELLANEOUS RECEIPTS

Purpose

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

Policy

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

Condition

On a regular basis the SHA receives ACH deposits from HUD, EOHLC, and other sources for various SHA programs. The SHA also receives Housing Choice Vouchers, Department of Mental Health Vouchers, and public housing repayments and other 'miscellaneous receipts' each month in the form of checks or money orders.

Procedures

Responsibility and Actions

Accounting Coordinator

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

Miscellaneous Receipts:

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

H. BANK RECONCILIATION

Purpose

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

Policy

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

Condition

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

Procedures

Responsibility and Actions

Appropriate Staff

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

I. JOURNAL ENTRIES

Purpose

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

Policy

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

Condition

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

Procedures

Responsibility and Actions

Finance Department Staff and Fee Accountant

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

J. FINANCIAL STATEMENTS AND BOARD REPORT PREPARATION

Purpose

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

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

Condition

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

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

Procedures

Responsibility and Actions

Fee Accountant

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

K. BUDGETS

Purpose

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

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

Condition

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

Procedures

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

L. CAPITAL FUND GRANT USE AND REPORTING

Purpose

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

Policy

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

Condition

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

Procedures

Responsibility and Actions

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

Finance Department staff

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

M. PETTY CASH POLICY

Purpose

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

Policy

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

Condition

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

Procedures

Responsibilities and Actions

Accounting Coordinator

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

N. YEAR-END CLOSING

Purpose

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

Policy

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

Condition

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

Procedures

Responsibility and Actions

Accounting Coordinator

1. Accrue all payables (salaries, employee benefits, utility expenses, vendors & contractors, Section 8 HAP payments).

Create Vendor payable list from system as of September 30th. Print payroll report of period salaries will be accrued (if any). Determine if any utility invoices need to be accrued. Post any entries and have Fee Accountant approve and post to G/L.

2. Make copy of all quarterly 941 reports and pension payments made during year.

3. Compute compensated absences for employees for Fee Accountant posting.

Fee Accountant

1. Adjust tenant receivable G/L balances to agree to accounting software LIPH system detailed tenant balance report for 9/30.

2. Calculate allowance for write-off resident accounts and make adjustments.

3. Record pre-paid rent as of 9/30 for all programs (deferred revenue).

4. Reconcile FSS accounts for ensuring the FSS detail ledgers agree to the liability accounts and the investments accounts agree to the bank accounts and the bank accounts are fully funded.

5. Verify that the insurance register pre-paid at the end of the year is correct and agree to the G/L.

6. Reconcile all bank accounts as of September 30th and record all adjustments.

7. Update the property depreciation schedules ensuring it agrees to the asset accounts, for additions as well as dispositions. Enter depreciation entry and post.

8. Ensure all ledgers and the inter-fund accounts are in balance.

9. Complete analysis of grant expense versus grant income requested through LOCCS, and accrues income receivable due from HUD.

10. Request operating departments to send unit months leased and unit months available for the fiscal year.

11. Reconcile management, bookkeeping, and asset management fees to final unit month numbers.

12. Make entries to record receivables/payables due to/from HUD for HCV and other Section 8 programs and post to G/L.

13. Complete other Section 8 year-end settlement reports (HUD 52681) and record related adjustments.
16. Accrue all receivables (interest on investments, Section 8 portables, and any other income receivables).
17. Reconcile all receivables and payables and prepare detailed analysis of any balances
18. Accrue contract retention expense per contract register.
19. Close the income and expense accounts out for the year that is reconciled to final audited FDS submission.
20. Prepare a GAAP trial balance report and a Financial Data Schedule (FDS).
21. Transmit FDS to the Real Estate Assessment Center (REAC) prior to HUD's deadline including the 15 day grace period. (Before September 15th)

O. UPDATING CHART OF ACCOUNTS

Purpose

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

Policy

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

Procedures

Responsibility and Actions

Fee Accountant

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

P. COST ALLOCATION PLAN

Purpose

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

Policy

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

Procedures

Responsibility and Actions

Finance Department

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

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

Purpose

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

Policy

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

Condition

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

Procedures

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

R. FINANCIAL DATA SCHEDULE (FDS)

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

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

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

Purpose

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

Policy

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

Procedures

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

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

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

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

T. FRAUD RECOVERY

Purpose

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

Policy

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

Procedures

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

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

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

Policy

The Director of Leased Housing will track escrow proceeds and disbursements from reports received from the software program from information input by the Section 8 Housing Coordinators. The Director of Leased Housing reviews operational reports and FSS bank accounts. The FSS Coordinator approves and authorizes disbursement to any FSS participant from their escrow account.

Procedures

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

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

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

Policy

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

Procedures

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

PHA Board Resolution
Approving Operating Budget

**U.S. Department of Housing and
Urban Development**
Office of Public and Indian Housing

OMB Approval No. 2577-0029 (exp. 04/30/2027)

Public reporting burden for this collection of information is estimated to average 136.2 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering, and maintaining the data needed, completing the operating budget and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information including suggestions for reducing this burden, to the Reports Management Officer, QDAM, Department of Housing and Urban Development, 451 7th Street, SW, Room 4176, Washington, DC 20410. When providing comments, please refer to OMB Approval No. 2577-0029. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number.

This information is required by Section 6(c)(4) of the U.S. Housing Act of 1937. The information is the operating budget for the low-income public housing program and provides a summary of the proposed and budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. HUD reviews the information to determine if the operating budget adopted by the public housing agency (PHA) and the amounts are reasonable, and that the PHA complies with HUD prescribed procedures. PHA boards must approve the operating budget and HUD requires boards to certify their approval through this form. Responses are required to obtain benefits. This information does not lend itself to confidentiality.

PHA Name: **Salem Housing Authority**

PHA Code: **MA055**

PHA Fiscal Year Beginning **10/01/2026**

Board Resolution Number:

Acting on behalf of the Board of Commissioners of the above-named PHA as its Chairperson, I make the following certifications and agreement to the Department of Housing and Urban Development (HUD) regarding the Board's approval of (check one or more as applicable):

- | | <u>DATE</u> |
|---|-------------------|
| ☒ Operating Budget approved by Board resolution on: | 09/16/2026 |
| ☐ Operating Budget submitted to HUD, if applicable, on: | |
| ☐ Operating Budget revision approved by Board resolution on: | |
| ☐ Operating Budget revision submitted to HUD, if applicable, on: | |

I certify on behalf of the above-named PHA that:

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditure are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates a source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(c) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.110(i).

I/We, the undersigned, certify under penalty of perjury that the information provided above is true and correct.

WARNING: Anyone who knowingly submits a false claim or makes a false statement is subject to criminal and/or civil penalties, including confinement for up to 5 years, fines, and civil and administrative penalties. (18 U.S.C. §§ 287, 1001, 1010, 1012; 31 U.S.C. §3729, 3802).

Print Board Chairperson's Name:	Signature:	Date: 09/16/2026
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[Waitlist](#) > Fair Housing Details

Manage Fair Housing Details for Salem Housing Authority

One or more fair housing plan documents need to be uploaded: Affirmative Action Goal Adoption

Use this page to manage fair housing plans and details.

Fair Housing Tenant Data

Created On	Housing Type	Fiscal Year	Tenant Minority Household Percentage	Edit Percentage Value	Affirmative Action Goal Percentage	Differential	Minority Placement Rate	See all for this housing type
July 28, 2026, 3:37 p.m.	Family	2027	72.22%	EDIT	34.30%	-37.92	Affirmative Action Goal met, no placement rate required	See all
July 28, 2026, 3:37 p.m.	Elderly/Disabled	2027	34.19%	EDIT	18.20%	-15.99	Affirmative Action Goal met, no placement rate required	See all

Enter Tenant Data

You have already submitted fair housing details for all housing types for this fiscal year

Fair Housing Documents

Uploaded On	Plan Type	Plan	Approval Document	Adoption Date	See All
Aug. 15, 2022, 3:36 p.m.	Fair Housing Marketing Plan	Download Plan	Download Approval Document	Aug. 10, 2022	See All
Aug. 15, 2022, 4:18 p.m.	Reasonable Accommodation/Modification Policy	Download Plan	Download Approval Document	Aug. 11, 2021	See All
Aug. 16, 2022, 9:01 a.m.	Language Access Plan	Download Plan	Download Approval Document	Nov. 13, 2013	See All



Effective October 1, 2026 (With all Utilities Included)

	0BR	1 BR	2BR	3BR	4BR
Beverly	\$2440	\$2518	\$3008	\$3584	\$3953
Lawrence	\$1677	\$1809	\$2367	\$2820	\$3111
Lynn	\$2440	\$2518	\$3008	\$3584	\$3953
Marblehead	\$2440	\$2518	\$3008	\$3584	\$3953
Nahant	\$2440	\$2518	\$3008	\$3584	\$3953
Peabody	\$2440	\$2518	\$3008	\$3584	\$3953
Revere	\$2440	\$2518	\$3008	\$3584	\$3953
Salem	\$2440	\$2518	\$3008	\$3584	\$3953
Swampscott	\$2440	\$2518	\$3008	\$3584	\$3953

Payment Standards Reflect the following:

Payment Standards for Beverly, Lynn, Marblehead, Nahant, Peabody, Salem, and Swampscott are set at 100% of the FMR-Boston-Cambridge-Quincy, MA-NH HMFA.

Payment Standard for Lawrence is set at 100% of the FMR-Lawrence, MA-NH HMFA.

These new payment standards will be utilized for new lease-ups, moves, and annuals re-exams effective October 1, 2026.

Adopted by the Salem Housing Authority Board of Directors on September 16, 2026.



Cathy Sheehan, Executive Director

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

Section 8 Department
136 Canal Street, Suite 2, Salem, MA 01970

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

Memo

To: Cathy Hoog, Executive Director 
From: Jacqueline A. Guzman, Director of Leased Housing
Date: September 11, 2026
Re: Utility Allowance for Fiscal Year Beginning 10/01/2026

Please find enclosed the results of the Utility Survey completed by Housing AI.

Pursuant to the 10% threshold set forth in 24 CFR § 982.517, the Salem Housing Authority will maintain its previously adopted utility allowance schedule, with one exception. The allowance for oil has changed sufficiently to require revision. All other utility allowances will remain unchanged.

Attached for your review are the utility categories tested, the calculations supporting each determination, and the proposed schedules for each unit type.

I recommend that the utility allowances for **oil heating and oil-fired water heating** be updated, effective November 1, 2026.

If you have any questions, please let me know.



Equal Opportunity Employer



LOCALITY	PROVIDER	PHA CODE	CLIMATE	EFFECTIVE		
Salem Housing Authority	National Grid / City of Salem	MA055	6041 AHDD	October 1, 2026		
Unit Type	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR
Manufactured Home (Mobile Home) (prior schedule: Mobile Home (Manufactured Home))						
Heating - Natural Gas †	68	82	105	135	169	123
Heating - Bottle Gas †	96	116	150	193	241	219
Heating - Electric Resistance †	89	107	139	178	222	222
Heating - Electric Heat Pump	73	86	102	114	127	139
Heating - Fuel Oil	106	125	145	166	187	207
Cooking - Natural Gas †	11	14	19	23	29	31
Cooking - Bottle Gas †	16	20	27	33	41	44
Cooking - Electric †	22	28	37	46	57	62
Water Heating - Natural Gas †	14	17	23	29	36	39
Water Heating - Bottle Gas †	19	25	33	41	51	55
Water Heating - Electric †	26	34	45	56	69	74
Water Heating - Fuel Oil	30	35	51	67	83	98
Other Electric †	75	96	128	159	197	213
Air Conditioning	8	10	17	24	31	38
Water †	23	34	44	57	64	75
Sewer †	40	58	75	97	111	128
Trash Collection	—	—	—	—	—	—
Range/Microwave	4	4	4	4	4	4
Refrigerator	4	4	4	4	4	4
Other	—	—	—	—	—	—
Single Family Detached (House) (prior schedule: Single Family Detached)						
Heating - Natural Gas †	89	120	144	181	205	239
Heating - Bottle Gas †	127	171	205	259	293	340
Heating - Electric Resistance †	117	158	189	239	270	314
Heating - Electric Heat Pump	86	101	120	134	149	164
Heating - Fuel Oil	125	147	171	195	219	244
Cooking - Natural Gas †	11	14	19	23	29	31
Cooking - Bottle Gas †	16	20	27	33	41	44
Cooking - Electric †	22	28	37	46	57	62
Water Heating - Natural Gas †	14	17	23	29	36	39
Water Heating - Bottle Gas †	19	25	33	41	51	55
Water Heating - Electric †	26	34	45	56	69	74
Water Heating - Fuel Oil	30	35	51	67	83	98
Other Electric †	75	96	128	159	197	213
Air Conditioning	7	8	18	28	38	48
Water †	23	34	44	57	64	75
Sewer †	40	58	75	97	111	128
Trash Collection	—	—	—	—	—	—
Range/Microwave	4	4	4	4	4	4
Refrigerator	4	4	4	4	4	4
Other	—	—	—	—	—	—
Single Family Attached (Duplex/Rowhouse/Townhouse) (prior schedule: Row House/Garden Apt - Two-Three Family/Duplex (Semi-Detached))						
Heating - Natural Gas †	67	90	122	152	183	213
Heating - Bottle Gas †	96	128	173	216	262	304
Heating - Electric Resistance †	88	118	160	199	241	281
Heating - Electric Heat Pump	73	86	102	114	127	139
Heating - Fuel Oil	111	131	151	171	191	211
Cooking - Natural Gas †	11	14	19	23	29	31
Cooking - Bottle Gas †	16	20	27	33	41	44
Cooking - Electric †	22	28	37	46	57	62
Water Heating - Natural Gas †	14	17	23	29	36	39
Water Heating - Bottle Gas †	19	25	33	41	51	55
Water Heating - Electric †	26	34	45	56	69	74
Water Heating - Fuel Oil	30	35	51	67	83	98
Other Electric †	75	96	128	159	197	213
Air Conditioning	9	10	18	25	32	40
Water †	23	34	44	57	64	75
Sewer †	40	58	75	97	111	128
Trash Collection	—	—	—	—	—	—
Range/Microwave	4	4	4	4	4	4
Refrigerator	4	4	4	4	4	4
Other	—	—	—	—	—	—
Low-Rise Apt (2-4 unit Walk-up) (prior schedule: Older Multi-Family (Low Rise) - Older Home Converted (Semi-Detached))						
Heating - Natural Gas †	73	95	127	157	189	217
Heating - Bottle Gas †	104	136	181	224	270	310
Heating - Electric Resistance †	96	126	167	207	249	286
Heating - Electric Heat Pump	77	91	108	121	134	148

Unit Type	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR
Heating - Fuel Oil	152	179	192	206	219	233
Cooking - Natural Gas †	11	14	19	23	29	31
Cooking - Bottle Gas †	16	20	27	33	41	44
Cooking - Electric †	22	28	37	46	57	62
Water Heating - Natural Gas †	14	17	23	29	36	39
Water Heating - Bottle Gas †	19	25	33	41	51	55
Water Heating - Electric †	26	34	45	56	69	74
Water Heating - Fuel Oil	30	35	51	67	83	98
Other Electric †	75	96	128	159	197	213
Air Conditioning	10	11	16	21	25	30
Water †	23	34	44	57	64	75
Sewer †	40	58	75	97	111	128
Trash Collection	—	—	—	—	—	—
Range/Microwave	4	4	4	4	4	4
Refrigerator	4	4	4	4	4	4
Other	—	—	—	—	—	—
High-Rise Apt (5+ unit Bldg) (prior schedule: High-Rise with Elevator)						
Heating - Natural Gas †	69	79	94	113	128	160
Heating - Bottle Gas	92	108	126	144	162	180
Heating - Electric Resistance †	80	99	121	149	185	216
Heating - Electric Heat Pump	60	71	84	94	105	115
Heating - Fuel Oil	87	103	120	137	154	171
Cooking - Natural Gas †	11	14	19	23	29	31
Cooking - Bottle Gas †	16	20	27	33	41	44
Cooking - Electric †	22	28	37	46	57	62
Water Heating - Natural Gas †	14	17	23	29	36	39
Water Heating - Bottle Gas †	19	25	33	41	51	55
Water Heating - Electric †	26	34	45	56	69	74
Water Heating - Fuel Oil	30	35	51	67	83	98
Other Electric †	75	96	128	159	197	213
Air Conditioning	9	10	14	18	23	27
Water †	23	34	44	57	64	75
Sewer †	40	58	75	97	111	128
Trash Collection	—	—	—	—	—	—
Range/Microwave	4	4	4	4	4	4
Refrigerator	4	4	4	4	4	4
Other	—	—	—	—	—	—

HousingAI-computed via the HUD Utility Schedule Model (HUSM) RECS regressions, consumption validated against HUD's workbook; priced with the cited rates above. Each fuel's monthly customer charge is applied once (electric on Other Electric, gas on Heating), a HousingAI convention; the HUSM workbook itself includes monthly charges only in its water and sewer estimates. Every rate is sourced to its primary filing; see Rate Sources (p. 9) and Calculation Detail (pp. 13+) attached. Dash (—) = no allowance for that unit size. † = kept at the prior schedule's amount. The 10% rule (24 CFR § 982.517) only requires revising a category when its utility rate changes 10% or more — daggered allowances stay exactly as previously adopted. Rows without † are newly computed values. Where a daggered row's prior sheet did not price a bedroom size, that cell shows the computed value. Full test: Annual Review page. Generated September 3, 2026.

The following allowances are used to determine the total cost of tenant-furnished utilities and appliances.

Locality/PHA Salem Housing Authority — MA055			Unit Type Manufactured Home (Mobile Home)				Date (mm/dd/yyyy) 10/01/2026	
Utility or Service	Fuel Type	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR	
Heating	Natural Gas	68	82	105	135	169	123	
	Bottled Gas	96	116	150	193	241	219	
	Electric	89	107	139	178	222	222	
	Electric — Heat Pump	73	86	102	114	127	139	
	Fuel Oil	106	125	145	166	187	207	
	Other							
Cooking	Natural Gas	11	14	19	23	29	31	
	Bottled Gas	16	20	27	33	41	44	
	Electric	22	28	37	46	57	62	
	Other							
Other Electric		75	96	128	159	197	213	
Air Conditioning		8	10	17	24	31	38	
Water Heating	Natural Gas	14	17	23	29	36	39	
	Bottled Gas	19	25	33	41	51	55	
	Electric	26	34	45	56	69	74	
	Electric — Heat Pump							
	Fuel Oil	30	35	51	67	83	98	
Water		23	34	44	57	64	75	
Sewer		40	58	75	97	111	128	
Trash Collection								
Other — specify								
Range/Microwave		4	4	4	4	4	4	
Refrigerator		4	4	4	4	4	4	
Actual Family Allowances — May be used by the family to compute allowance while searching for a unit.					Utility/Service/Appliance		Allowance	
Head of Household Name					Heating			
					Cooking			
					Other Electric			
Unit Address					Air Conditioning			
					Water Heating			
					Water			
					Sewer			
Number of Bedrooms					Trash Collection			
					Other			
					Range/Microwave			
					Refrigerator			
					Total			

Previous versions are obsolete.

Form HUD-52667 (04/2023)

Utility Allowance Schedule
See Public Reporting and Instructions on back.

**U.S Department of Housing and Urban
Development**
Office of Public and Indian Housing

OMB Approval No. 2577-0169
exp. 04/30/2026

The following allowances are used to determine the total cost of tenant-furnished utilities and appliances.

Locality/PHA Salem Housing Authority — MA055		Unit Type Single Family Detached (House)						Date (mm/dd/yyyy) 10/01/2026
Utility or Service	Fuel Type	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR	
Heating	Natural Gas	89	120	144	181	205	239	
	Bottled Gas	127	171	205	259	293	340	
	Electric	117	158	189	239	270	314	
	Electric – Heat Pump	86	101	120	134	149	164	
	Fuel Oil	125	147	171	195	219	244	
	Other							
Cooking	Natural Gas	11	14	19	23	29	31	
	Bottled Gas	16	20	27	33	41	44	
	Electric	22	28	37	46	57	62	
	Other							
Other Electric		75	96	128	159	197	213	
Air Conditioning		7	8	18	28	38	48	
Water Heating	Natural Gas	14	17	23	29	36	39	
	Bottled Gas	19	25	33	41	51	55	
	Electric	26	34	45	56	69	74	
	Electric – Heat Pump							
	Fuel Oil	30	35	51	67	83	98	
Water		23	34	44	57	64	75	
Sewer		40	58	75	97	111	128	
Trash Collection								
Other – specify								
Range/Microwave		4	4	4	4	4	4	
Refrigerator		4	4	4	4	4	4	

Actual Family Allowances – May be used by the family to compute allowance while searching for a unit.		Utility/Service/Appliance	Allowance
Head of Household Name		Heating	
		Cooking	
		Other Electric	
		Air Conditioning	
Unit Address		Water Heating	
		Water	
		Sewer	
		Trash Collection	
Number of Bedrooms		Other	
		Range/Microwave	
		Refrigerator	
		Total	

Previous versions are obsolete.

Form HUD-52667 (04/2023)

Utility Allowance Schedule
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**U.S Department of Housing and Urban
Development**
Office of Public and Indian Housing

OMB Approval No. 2577-0169
exp. 04/30/2026

The following allowances are used to determine the total cost of tenant-furnished utilities and appliances.

Locality/PHA Salem Housing Authority — MA055			Unit Type Single Family Attached (Duplex/ Rowhouse/Townhouse)				Date (mm/dd/yyyy) 10/01/2026	
Utility or Service	Fuel Type	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR	
Heating	Natural Gas	67	90	122	152	183	213	
	Bottled Gas	96	128	173	216	262	304	
	Electric	88	118	160	199	241	281	
	Electric – Heat Pump	73	86	102	114	127	139	
	Fuel Oil	111	131	151	171	191	211	
	Other							
Cooking	Natural Gas	11	14	19	23	29	31	
	Bottled Gas	16	20	27	33	41	44	
	Electric	22	28	37	46	57	62	
	Other							
Other Electric		75	96	128	159	197	213	
Air Conditioning		9	10	18	25	32	40	
Water Heating	Natural Gas	14	17	23	29	36	39	
	Bottled Gas	19	25	33	41	51	55	
	Electric	26	34	45	56	69	74	
	Electric – Heat Pump							
	Fuel Oil	30	35	51	67	83	98	
Water		23	34	44	57	64	75	
Sewer		40	58	75	97	111	128	
Trash Collection								
Other – specify								
Range/Microwave		4	4	4	4	4	4	
Refrigerator		4	4	4	4	4	4	
Actual Family Allowances – May be used by the family to compute allowance while searching for a unit.					Utility/Service/Appliance		Allowance	
Head of Household Name					Heating			
					Cooking			
					Other Electric			
Unit Address					Air Conditioning			
					Water Heating			
					Water			
					Sewer			
Number of Bedrooms					Trash Collection			
					Other			
					Range/Microwave			
					Refrigerator			
					Total			

Previous versions are obsolete.

Form HUD-52667 (04/2023)

Utility Allowance Schedule
See Public Reporting and Instructions on back.

**U.S Department of Housing and Urban
Development**
Office of Public and Indian Housing

OMB Approval No. 2577-0169
exp. 04/30/2026

The following allowances are used to determine the total cost of tenant-furnished utilities and appliances.

Locality/PHA Salem Housing Authority — MA055		Unit Type Low-Rise Apt (2-4 unit Walk-up)					Date (mm/dd/yyyy) 10/01/2026	
Utility or Service	Fuel Type	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR	
Heating	Natural Gas	73	95	127	157	189	217	
	Bottled Gas	104	136	181	224	270	310	
	Electric	96	126	167	207	249	286	
	Electric – Heat Pump	77	91	108	121	134	148	
	Fuel Oil	152	179	192	206	219	233	
	Other							
Cooking	Natural Gas	11	14	19	23	29	31	
	Bottled Gas	16	20	27	33	41	44	
	Electric	22	28	37	46	57	62	
	Other							
Other Electric		75	96	128	159	197	213	
Air Conditioning		10	11	16	21	25	30	
Water Heating	Natural Gas	14	17	23	29	36	39	
	Bottled Gas	19	25	33	41	51	55	
	Electric	26	34	45	56	69	74	
	Electric – Heat Pump							
	Fuel Oil	30	35	51	67	83	98	
Water		23	34	44	57	64	75	
Sewer		40	58	75	97	111	128	
Trash Collection								
Other – specify								
Range/Microwave		4	4	4	4	4	4	
Refrigerator		4	4	4	4	4	4	

Actual Family Allowances – May be used by the family to compute allowance while searching for a unit.		Utility/Service/Appliance	Allowance
Head of Household Name		Heating	
		Cooking	
		Other Electric	
		Air Conditioning	
Unit Address		Water Heating	
		Water	
		Sewer	
		Trash Collection	
Number of Bedrooms		Other	
		Range/Microwave	
		Refrigerator	
		Total	

Previous versions are obsolete.

Form HUD-52667 (04/2023)

Utility Allowance Schedule
See Public Reporting and Instructions on back.

**U.S Department of Housing and Urban
Development**
Office of Public and Indian Housing

OMB Approval No. 2577-0169
exp. 04/30/2026

The following allowances are used to determine the total cost of tenant-furnished utilities and appliances.

Locality/PHA Salem Housing Authority — MA055		Unit Type High-Rise Apt (5+ unit Bldg)					Date (mm/dd/yyyy) 10/01/2026	
Utility or Service	Fuel Type	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR	
Heating	Natural Gas	69	79	94	113	128	160	
	Bottled Gas	92	108	126	144	162	180	
	Electric	80	99	121	149	185	216	
	Electric — Heat Pump	60	71	84	94	105	115	
	Fuel Oil	87	103	120	137	154	171	
	Other							
Cooking	Natural Gas	11	14	19	23	29	31	
	Bottled Gas	16	20	27	33	41	44	
	Electric	22	28	37	46	57	62	
	Other							
Other Electric		75	96	128	159	197	213	
Air Conditioning		9	10	14	18	23	27	
Water Heating	Natural Gas	14	17	23	29	36	39	
	Bottled Gas	19	25	33	41	51	55	
	Electric	26	34	45	56	69	74	
	Electric — Heat Pump							
	Fuel Oil	30	35	51	67	83	98	
Water		23	34	44	57	64	75	
Sewer		40	58	75	97	111	128	
Trash Collection								
Other — specify								
Range/Microwave		4	4	4	4	4	4	
Refrigerator		4	4	4	4	4	4	

Actual Family Allowances — May be used by the family to compute allowance while searching for a unit.		Utility/Service/Appliance	Allowance
Head of Household Name		Heating	
		Cooking	
		Other Electric	
		Air Conditioning	
Unit Address		Water Heating	
		Water	
		Sewer	
		Trash Collection	
Number of Bedrooms		Other	
		Range/Microwave	
		Refrigerator	
		Total	

Previous versions are obsolete.

Form HUD-52667 (04/2023)

Family Allowance Worksheet

To determine the allowance for a specific family: check each utility or service the tenant pays directly, enter the amount from the schedule (p. 1) for the unit's type and bedroom size, and total.

HEAD OF HOUSEHOLD _____

UNIT ADDRESS _____

NUMBER OF BEDROOMS _____

VOUCHER / CERT NO. _____

DATE (MM/DD/YYYY) _____

Utility or Service	Tenant-paid?	Monthly Allowance (\$)
Heating - Natural Gas	☐	
Heating - Bottle Gas	☐	
Heating - Electric Resistance	☐	
Heating - Electric Heat Pump	☐	
Heating - Fuel Oil	☐	
Cooking - Natural Gas	☐	
Cooking - Bottle Gas	☐	
Cooking - Electric	☐	
Water Heating - Natural Gas	☐	
Water Heating - Bottle Gas	☐	
Water Heating - Electric	☐	
Water Heating - Fuel Oil	☐	
Other Electric	☐	
Air Conditioning	☐	
Water	☐	
Sewer	☐	
Trash Collection	☐	
Range/Microwave	☐	
Refrigerator	☐	
Other	☐	
Total Utility Allowance		\$

UNIT TYPE (check one)

- ☐ Manufactured Home (Mobile Home)
☐ Single Family Detached (House)
☐ Single Family Attached (Duplex/Rowhouse/Townhouse)
☐ Low-Rise Apt (2-4 unit Walk-up)
☐ High-Rise Apt (5+ unit Bldg)

The allowance column of the schedule used must match the unit type checked here and the bedroom count entered above.

Rate Sources

Every figure on the schedule (p. 1) is computed from the rates below. No rate on this page is estimated or carried forward: each traces to a tariff filing, municipal rate schedule, or federal data series, with its own effective date.

Utility	Rate	Rate effective	Source
Heating Oil	\$4.121/gal	2025-26 season average	U.S. EIA, Weekly Massachusetts No. 2 Heating Oil Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week. Link: https://www.eia.gov/dnav/pet/hist/LeafHandler.ashx?n=PET&s=W_EPD2F_PRS_SMA_DPG&f=W
Sewer	\$8.70/100cf	July 1, 2026	City of Salem MA, official Water & Sewer rates page, residential sewer rate effective 2026-07-01 Link: https://salemma.gov/m/faq?cat=33#question-199
Water	\$5.26/100cf	July 1, 2026	City of Salem MA, official Water & Sewer rates page, residential water rate effective 2026-07-01 Link: https://salemma.gov/m/faq?cat=33#question-199
Bottle Gas (Propane)	\$3.413/gal	2025-26 season average	U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week. Link: https://www.eia.gov/dnav/pet/hist/LeafHandler.ashx?n=PET&s=W_EPLLP_PRS_SMA_DPG&f=W
Electric	\$0.39512/kWh + \$10.00/mo fixed	August 1, 2026	Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027) Link: https://www.nationalgridus.com/media/pdfs/billing-payments/tariffs/mae/meco_delivery.pdf
Natural Gas (heating)	\$1.8859/therm + \$12.00/mo fixed	June 1, 2026	Boston Gas/National Grid R-3B: delivery \$0.4966 + Boston LDAF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates) Link: https://www.nationalgridus.com/MA-Gas-Home/Service-Rates/
Natural Gas (non-heating)	\$2.6984/therm + \$10.00/mo fixed	June 1, 2026	Boston Gas/National Grid R-1: delivery \$1.3091 + Boston LDAF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates) Link: https://www.nationalgridus.com/MA-Gas-Home/Service-Rates/

Local Services & Appliance Pricing

Flat monthly allowances the utility model does not compute: priced from local sources (area retailers for tenant-supplied appliances, amortized over their expected life; the municipal fee for trash) and applied uniformly across bedroom sizes.

Service / Appliance	Monthly	Priced	Local source
Range/Microwave	\$4	August 11, 2026	National average of 4 retailers, priced 2026-08-11; average cost includes state sales tax (12-yr expected life). (\$598.25 avg price + 6.25% MA sales tax = \$635.64) + (12 yr × 12 mo) = \$4.41, rounded to \$4/mo Lowe's — Hotpoint RBS330DRWW 5.0 cu ft electric, \$575.00: https://www.lowes.com/pd/Hotpoint-30-in-Free-Standing-Electric-Range/5006515201 Home Depot — Amana AER6303MFB 4.8 cu ft electric, \$599.00: https://www.homedepot.com/p/Amana-4-8-cu-ft-4-Burner-Element-Electric-Range-in-Black-AER6303MFB/300128129 Best Buy — GE JBS160DMBB 5.0 cu ft electric, \$619.99: https://www.bestbuy.com/product/ge-30-in-wide-4-elements-5-0-cu-ft-free-standing-electric-range-with-porcelain-enamel-cooktop-surface-black/J7645S8Q22/sku/6488879 Abt — Frigidaire FCRC3012BW 30-in coil, \$599.00: https://www.abt.com/Frigidaire-Electric-Coil-Range-30-Inch-in-White-FCRC3012BW/p/231302.html
Refrigerator	\$4	August 11, 2026	Average of four national retailers' standard prices (same nationwide), priced 2026-08-11, plus the authority's state sales tax (12-yr expected life per ENERGY STAR). (\$594.00 avg price + 6.25% MA sales tax = \$631.13) + (12 yr × 12 mo) = \$4.38, rounded to \$4/mo Lowe's — Midea 18.1 cu ft ENERGY STAR, \$549.00: https://www.lowes.com/pd/Midea-18-1-cu-ft-Top-Freezer-Refrigerator-Stainless-Steel-ENERGYSTAR/5014687561 Home Depot — Frigidaire FRTE1936AW 19 cu ft, \$629.00: https://www.homedepot.com/p/Frigidaire-29-7-in-19-cu-ft-Standard-Depth-Garage-Ready-Top-Freezer-Refrigerator-in-White-w-Humidity-Controlled-Crisper-Drawers-FRTE1936AW/340917648 Best Buy — GE GTS17DTNRWW 16.6 cu ft, \$598.99: https://www.bestbuy.com/product/ge-28-in-wide-16-6-cu-ft-top-freezer-refrigerator-with-led-interior-lighting-white/J7645S2334/sku/6361278 Abt — Frigidaire FRTE1814AB 18.6 cu ft, \$599.00: https://www.abt.com/Frigidaire-18-6-Cu.-Fl.-Top-Freezer-Refrigerator-in-Black-FRTE1814AB/p/240275.html

Methodology

Consumption for each unit type and bedroom size is produced by HUD's Utility Schedule Model (HUSM), Ver. 13i, the same published RECS regression model HUD provides for schedule development, using the locality climate profile (6041 AHDD, 564 ACDD) — heating and cooling degree days taken verbatim from the HUSM workbook's own per-PHA climate dataset (HUD PD&R, NOAA normals), the model's intended input for this authority. Consultant schedules sometimes use other station normals, so their stated degree days may differ. Each monthly allowance is *annual consumption × rate ÷ 12*, plus the provider's fixed monthly customer charge where applicable. The full plugged-in arithmetic for every cell on the schedule appears in the Calculation Detail pages that follow.

This schedule is prepared for annual review and adoption under 24 CFR § 982.517. HUSM inputs, rates, and outputs are retained so the authority can document that the required review occurred, and a revision is triggered when any utility rate changes by 10% or more. Effective October 1, 2026.

Annual Review — The 10% Test

Under 24 CFR § 982.517(c)(1), the housing authority must review its utility allowance schedule annually and must revise its allowance for a utility category if there has been a change of 10 percent or more in the utility rate since the last revision. Allowances in categories below the threshold may lawfully be kept unchanged. This page is the written record of that review.

Prior schedule: Salem Housing Authority adopted utility allowance schedule effective October 1, 2025 (Happy Software summary sheet, locality Salem Housing Authority - X867999, National Grid / City of Salem, 5600 AHDD), provided by the authority. Unit types carried per HUD's HUSM unit-type crosswalk (Guidance on Selection of Unit Type): Mobile Home -> Manufactured Home; Single Family Detached -> Single Family Detached; Row House/Garden Apt (50058: Rowhouse/Townhouse) -> Single Family Attached; Older Multi-Family (Low Rise) -> Low-Rise Apt (2-4 unit), per the crosswalk's Multifamily mapping; High-Rise with Elevator -> High-Rise Apt (5+). The sheet's Two-Three Family/Duplex (Semi-Detached) and Older Home Converted types also correspond to Single Family Attached and Low-Rise Apt respectively under the crosswalk; where two prior types map to one current unit type, the type matching the 50058 designation carries, pending the authority's confirmation. The October 1, 2025 schedule was a full revision of all categories, so the one-year comparison above is the proper baseline under 24 CFR § 982.517(c)(1). Current rates are the cited filings on the Rate Sources page; deliverable fuels use the documented heating-season-average convention.

Utility Category	Prior Rate	Current Rate	Change	Determination
Electric Prior basis: Mass Electric/National Grid R-1, October 2025: Nat Retail Delivery Price \$0.20560 + \$10/mo (MDPU Summary of Rates, Oct 2025 edition) + Basic Service fixed \$0.15484 (Aug 1 2025 - Jan 31 2026) Current basis: Current R-1: delivery \$0.22327 (MDPU 1-26-H, eff 8/1/2025) + Basic Service fixed \$0.17185 (Aug 1 2025 - Jan 31 2027)	\$0.36044/kWh	\$0.39512/kWh	+9.6%	No revision required
Natural Gas Prior basis: Boston Gas R-3B residential heating, October 2025: total delivery \$1.5585/therm incl. LDAF (MA Gas Rate Summary 10-25) + Gas Adjustment Factor \$0.2547 (eff 9/1-10/31/2025) Current basis: Current R-3B: delivery \$1.4982 incl. LDAF + Gas Adjustment Factor \$0.3577 (eff 8/1/2025). The non-heating R-1 class moved similarly (\$2.6257 to \$2.6964, +2.8%).	\$1.8132/therm	\$1.8859/therm	+4%	No revision required
Heating Oil Prior basis: U.S. EIA Weekly Massachusetts No. 2 Heating Oil Residential Price, 2024-25 heating-season average (26 weeks, Oct 7 2024 - Mar 31 2025) Current basis: Current: 2025-26 heating-season average \$4.121 (same series and convention)	\$3.711/gal	\$4.121/gal	+11%	REVISION REQUIRED
Bottle Gas (Propane) Prior basis: U.S. EIA Weekly Massachusetts Propane Residential Price, 2024-25 heating-season average (26 weeks, Oct 7 2024 - Mar 31 2025) Current basis: Current: 2025-26 heating-season average \$3.413 (same series and convention)	\$3.593/gal	\$3.413/gal	-5%	No revision required
Water Prior basis: City of Salem residential water rate effective 7/1/2025 (FY26) Current basis: Current: \$5.26/100cf effective 7/1/2026 (FY27)	\$4.82/100cf	\$5.26/100cf	+9.1%	No revision required
Sewer Prior basis: City of Salem residential sewer rate effective 7/1/2025 (FY26) Current basis: Current: \$8.70/100cf effective 7/1/2026 (FY27)	\$8.28/100cf	\$8.70/100cf	+5.1%	No revision required

Result: 5 categories may be kept unchanged; 1 requires revision.

Computed Reference Schedule

The complete HUSM computation of every allowance at the current cited rates. This reference is the basis of the Annual Review comparison and of the calculation detail that follows; it becomes the comparison baseline for next year's review. The adopted schedule (p. 1) retains prior allowances where the 10% rule permits.

Unit Type	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR
Manufactured Home (Mobile Home)						
Heating - Natural Gas	69	79	90	101	112	123
Heating - Bottle Gas	112	132	153	175	197	219
Heating - Electric Resistance	167	197	203	209	215	222
Heating - Electric Heat Pump	73	86	102	114	127	139
Heating - Fuel Oil	106	125	145	166	187	207
Cooking - Natural Gas	8	9	13	17	21	25
Cooking - Bottle Gas	10	12	18	23	29	34
Cooking - Electric	16	19	27	36	44	53
Water Heating - Natural Gas	23	27	39	51	63	75
Water Heating - Bottle Gas	32	37	54	71	87	104
Water Heating - Electric	53	62	79	96	113	130
Water Heating - Fuel Oil	30	35	51	67	83	98
Other Electric	100	115	157	198	239	281
Air Conditioning	8	10	17	24	31	38
Water	25	27	46	73	101	128
Sewer	41	45	76	121	166	212
Trash Collection						
Range/Microwave	4	4	4	4	4	4
Refrigerator	4	4	4	4	4	4
Other						
Single Family Detached (House)						
Heating - Natural Gas	79	90	103	116	129	142
Heating - Bottle Gas	132	155	181	206	232	257
Heating - Electric Resistance	159	188	219	251	283	315
Heating - Electric Heat Pump	86	101	120	134	149	164
Heating - Fuel Oil	125	147	171	195	219	244
Cooking - Natural Gas	8	9	13	17	21	25
Cooking - Bottle Gas	10	12	18	23	29	34
Cooking - Electric	16	19	27	36	44	53
Water Heating - Natural Gas	23	27	39	51	63	75
Water Heating - Bottle Gas	32	37	54	71	87	104
Water Heating - Electric	53	62	79	96	113	130
Water Heating - Fuel Oil	30	35	51	67	83	98
Other Electric	100	115	157	198	239	281
Air Conditioning	7	8	18	28	38	48
Water	25	27	46	73	101	128
Sewer	41	45	76	121	166	212
Trash Collection						
Range/Microwave	4	4	4	4	4	4
Refrigerator	4	4	4	4	4	4
Other						
Single Family Attached (Duplex/Rowhouse/Townhouse)						
Heating - Natural Gas	71	82	93	103	114	125
Heating - Bottle Gas	117	138	159	181	202	223
Heating - Electric Resistance	98	116	150	185	220	255
Heating - Electric Heat Pump	73	86	102	114	127	139
Heating - Fuel Oil	111	131	151	171	191	211
Cooking - Natural Gas	8	9	13	17	21	25
Cooking - Bottle Gas	10	12	18	23	29	34
Cooking - Electric	16	19	27	36	44	53
Water Heating - Natural Gas	23	27	39	51	63	75
Water Heating - Bottle Gas	32	37	54	71	87	104
Water Heating - Electric	53	62	79	96	113	130
Water Heating - Fuel Oil	30	35	51	67	83	98
Other Electric	87	101	136	172	207	243
Air Conditioning	9	10	18	25	32	40
Water	25	27	46	73	101	128
Sewer	41	45	76	121	166	212
Trash Collection						
Range/Microwave	4	4	4	4	4	4
Refrigerator	4	4	4	4	4	4
Other						
Low-Rise Apt (2-4 unit Walk-up)						
Heating - Natural Gas	93	107	115	122	129	136
Heating - Bottle Gas	160	189	203	217	231	246
Heating - Electric Resistance	98	116	150	185	220	255
Heating - Electric Heat Pump	77	91	108	121	134	148
Heating - Fuel Oil	152	179	192	206	219	233

Unit Type	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR
Cooking - Natural Gas	8	9	13	17	21	25
Cooking - Bottle Gas	10	12	18	23	29	34
Cooking - Electric	16	19	27	36	44	53
Water Heating - Natural Gas	23	27	39	51	63	75
Water Heating - Bottle Gas	32	37	54	71	87	104
Water Heating - Electric	53	62	79	96	113	130
Water Heating - Fuel Oil	30	35	51	67	83	98
Other Electric	84	98	132	166	200	235
Air Conditioning	10	11	16	21	25	30
Water	25	27	46	73	101	128
Sewer	41	45	76	121	166	212
Trash Collection	—	—	—	—	—	—
Range/Microwave	4	4	4	4	4	4
Refrigerator	4	4	4	4	4	4
Other	—	—	—	—	—	—
High-Rise Apt (5+ unit Bldg)						
Heating - Natural Gas	59	67	76	85	94	103
Heating - Bottle Gas	92	108	126	144	162	180
Heating - Electric Resistance	68	80	108	137	165	193
Heating - Electric Heat Pump	60	71	84	94	105	115
Heating - Fuel Oil	87	103	120	137	154	171
Cooking - Natural Gas	8	9	13	17	21	25
Cooking - Bottle Gas	10	12	18	23	29	34
Cooking - Electric	16	19	27	36	44	53
Water Heating - Natural Gas	23	27	39	51	63	75
Water Heating - Bottle Gas	32	37	54	71	87	104
Water Heating - Electric	53	62	79	96	113	130
Water Heating - Fuel Oil	30	35	51	67	83	98
Other Electric	71	82	110	138	166	194
Air Conditioning	9	10	14	18	23	27
Water	25	27	46	73	101	128
Sewer	41	45	76	121	166	212
Trash Collection	—	—	—	—	—	—
Range/Microwave	4	4	4	4	4	4
Refrigerator	4	4	4	4	4	4
Other	—	—	—	—	—	—

Calculation Detail

The exact arithmetic behind every allowance on the schedule. Consumption figures are HUSM (Ver. 13i) annual outputs for this locality's climate; rates are the cited filings on p. 9.

Manufactured Home (Mobile Home)

Heating - Natural Gas \$1.8859/therm + \$12.00/mo fixed - eff June 1, 2026 - Boston Gas/National Grid R-3B: delivery \$0.4966 + Boston LDAF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3977 (eff 6/1/2026, MA Gas Rate Summary supply rates)

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	360 therms/yr × \$1.8859/therm + 12 = \$56.58 + \$12.00	\$69
1 BR	423.5 therms/yr × \$1.8859/therm + 12 = \$66.56 + \$12.00	\$79
2 BR	493.5 therms/yr × \$1.8859/therm + 12 = \$77.56 + \$12.00	\$90
3 BR	563.6 therms/yr × \$1.8859/therm + 12 = \$88.57 + \$12.00	\$101
4 BR	633.6 therms/yr × \$1.8859/therm + 12 = \$99.58 + \$12.00	\$112
5 BR	703.7 therms/yr × \$1.8859/therm + 12 = \$110.59 + \$12.00	\$123

Heating - Bottle Gas \$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	393.6 gal/yr × \$3.413/gal + 12 = \$111.95	\$112
1 BR	463.1 gal/yr × \$3.413/gal + 12 = \$131.71	\$132
2 BR	539.7 gal/yr × \$3.413/gal + 12 = \$153.50	\$153
3 BR	616.3 gal/yr × \$3.413/gal + 12 = \$175.29	\$175
4 BR	692.8 gal/yr × \$3.413/gal + 12 = \$197.04	\$197
5 BR	769.4 gal/yr × \$3.413/gal + 12 = \$218.83	\$219

Heating - Electric Resistance \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	5077.8 kWh/yr × \$0.39512/kWh + 12 = \$167.20	\$167
1 BR	5973.9 kWh/yr × \$0.39512/kWh + 12 = \$196.70	\$197
2 BR	6163.3 kWh/yr × \$0.39512/kWh + 12 = \$202.94	\$203
3 BR	6352.6 kWh/yr × \$0.39512/kWh + 12 = \$209.17	\$209
4 BR	6542 kWh/yr × \$0.39512/kWh + 12 = \$215.41	\$215
5 BR	6731.4 kWh/yr × \$0.39512/kWh + 12 = \$221.64	\$222

Heating - Electric Heat Pump \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	2213.3 kWh/yr × \$0.39512/kWh + 12 = \$72.88	\$73
1 BR	2603.9 kWh/yr × \$0.39512/kWh + 12 = \$85.74	\$86
2 BR	3090 kWh/yr × \$0.39512/kWh + 12 = \$101.74	\$102
3 BR	3471.9 kWh/yr × \$0.39512/kWh + 12 = \$114.32	\$114
4 BR	3853.8 kWh/yr × \$0.39512/kWh + 12 = \$126.89	\$127
5 BR	4235.7 kWh/yr × \$0.39512/kWh + 12 = \$139.47	\$139

Heating - Fuel Oil \$4.121/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts No. 2 Heating Oil Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	308.6 gal/yr × \$4.121/gal + 12 = \$105.98	\$106
1 BR	363 gal/yr × \$4.121/gal + 12 = \$124.66	\$125
2 BR	423 gal/yr × \$4.121/gal + 12 = \$145.27	\$145
3 BR	483.1 gal/yr × \$4.121/gal + 12 = \$165.90	\$166
4 BR	543.1 gal/yr × \$4.121/gal + 12 = \$186.51	\$187
5 BR	603.1 gal/yr × \$4.121/gal + 12 = \$207.11	\$207

Cooking - Natural Gas \$2.6984/therm + \$10.00/mo fixed - eff June 1, 2026 - Boston Gas/National Grid R-1: delivery \$1.3091 + Boston LDAF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3977 (eff 6/1/2026, MA Gas Rate Summary supply rates)

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	33.5 therms/yr × \$2.6984/therm + 12 = \$7.53	\$8
1 BR	39.4 therms/yr × \$2.6984/therm + 12 = \$8.86	\$9
2 BR	57 therms/yr × \$2.6984/therm + 12 = \$12.82	\$13
3 BR	74.6 therms/yr × \$2.6984/therm + 12 = \$16.78	\$17
4 BR	92.2 therms/yr × \$2.6984/therm + 12 = \$20.73	\$21
5 BR	109.8 therms/yr × \$2.6984/therm + 12 = \$24.69	\$25

Cooking - Bottle Gas \$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	36.6 gal/yr × \$3.413/gal + 12 = \$10.41	\$10
1 BR	43.1 gal/yr × \$3.413/gal + 12 = \$12.26	\$12
2 BR	62.3 gal/yr × \$3.413/gal + 12 = \$17.72	\$18
3 BR	81.6 gal/yr × \$3.413/gal + 12 = \$23.21	\$23
4 BR	100.8 gal/yr × \$3.413/gal + 12 = \$28.67	\$29
5 BR	120.1 gal/yr × \$3.413/gal + 12 = \$34.16	\$34

Cooking - Electric \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	490.4 kWh/yr × \$0.39512/kWh + 12 = \$16.15	\$16
1 BR	577 kWh/yr × \$0.39512/kWh + 12 = \$19.00	\$19
2 BR	835 kWh/yr × \$0.39512/kWh + 12 = \$27.49	\$27
3 BR	1092.9 kWh/yr × \$0.39512/kWh + 12 = \$35.99	\$36
4 BR	1350.9 kWh/yr × \$0.39512/kWh + 12 = \$44.48	\$44
5 BR	1608.9 kWh/yr × \$0.39512/kWh + 12 = \$52.98	\$53

Water Heating - Natural Gas \$2.6984/therm + \$10.00/mo fixed - eff June 1, 2026 - Boston Gas/National Grid R-1: delivery \$1.3091 + Boston LDAF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3977 (eff 6/1/2026, MA Gas Rate Summary supply rates)

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	102.1 therms/yr × \$2.6984/therm + 12 = \$22.96	\$23
1 BR	120.1 therms/yr × \$2.6984/therm + 12 = \$27.01	\$27
2 BR	173.5 therms/yr × \$2.6984/therm + 12 = \$39.01	\$39
3 BR	226.9 therms/yr × \$2.6984/therm + 12 = \$51.02	\$51
4 BR	280.3 therms/yr × \$2.6984/therm + 12 = \$63.03	\$63
5 BR	333.7 therms/yr × \$2.6984/therm + 12 = \$75.04	\$75

Water Heating - Bottle Gas \$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	111.6 gal/yr × \$3.413/gal + 12 = \$31.74	\$32
1 BR	131.3 gal/yr × \$3.413/gal + 12 = \$37.34	\$37
2 BR	189.7 gal/yr × \$3.413/gal + 12 = \$53.95	\$54
3 BR	248.1 gal/yr × \$3.413/gal + 12 = \$70.56	\$71
4 BR	306.5 gal/yr × \$3.413/gal + 12 = \$87.17	\$87
5 BR	364.9 gal/yr × \$3.413/gal + 12 = \$103.78	\$104

Water Heating - Electric \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	1597.3 kWh/yr × \$0.39512/kWh + 12 = \$52.59	\$53
1 BR	1879.2 kWh/yr × \$0.39512/kWh + 12 = \$61.88	\$62
2 BR	2398.4 kWh/yr × \$0.39512/kWh + 12 = \$78.97	\$79
3 BR	2917.5 kWh/yr × \$0.39512/kWh + 12 = \$96.06	\$96
4 BR	3436.7 kWh/yr × \$0.39512/kWh + 12 = \$113.16	\$113
5 BR	3955.8 kWh/yr × \$0.39512/kWh + 12 = \$130.25	\$130

Water Heating - Fuel Oil \$4.121/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts No. 2 Heating Oil Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.

Bedroom	Annual consumption × rate + 12	= Monthly
0 BR	87.5 gal/yr × \$4.121/gal + 12 = \$30.05	\$30
1 BR	103 gal/yr × \$4.121/gal + 12 = \$35.37	\$35
2 BR	148.7 gal/yr × \$4.121/gal + 12 = \$51.07	\$51
3 BR	194.5 gal/yr × \$4.121/gal + 12 = \$66.79	\$67
4 BR	240.3 gal/yr × \$4.121/gal + 12 = \$82.52	\$83
5 BR	286.1 gal/yr × \$4.121/gal + 12 = \$98.25	\$98

Other Electric		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	2722.8 kWh/yr × \$0.39512/kWh + 12 = \$89.65 + \$10.00		\$100
1 BR	3203.3 kWh/yr × \$0.39512/kWh + 12 = \$105.47 + \$10.00		\$115
2 BR	4456.8 kWh/yr × \$0.39512/kWh + 12 = \$146.75 + \$10.00		\$157
3 BR	5710.2 kWh/yr × \$0.39512/kWh + 12 = \$188.02 + \$10.00		\$198
4 BR	6963.7 kWh/yr × \$0.39512/kWh + 12 = \$229.29 + \$10.00		\$239
5 BR	8217.1 kWh/yr × \$0.39512/kWh + 12 = \$270.56 + \$10.00		\$281

Air Conditioning		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	254.7 kWh/yr × \$0.39512/kWh + 12 = \$8.39		\$8
1 BR	299.6 kWh/yr × \$0.39512/kWh + 12 = \$9.86		\$10
2 BR	511.3 kWh/yr × \$0.39512/kWh + 12 = \$16.84		\$17
3 BR	723 kWh/yr × \$0.39512/kWh + 12 = \$23.81		\$24
4 BR	934.7 kWh/yr × \$0.39512/kWh + 12 = \$30.78		\$31
5 BR	1146.3 kWh/yr × \$0.39512/kWh + 12 = \$37.74		\$38

Water		\$5.26/100cf - eff July 1, 2026 - City of Salem MA, official Water & Sewer rates page, residential water rate effective 2026-07-01	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	56.3 100cf/yr × \$5.26/100cf + 12 = \$24.68		\$25
1 BR	62.6 100cf/yr × \$5.26/100cf + 12 = \$27.44		\$27
2 BR	104.3 100cf/yr × \$5.26/100cf + 12 = \$45.72		\$46
3 BR	166.9 100cf/yr × \$5.26/100cf + 12 = \$73.16		\$73
4 BR	229.5 100cf/yr × \$5.26/100cf + 12 = \$100.60		\$101
5 BR	292.1 100cf/yr × \$5.26/100cf + 12 = \$128.04		\$128

Sewer		\$8.70/100cf - eff July 1, 2026 - City of Salem MA, official Water & Sewer rates page, residential sewer rate effective 2026-07-01	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	56.3 100cf/yr × \$8.7/100cf + 12 = \$40.82		\$41
1 BR	62.6 100cf/yr × \$8.7/100cf + 12 = \$45.38		\$45
2 BR	104.3 100cf/yr × \$8.7/100cf + 12 = \$75.62		\$76
3 BR	166.9 100cf/yr × \$8.7/100cf + 12 = \$121.00		\$121
4 BR	229.5 100cf/yr × \$8.7/100cf + 12 = \$166.39		\$166
5 BR	292.1 100cf/yr × \$8.7/100cf + 12 = \$211.77		\$212

Single Family Detached (House)

Heating - Natural Gas		\$1.8859/therm + \$12.00/mo fixed - eff June 1, 2026 - Boston Gas/National Grid R-38: delivery \$0.4986 + Boston LDF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	423.5 therms/yr × \$1.8859/therm + 12 = \$66.56 + \$12.00		\$79
1 BR	498.2 therms/yr × \$1.8859/therm + 12 = \$78.30 + \$12.00		\$90
2 BR	580.6 therms/yr × \$1.8859/therm + 12 = \$91.25 + \$12.00		\$103
3 BR	663 therms/yr × \$1.8859/therm + 12 = \$104.20 + \$12.00		\$116
4 BR	745.4 therms/yr × \$1.8859/therm + 12 = \$117.15 + \$12.00		\$129
5 BR	827.8 therms/yr × \$1.8859/therm + 12 = \$130.10 + \$12.00		\$142

Heating - Bottle Gas		\$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	463.1 gal/yr × \$3.413/gal + 12 = \$131.71		\$132
1 BR	544.8 gal/yr × \$3.413/gal + 12 = \$154.95		\$155
2 BR	634.9 gal/yr × \$3.413/gal + 12 = \$180.58		\$181
3 BR	725 gal/yr × \$3.413/gal + 12 = \$206.20		\$206
4 BR	815.1 gal/yr × \$3.413/gal + 12 = \$231.83		\$232
5 BR	905.2 gal/yr × \$3.413/gal + 12 = \$257.45		\$257

Heating - Electric Resistance		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	4840.9 kWh/yr × \$0.39512/kWh + 12 = \$159.39		\$159
1 BR	5695.2 kWh/yr × \$0.39512/kWh + 12 = \$187.52		\$188
2 BR	6661.6 kWh/yr × \$0.39512/kWh + 12 = \$219.34		\$219
3 BR	7628 kWh/yr × \$0.39512/kWh + 12 = \$251.16		\$251
4 BR	8594.4 kWh/yr × \$0.39512/kWh + 12 = \$282.98		\$283
5 BR	9560.9 kWh/yr × \$0.39512/kWh + 12 = \$314.81		\$315

Heating - Electric Heat Pump		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	2603.9 kWh/yr × \$0.39512/kWh + 12 = \$85.74		\$86
1 BR	3063.5 kWh/yr × \$0.39512/kWh + 12 = \$100.87		\$101
2 BR	3635.3 kWh/yr × \$0.39512/kWh + 12 = \$119.70		\$120
3 BR	4084.6 kWh/yr × \$0.39512/kWh + 12 = \$134.49		\$134
4 BR	4533.9 kWh/yr × \$0.39512/kWh + 12 = \$149.29		\$149
5 BR	4983.2 kWh/yr × \$0.39512/kWh + 12 = \$164.08		\$164

Heating - Fuel Oil		\$4.121/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts No. 2 Heating Oil Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	363 gal/yr × \$4.121/gal + 12 = \$124.66		\$125
1 BR	427.1 gal/yr × \$4.121/gal + 12 = \$146.67		\$147
2 BR	497.7 gal/yr × \$4.121/gal + 12 = \$170.92		\$171
3 BR	568.3 gal/yr × \$4.121/gal + 12 = \$195.16		\$195
4 BR	638.9 gal/yr × \$4.121/gal + 12 = \$219.41		\$219
5 BR	709.6 gal/yr × \$4.121/gal + 12 = \$243.69		\$244

Cooking - Natural Gas		\$2.6984/therm + \$10.00/mo fixed - eff June 1, 2026 - Boston Gas/ National Grid R-1: delivery \$1.3091 + Boston LDF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	33.5 therms/yr × \$2.6984/therm + 12 = \$7.53		\$8
1 BR	39.4 therms/yr × \$2.6984/therm + 12 = \$8.86		\$9
2 BR	57 therms/yr × \$2.6984/therm + 12 = \$12.82		\$13
3 BR	74.6 therms/yr × \$2.6984/therm + 12 = \$16.78		\$17
4 BR	92.2 therms/yr × \$2.6984/therm + 12 = \$20.73		\$21
5 BR	109.8 therms/yr × \$2.6984/therm + 12 = \$24.69		\$25

Cooking - Bottle Gas		\$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	36.6 gal/yr × \$3.413/gal + 12 = \$10.41		\$10
1 BR	43.1 gal/yr × \$3.413/gal + 12 = \$12.26		\$12
2 BR	62.3 gal/yr × \$3.413/gal + 12 = \$17.72		\$18
3 BR	81.6 gal/yr × \$3.413/gal + 12 = \$23.21		\$23
4 BR	100.8 gal/yr × \$3.413/gal + 12 = \$28.67		\$29
5 BR	120.1 gal/yr × \$3.413/gal + 12 = \$34.16		\$34

Cooking - Electric		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	490.4 kWh/yr × \$0.39512/kWh + 12 = \$16.15		\$16
1 BR	577 kWh/yr × \$0.39512/kWh + 12 = \$19.00		\$19
2 BR	835 kWh/yr × \$0.39512/kWh + 12 = \$27.49		\$27
3 BR	1092.9 kWh/yr × \$0.39512/kWh + 12 = \$35.99		\$36
4 BR	1350.9 kWh/yr × \$0.39512/kWh + 12 = \$44.48		\$44
5 BR	1608.9 kWh/yr × \$0.39512/kWh + 12 = \$52.98		\$53

Water Heating - Natural Gas		\$2.6984/therm + \$10.00/mo fixed - eff June 1, 2026 - Boston Gas/National Grid R-1: delivery \$1.3091 + Boston LDAF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	102.1 therms/yr × \$2.6984/therm + 12 = \$22.96		\$23
1 BR	120.1 therms/yr × \$2.6984/therm + 12 = \$27.01		\$27
2 BR	173.5 therms/yr × \$2.6984/therm + 12 = \$39.01		\$39
3 BR	226.9 therms/yr × \$2.6984/therm + 12 = \$51.02		\$51
4 BR	280.3 therms/yr × \$2.6984/therm + 12 = \$63.03		\$63
5 BR	333.7 therms/yr × \$2.6984/therm + 12 = \$75.04		\$75

Water Heating - Bottle Gas		\$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	111.6 gal/yr × \$3.413/gal + 12 = \$31.74		\$32
1 BR	131.3 gal/yr × \$3.413/gal + 12 = \$37.34		\$37
2 BR	189.7 gal/yr × \$3.413/gal + 12 = \$53.95		\$54
3 BR	248.1 gal/yr × \$3.413/gal + 12 = \$70.56		\$71
4 BR	306.5 gal/yr × \$3.413/gal + 12 = \$87.17		\$87
5 BR	364.9 gal/yr × \$3.413/gal + 12 = \$103.78		\$104

Water Heating - Electric		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	1597.3 kWh/yr × \$0.39512/kWh + 12 = \$52.59		\$53
1 BR	1879.2 kWh/yr × \$0.39512/kWh + 12 = \$61.88		\$62
2 BR	2398.4 kWh/yr × \$0.39512/kWh + 12 = \$78.97		\$79
3 BR	2917.5 kWh/yr × \$0.39512/kWh + 12 = \$96.06		\$96
4 BR	3436.7 kWh/yr × \$0.39512/kWh + 12 = \$113.16		\$113
5 BR	3955.8 kWh/yr × \$0.39512/kWh + 12 = \$130.25		\$130

Water Heating - Fuel Oil		\$4.121/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts No. 2 Heating Oil Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	87.5 gal/yr × \$4.121/gal + 12 = \$30.05		\$30
1 BR	103 gal/yr × \$4.121/gal + 12 = \$35.37		\$35
2 BR	148.7 gal/yr × \$4.121/gal + 12 = \$51.07		\$51
3 BR	194.5 gal/yr × \$4.121/gal + 12 = \$66.79		\$67
4 BR	240.3 gal/yr × \$4.121/gal + 12 = \$82.52		\$83
5 BR	286.1 gal/yr × \$4.121/gal + 12 = \$98.25		\$98

Other Electric		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	2722.8 kWh/yr × \$0.39512/kWh + 12 = \$89.65 + \$10.00		\$100
1 BR	3203.3 kWh/yr × \$0.39512/kWh + 12 = \$105.47 + \$10.00		\$115
2 BR	4456.8 kWh/yr × \$0.39512/kWh + 12 = \$146.75 + \$10.00		\$157
3 BR	5710.2 kWh/yr × \$0.39512/kWh + 12 = \$188.02 + \$10.00		\$198
4 BR	6963.7 kWh/yr × \$0.39512/kWh + 12 = \$229.29 + \$10.00		\$239
5 BR	8217.1 kWh/yr × \$0.39512/kWh + 12 = \$270.56 + \$10.00		\$281

Air Conditioning		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	208.3 kWh/yr × \$0.39512/kWh + 12 = \$6.86		\$7
1 BR	245.1 kWh/yr × \$0.39512/kWh + 12 = \$8.07		\$8
2 BR	551.4 kWh/yr × \$0.39512/kWh + 12 = \$18.16		\$18
3 BR	857.8 kWh/yr × \$0.39512/kWh + 12 = \$28.24		\$28
4 BR	1164.2 kWh/yr × \$0.39512/kWh + 12 = \$38.33		\$38
5 BR	1470.6 kWh/yr × \$0.39512/kWh + 12 = \$48.42		\$48

Water		\$5.26/100cf - eff July 1, 2026 - City of Salem MA, official Water & Sewer rates page, residential water rate effective 2026-07-01	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	58.3 100cf/yr × \$5.26/100cf + 12 = \$24.68		\$25
1 BR	62.6 100cf/yr × \$5.26/100cf + 12 = \$27.44		\$27
2 BR	104.3 100cf/yr × \$5.26/100cf + 12 = \$45.72		\$46
3 BR	166.9 100cf/yr × \$5.26/100cf + 12 = \$73.16		\$73
4 BR	229.5 100cf/yr × \$5.26/100cf + 12 = \$100.60		\$101
5 BR	292.1 100cf/yr × \$5.26/100cf + 12 = \$128.04		\$128

Sewer		\$8.70/100cf - eff July 1, 2026 - City of Salem MA, official Water & Sewer rates page, residential sewer rate effective 2026-07-01	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	56.3 100cf/yr × \$8.7/100cf + 12 = \$40.82		\$41
1 BR	62.6 100cf/yr × \$8.7/100cf + 12 = \$45.38		\$45
2 BR	104.3 100cf/yr × \$8.7/100cf + 12 = \$75.62		\$76
3 BR	166.9 100cf/yr × \$8.7/100cf + 12 = \$121.00		\$121
4 BR	229.5 100cf/yr × \$8.7/100cf + 12 = \$166.39		\$166
5 BR	292.1 100cf/yr × \$8.7/100cf + 12 = \$211.77		\$212

Single Family Attached (Duplex/Rowhouse/Townhouse)

Heating - Natural Gas		\$1.8859/therm + \$12.00/mo fixed - eff June 1, 2026 - Boston Gas/National Grid R-3B: delivery \$0.4986 + Boston LDAF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	377.8 therms/yr × \$1.8859/therm + 12 = \$59.37 + \$12.00		\$71
1 BR	444.5 therms/yr × \$1.8859/therm + 12 = \$69.86 + \$12.00		\$82
2 BR	512.8 therms/yr × \$1.8859/therm + 12 = \$80.59 + \$12.00		\$93
3 BR	581.2 therms/yr × \$1.8859/therm + 12 = \$91.34 + \$12.00		\$103
4 BR	649.6 therms/yr × \$1.8859/therm + 12 = \$102.09 + \$12.00		\$114
5 BR	718 therms/yr × \$1.8859/therm + 12 = \$112.84 + \$12.00		\$125

Heating - Bottle Gas		\$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	413.1 gal/yr × \$3.413/gal + 12 = \$117.49		\$117
1 BR	486 gal/yr × \$3.413/gal + 12 = \$138.23		\$138
2 BR	560.8 gal/yr × \$3.413/gal + 12 = \$159.50		\$159
3 BR	635.6 gal/yr × \$3.413/gal + 12 = \$180.78		\$181
4 BR	710.3 gal/yr × \$3.413/gal + 12 = \$202.02		\$202
5 BR	785.1 gal/yr × \$3.413/gal + 12 = \$223.30		\$223

Heating - Electric Resistance		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	2983.6 kWh/yr × \$0.39512/kWh + 12 = \$98.24		\$98
1 BR	3510.1 kWh/yr × \$0.39512/kWh + 12 = \$115.58		\$116
2 BR	4566.8 kWh/yr × \$0.39512/kWh + 12 = \$150.37		\$150
3 BR	5623.5 kWh/yr × \$0.39512/kWh + 12 = \$185.16		\$185
4 BR	6680.2 kWh/yr × \$0.39512/kWh + 12 = \$219.96		\$220
5 BR	7736.9 kWh/yr × \$0.39512/kWh + 12 = \$254.75		\$255

Heating - Electric Heat Pump		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	2213.3 kWh/yr × \$0.39512/kWh + 12 = \$72.88		\$73
1 BR	2603.9 kWh/yr × \$0.39512/kWh + 12 = \$85.74		\$86
2 BR	3090 kWh/yr × \$0.39512/kWh + 12 = \$101.74		\$102
3 BR	3471.9 kWh/yr × \$0.39512/kWh + 12 = \$114.32		\$114
4 BR	3853.8 kWh/yr × \$0.39512/kWh + 12 = \$126.89		\$127
5 BR	4235.7 kWh/yr × \$0.39512/kWh + 12 = \$139.47		\$139

Heating - Fuel Oil		\$4.121/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts No. 2 Heating Oil Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	323.8 gal/yr × \$4.121/gal + 12 = \$111.20		\$111
1 BR	381 gal/yr × \$4.121/gal + 12 = \$130.84		\$131
2 BR	439.6 gal/yr × \$4.121/gal + 12 = \$150.97		\$151
3 BR	498.2 gal/yr × \$4.121/gal + 12 = \$171.09		\$171
4 BR	556.8 gal/yr × \$4.121/gal + 12 = \$191.21		\$191
5 BR	615.4 gal/yr × \$4.121/gal + 12 = \$211.34		\$211

Cooking - Natural Gas		\$2.6984/therm + \$10.00/mo fixed - eff June 1, 2026 - Boston Gas/ National Grid R-1: delivery \$1.3091 + Boston LDF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	33.5 therms/yr × \$2.6984/therm + 12 = \$7.53		\$8
1 BR	39.4 therms/yr × \$2.6984/therm + 12 = \$8.86		\$9
2 BR	57 therms/yr × \$2.6984/therm + 12 = \$12.82		\$13
3 BR	74.6 therms/yr × \$2.6984/therm + 12 = \$16.78		\$17
4 BR	92.2 therms/yr × \$2.6984/therm + 12 = \$20.73		\$21
5 BR	109.8 therms/yr × \$2.6984/therm + 12 = \$24.69		\$25

Cooking - Bottle Gas		\$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	36.6 gal/yr × \$3.413/gal + 12 = \$10.41		\$10
1 BR	43.1 gal/yr × \$3.413/gal + 12 = \$12.26		\$12
2 BR	62.3 gal/yr × \$3.413/gal + 12 = \$17.72		\$18
3 BR	81.6 gal/yr × \$3.413/gal + 12 = \$23.21		\$23
4 BR	100.8 gal/yr × \$3.413/gal + 12 = \$28.67		\$29
5 BR	120.1 gal/yr × \$3.413/gal + 12 = \$34.16		\$34

Cooking - Electric		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	490.4 kWh/yr × \$0.39512/kWh + 12 = \$16.15		\$16
1 BR	577 kWh/yr × \$0.39512/kWh + 12 = \$19.00		\$19
2 BR	835 kWh/yr × \$0.39512/kWh + 12 = \$27.49		\$27
3 BR	1092.9 kWh/yr × \$0.39512/kWh + 12 = \$35.99		\$36
4 BR	1350.9 kWh/yr × \$0.39512/kWh + 12 = \$44.48		\$44
5 BR	1608.9 kWh/yr × \$0.39512/kWh + 12 = \$52.98		\$53

Water Heating - Natural Gas		\$2.6984/therm + \$10.00/mo fixed - eff June 1, 2026 - Boston Gas/ National Grid R-1: delivery \$1.3091 + Boston LDF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	102.1 therms/yr × \$2.6984/therm + 12 = \$22.96		\$23
1 BR	120.1 therms/yr × \$2.6984/therm + 12 = \$27.01		\$27
2 BR	173.5 therms/yr × \$2.6984/therm + 12 = \$39.01		\$39
3 BR	226.9 therms/yr × \$2.6984/therm + 12 = \$51.02		\$51
4 BR	280.3 therms/yr × \$2.6984/therm + 12 = \$63.03		\$63
5 BR	333.7 therms/yr × \$2.6984/therm + 12 = \$75.04		\$75

Water Heating - Bottle Gas		\$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	111.6 gal/yr × \$3.413/gal + 12 = \$31.74		\$32
1 BR	131.3 gal/yr × \$3.413/gal + 12 = \$37.34		\$37
2 BR	189.7 gal/yr × \$3.413/gal + 12 = \$53.95		\$54
3 BR	248.1 gal/yr × \$3.413/gal + 12 = \$70.56		\$71
4 BR	306.5 gal/yr × \$3.413/gal + 12 = \$87.17		\$87
5 BR	364.9 gal/yr × \$3.413/gal + 12 = \$103.78		\$104

Water Heating - Electric		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	1597.3 kWh/yr × \$0.39512/kWh + 12 = \$52.59		\$53
1 BR	1879.2 kWh/yr × \$0.39512/kWh + 12 = \$61.88		\$62
2 BR	2398.4 kWh/yr × \$0.39512/kWh + 12 = \$78.97		\$79
3 BR	2917.5 kWh/yr × \$0.39512/kWh + 12 = \$96.06		\$96
4 BR	3436.7 kWh/yr × \$0.39512/kWh + 12 = \$113.16		\$113
5 BR	3955.8 kWh/yr × \$0.39512/kWh + 12 = \$130.25		\$130

Water Heating - Fuel Oil		\$4.121/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts No. 2 Heating Oil Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	87.5 gal/yr × \$4.121/gal + 12 = \$30.05		\$30
1 BR	103 gal/yr × \$4.121/gal + 12 = \$35.37		\$35
2 BR	148.7 gal/yr × \$4.121/gal + 12 = \$51.07		\$51
3 BR	194.5 gal/yr × \$4.121/gal + 12 = \$66.79		\$67
4 BR	240.3 gal/yr × \$4.121/gal + 12 = \$82.52		\$83
5 BR	286.1 gal/yr × \$4.121/gal + 12 = \$98.25		\$98

Other Electric		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	2341.6 kWh/yr × \$0.39512/kWh + 12 = \$77.10 + \$10.00		\$87
1 BR	2754.9 kWh/yr × \$0.39512/kWh + 12 = \$90.71 + \$10.00		\$101
2 BR	3832.8 kWh/yr × \$0.39512/kWh + 12 = \$126.20 + \$10.00		\$136
3 BR	4910.8 kWh/yr × \$0.39512/kWh + 12 = \$161.70 + \$10.00		\$172
4 BR	5988.8 kWh/yr × \$0.39512/kWh + 12 = \$197.19 + \$10.00		\$207
5 BR	7066.7 kWh/yr × \$0.39512/kWh + 12 = \$232.68 + \$10.00		\$243

Air Conditioning		\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	266.2 kWh/yr × \$0.39512/kWh + 12 = \$8.77		\$9
1 BR	313.1 kWh/yr × \$0.39512/kWh + 12 = \$10.31		\$10
2 BR	535.7 kWh/yr × \$0.39512/kWh + 12 = \$17.64		\$18
3 BR	758.3 kWh/yr × \$0.39512/kWh + 12 = \$24.97		\$25
4 BR	980.9 kWh/yr × \$0.39512/kWh + 12 = \$32.30		\$32
5 BR	1203.5 kWh/yr × \$0.39512/kWh + 12 = \$39.63		\$40

Water		\$5.26/100cf - eff July 1, 2026 - City of Salem MA, official Water & Sewer rates page, residential water rate effective 2026-07-01	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	56.3 100cf/yr × \$5.26/100cf + 12 = \$24.68		\$25
1 BR	62.6 100cf/yr × \$5.26/100cf + 12 = \$27.44		\$27
2 BR	104.3 100cf/yr × \$5.26/100cf + 12 = \$45.72		\$46
3 BR	166.9 100cf/yr × \$5.26/100cf + 12 = \$73.16		\$73
4 BR	229.5 100cf/yr × \$5.26/100cf + 12 = \$100.60		\$101
5 BR	292.1 100cf/yr × \$5.26/100cf + 12 = \$128.04		\$128

Sewer		\$8.70/100cf - eff July 1, 2026 - City of Salem MA, official Water & Sewer rates page, residential sewer rate effective 2026-07-01	
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	56.3 100cf/yr × \$8.7/100cf + 12 = \$40.82		\$41
1 BR	62.6 100cf/yr × \$8.7/100cf + 12 = \$45.38		\$45
2 BR	104.3 100cf/yr × \$8.7/100cf + 12 = \$75.62		\$76
3 BR	166.9 100cf/yr × \$8.7/100cf + 12 = \$121.00		\$121
4 BR	229.5 100cf/yr × \$8.7/100cf + 12 = \$166.39		\$166
5 BR	292.1 100cf/yr × \$8.7/100cf + 12 = \$211.77		\$212

Low-Rise Apt (2-4 unit Walk-up)

Heating - Natural Gas			
\$1.8859/therm + \$12.00/mo fixed - eff June 1, 2026 - Boston Gas/National Grid R-3B: delivery \$0.4966 + Boston LDAF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	515.5 therms/yr × \$1.8859/therm + 12 = \$81.02 + \$12.00	\$93	
1 BR	606.5 therms/yr × \$1.8859/therm + 12 = \$95.32 + \$12.00	\$107	
2 BR	652.3 therms/yr × \$1.8859/therm + 12 = \$102.51 + \$12.00	\$115	
3 BR	698.2 therms/yr × \$1.8859/therm + 12 = \$109.73 + \$12.00	\$122	
4 BR	744 therms/yr × \$1.8859/therm + 12 = \$116.93 + \$12.00	\$129	
5 BR	789.9 therms/yr × \$1.8859/therm + 12 = \$124.14 + \$12.00	\$136	

Heating - Bottle Gas			
\$3.413/gal · 2025-26 season average · U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	563.7 gal/yr × \$3.413/gal + 12 = \$160.33	\$160	
1 BR	663.2 gal/yr × \$3.413/gal + 12 = \$188.63	\$189	
2 BR	713.3 gal/yr × \$3.413/gal + 12 = \$202.87	\$203	
3 BR	763.4 gal/yr × \$3.413/gal + 12 = \$217.12	\$217	
4 BR	813.6 gal/yr × \$3.413/gal + 12 = \$231.40	\$231	
5 BR	863.7 gal/yr × \$3.413/gal + 12 = \$245.65	\$246	

Heating - Electric Resistance			
\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	2983.6 kWh/yr × \$0.39512/kWh + 12 = \$98.24	\$98	
1 BR	3510.1 kWh/yr × \$0.39512/kWh + 12 = \$115.58	\$116	
2 BR	4566.8 kWh/yr × \$0.39512/kWh + 12 = \$150.37	\$150	
3 BR	5623.5 kWh/yr × \$0.39512/kWh + 12 = \$185.16	\$185	
4 BR	6680.2 kWh/yr × \$0.39512/kWh + 12 = \$219.96	\$220	
5 BR	7736.9 kWh/yr × \$0.39512/kWh + 12 = \$254.75	\$255	

Heating - Electric Heat Pump			
\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	2343.5 kWh/yr × \$0.39512/kWh + 12 = \$77.16	\$77	
1 BR	2757.1 kWh/yr × \$0.39512/kWh + 12 = \$90.78	\$91	
2 BR	3271.8 kWh/yr × \$0.39512/kWh + 12 = \$107.73	\$108	
3 BR	3676.1 kWh/yr × \$0.39512/kWh + 12 = \$121.04	\$121	
4 BR	4080.5 kWh/yr × \$0.39512/kWh + 12 = \$134.36	\$134	
5 BR	4484.9 kWh/yr × \$0.39512/kWh + 12 = \$147.67	\$148	

Heating - Fuel Oil			
\$4.121/gal · 2025-26 season average · U.S. EIA, Weekly Massachusetts No. 2 Heating Oil Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	441.9 gal/yr × \$4.121/gal + 12 = \$151.76	\$152	
1 BR	519.8 gal/yr × \$4.121/gal + 12 = \$178.51	\$179	
2 BR	559.1 gal/yr × \$4.121/gal + 12 = \$192.00	\$192	
3 BR	598.4 gal/yr × \$4.121/gal + 12 = \$205.50	\$206	
4 BR	637.7 gal/yr × \$4.121/gal + 12 = \$219.00	\$219	
5 BR	677.1 gal/yr × \$4.121/gal + 12 = \$232.53	\$233	

Cooking - Natural Gas			
\$2.6984/therm + \$10.00/mo fixed - eff June 1, 2026 - Boston Gas/National Grid R-1: delivery \$1.3091 + Boston LDAF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	33.5 therms/yr × \$2.6984/therm + 12 = \$7.53	\$8	
1 BR	39.4 therms/yr × \$2.6984/therm + 12 = \$8.86	\$9	
2 BR	57 therms/yr × \$2.6984/therm + 12 = \$12.82	\$13	
3 BR	74.6 therms/yr × \$2.6984/therm + 12 = \$16.78	\$17	
4 BR	92.2 therms/yr × \$2.6984/therm + 12 = \$20.73	\$21	
5 BR	109.8 therms/yr × \$2.6984/therm + 12 = \$24.69	\$25	

Cooking - Bottle Gas			
\$3.413/gal · 2025-26 season average · U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	36.6 gal/yr × \$3.413/gal + 12 = \$10.41	\$10	
1 BR	43.1 gal/yr × \$3.413/gal + 12 = \$12.26	\$12	
2 BR	62.3 gal/yr × \$3.413/gal + 12 = \$17.72	\$18	
3 BR	81.6 gal/yr × \$3.413/gal + 12 = \$23.21	\$23	
4 BR	100.8 gal/yr × \$3.413/gal + 12 = \$28.67	\$29	
5 BR	120.1 gal/yr × \$3.413/gal + 12 = \$34.16	\$34	

Cooking - Electric			
\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	490.4 kWh/yr × \$0.39512/kWh + 12 = \$16.15	\$16	
1 BR	577 kWh/yr × \$0.39512/kWh + 12 = \$19.00	\$19	
2 BR	835 kWh/yr × \$0.39512/kWh + 12 = \$27.49	\$27	
3 BR	1092.9 kWh/yr × \$0.39512/kWh + 12 = \$35.99	\$36	
4 BR	1350.9 kWh/yr × \$0.39512/kWh + 12 = \$44.48	\$44	
5 BR	1608.9 kWh/yr × \$0.39512/kWh + 12 = \$52.98	\$53	

Water Heating - Natural Gas			
\$2.6984/therm + \$10.00/mo fixed - eff June 1, 2026 - Boston Gas/National Grid R-1: delivery \$1.3091 + Boston LDAF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	102.1 therms/yr × \$2.6984/therm + 12 = \$22.96	\$23	
1 BR	120.1 therms/yr × \$2.6984/therm + 12 = \$27.01	\$27	
2 BR	173.5 therms/yr × \$2.6984/therm + 12 = \$39.01	\$39	
3 BR	226.9 therms/yr × \$2.6984/therm + 12 = \$51.02	\$51	
4 BR	280.3 therms/yr × \$2.6984/therm + 12 = \$63.03	\$63	
5 BR	333.7 therms/yr × \$2.6984/therm + 12 = \$75.04	\$75	

Water Heating - Bottle Gas			
\$3.413/gal · 2025-26 season average · U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	111.6 gal/yr × \$3.413/gal + 12 = \$31.74	\$32	
1 BR	131.3 gal/yr × \$3.413/gal + 12 = \$37.34	\$37	
2 BR	189.7 gal/yr × \$3.413/gal + 12 = \$53.95	\$54	
3 BR	248.1 gal/yr × \$3.413/gal + 12 = \$70.56	\$71	
4 BR	306.5 gal/yr × \$3.413/gal + 12 = \$87.17	\$87	
5 BR	364.9 gal/yr × \$3.413/gal + 12 = \$103.78	\$104	

Water Heating - Electric			
\$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	1597.3 kWh/yr × \$0.39512/kWh + 12 = \$52.59	\$53	
1 BR	1879.2 kWh/yr × \$0.39512/kWh + 12 = \$61.88	\$62	
2 BR	2398.4 kWh/yr × \$0.39512/kWh + 12 = \$78.97	\$79	
3 BR	2917.5 kWh/yr × \$0.39512/kWh + 12 = \$96.06	\$96	
4 BR	3436.7 kWh/yr × \$0.39512/kWh + 12 = \$113.16	\$113	
5 BR	3955.8 kWh/yr × \$0.39512/kWh + 12 = \$130.25	\$130	

Water Heating - Fuel Oil			
\$4.121/gal · 2025-26 season average · U.S. EIA, Weekly Massachusetts No. 2 Heating Oil Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	87.5 gal/yr × \$4.121/gal + 12 = \$30.05	\$30	
1 BR	103 gal/yr × \$4.121/gal + 12 = \$35.37	\$35	
2 BR	148.7 gal/yr × \$4.121/gal + 12 = \$51.07	\$51	
3 BR	194.5 gal/yr × \$4.121/gal + 12 = \$66.79	\$67	
4 BR	240.3 gal/yr × \$4.121/gal + 12 = \$82.52	\$83	
5 BR	286.1 gal/yr × \$4.121/gal + 12 = \$98.25	\$98	

Other Electric \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	2260 kWh/yr × \$0.39512/kWh + 12 = \$74.41 + \$10.00		\$84
1 BR	2658.8 kWh/yr × \$0.39512/kWh + 12 = \$87.55 + \$10.00		\$98
2 BR	3699.1 kWh/yr × \$0.39512/kWh + 12 = \$121.80 + \$10.00		\$132
3 BR	4739.5 kWh/yr × \$0.39512/kWh + 12 = \$156.06 + \$10.00		\$166
4 BR	5779.8 kWh/yr × \$0.39512/kWh + 12 = \$190.31 + \$10.00		\$200
5 BR	6820.2 kWh/yr × \$0.39512/kWh + 12 = \$224.57 + \$10.00		\$235

Air Conditioning \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	296.7 kWh/yr × \$0.39512/kWh + 12 = \$9.77		\$10
1 BR	349 kWh/yr × \$0.39512/kWh + 12 = \$11.49		\$11
2 BR	489.3 kWh/yr × \$0.39512/kWh + 12 = \$16.11		\$16
3 BR	629.6 kWh/yr × \$0.39512/kWh + 12 = \$20.73		\$21
4 BR	769.9 kWh/yr × \$0.39512/kWh + 12 = \$25.35		\$25
5 BR	910.2 kWh/yr × \$0.39512/kWh + 12 = \$29.97		\$30

Water \$5.26/100cf - eff July 1, 2026 - City of Salem MA, official Water & Sewer rates page, residential water rate effective 2026-07-01			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	56.3 100cf/yr × \$5.26/100cf + 12 = \$24.68		\$25
1 BR	62.6 100cf/yr × \$5.26/100cf + 12 = \$27.44		\$27
2 BR	104.3 100cf/yr × \$5.26/100cf + 12 = \$45.72		\$46
3 BR	166.9 100cf/yr × \$5.26/100cf + 12 = \$73.16		\$73
4 BR	229.5 100cf/yr × \$5.26/100cf + 12 = \$100.60		\$101
5 BR	292.1 100cf/yr × \$5.26/100cf + 12 = \$128.04		\$128

Sewer \$8.70/100cf - eff July 1, 2026 - City of Salem MA, official Water & Sewer rates page, residential sewer rate effective 2026-07-01			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	56.3 100cf/yr × \$8.7/100cf + 12 = \$40.82		\$41
1 BR	62.6 100cf/yr × \$8.7/100cf + 12 = \$45.38		\$45
2 BR	104.3 100cf/yr × \$8.7/100cf + 12 = \$75.62		\$76
3 BR	166.9 100cf/yr × \$8.7/100cf + 12 = \$121.00		\$121
4 BR	229.5 100cf/yr × \$8.7/100cf + 12 = \$166.39		\$166
5 BR	292.1 100cf/yr × \$8.7/100cf + 12 = \$211.77		\$212

High-Rise Apt (5+ unit Bldg)

Heating - Natural Gas \$1.8859/therm + \$12.00/mo fixed - eff June 1, 2026 - Boston Gas/National Grid R-3B: delivery \$0.4966 + Boston LDF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	296.5 therms/yr × \$1.8859/therm + 12 = \$46.60 + \$12.00		\$59
1 BR	348.8 therms/yr × \$1.8859/therm + 12 = \$54.82 + \$12.00		\$67
2 BR	406.4 therms/yr × \$1.8859/therm + 12 = \$63.87 + \$12.00		\$76
3 BR	464.1 therms/yr × \$1.8859/therm + 12 = \$72.94 + \$12.00		\$85
4 BR	521.8 therms/yr × \$1.8859/therm + 12 = \$82.01 + \$12.00		\$94
5 BR	579.5 therms/yr × \$1.8859/therm + 12 = \$91.07 + \$12.00		\$103

Heating - Bottle Gas \$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	324.2 gal/yr × \$3.413/gal + 12 = \$92.21		\$92
1 BR	381.4 gal/yr × \$3.413/gal + 12 = \$108.48		\$108
2 BR	444.4 gal/yr × \$3.413/gal + 12 = \$126.39		\$126
3 BR	507.5 gal/yr × \$3.413/gal + 12 = \$144.34		\$144
4 BR	570.6 gal/yr × \$3.413/gal + 12 = \$162.29		\$162
5 BR	633.7 gal/yr × \$3.413/gal + 12 = \$180.23		\$180

Heating - Electric Resistance \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	2063.3 kWh/yr × \$0.39512/kWh + 12 = \$67.94		\$68
1 BR	2427.4 kWh/yr × \$0.39512/kWh + 12 = \$79.93		\$80
2 BR	3286.5 kWh/yr × \$0.39512/kWh + 12 = \$108.21		\$108
3 BR	4145.7 kWh/yr × \$0.39512/kWh + 12 = \$136.50		\$137
4 BR	5004.8 kWh/yr × \$0.39512/kWh + 12 = \$164.79		\$165
5 BR	5863.9 kWh/yr × \$0.39512/kWh + 12 = \$193.08		\$193

Heating - Electric Heat Pump \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	1822.8 kWh/yr × \$0.39512/kWh + 12 = \$60.02		\$60
1 BR	2144.4 kWh/yr × \$0.39512/kWh + 12 = \$70.61		\$71
2 BR	2544.7 kWh/yr × \$0.39512/kWh + 12 = \$83.79		\$84
3 BR	2859.2 kWh/yr × \$0.39512/kWh + 12 = \$94.14		\$94
4 BR	3173.7 kWh/yr × \$0.39512/kWh + 12 = \$104.50		\$105
5 BR	3488.3 kWh/yr × \$0.39512/kWh + 12 = \$114.86		\$115

Heating - Fuel Oil \$4.121/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts No. 2 Heating Oil Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	254.1 gal/yr × \$4.121/gal + 12 = \$87.26		\$87
1 BR	298.9 gal/yr × \$4.121/gal + 12 = \$102.65		\$103
2 BR	348.4 gal/yr × \$4.121/gal + 12 = \$119.65		\$120
3 BR	397.8 gal/yr × \$4.121/gal + 12 = \$136.61		\$137
4 BR	447.3 gal/yr × \$4.121/gal + 12 = \$153.61		\$154
5 BR	496.7 gal/yr × \$4.121/gal + 12 = \$170.58		\$171

Cooking - Natural Gas \$2.6984/therm + \$10.00/mo fixed - eff June 1, 2026 - Boston Gas/ National Grid R-1: delivery \$1.3091 + Boston LDF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	33.5 therms/yr × \$2.6984/therm + 12 = \$7.53		\$8
1 BR	39.4 therms/yr × \$2.6984/therm + 12 = \$8.86		\$9
2 BR	57 therms/yr × \$2.6984/therm + 12 = \$12.82		\$13
3 BR	74.6 therms/yr × \$2.6984/therm + 12 = \$16.78		\$17
4 BR	92.2 therms/yr × \$2.6984/therm + 12 = \$20.73		\$21
5 BR	109.8 therms/yr × \$2.6984/therm + 12 = \$24.69		\$25

Cooking - Bottle Gas \$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	36.6 gal/yr × \$3.413/gal + 12 = \$10.41		\$10
1 BR	43.1 gal/yr × \$3.413/gal + 12 = \$12.26		\$12
2 BR	62.3 gal/yr × \$3.413/gal + 12 = \$17.72		\$18
3 BR	81.6 gal/yr × \$3.413/gal + 12 = \$23.21		\$23
4 BR	100.8 gal/yr × \$3.413/gal + 12 = \$28.67		\$29
5 BR	120.1 gal/yr × \$3.413/gal + 12 = \$34.16		\$34

Cooking - Electric \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)			
Bedroom	Annual consumption × rate + 12	= Monthly	
0 BR	490.4 kWh/yr × \$0.39512/kWh + 12 = \$16.15		\$16
1 BR	577 kWh/yr × \$0.39512/kWh + 12 = \$19.00		\$19
2 BR	835 kWh/yr × \$0.39512/kWh + 12 = \$27.49		\$27
3 BR	1092.9 kWh/yr × \$0.39512/kWh + 12 = \$35.99		\$36
4 BR	1350.9 kWh/yr × \$0.39512/kWh + 12 = \$44.48		\$44
5 BR	1608.9 kWh/yr × \$0.39512/kWh + 12 = \$52.98		\$53

Water Heating - Natural Gas \$2.6984/therm + \$10.00/mo fixed - eff June 1, 2026 - Boston Gas/ National Grid R-1: delivery \$1.3091 + Boston LCAF \$1.0016 (Service Rates tariff) + Gas Adjustment Factor \$0.3877 (eff 6/1/2026, MA Gas Rate Summary supply rates)

Bedroom	Annual consumption × rate ÷ 12	= Monthly
0 BR	102.1 therms/yr × \$2.6984/therm ÷ 12 = \$22.96	\$23
1 BR	120.1 therms/yr × \$2.6984/therm ÷ 12 = \$27.01	\$27
2 BR	173.5 therms/yr × \$2.6984/therm ÷ 12 = \$39.01	\$39
3 BR	226.9 therms/yr × \$2.6984/therm ÷ 12 = \$51.02	\$51
4 BR	280.3 therms/yr × \$2.6984/therm ÷ 12 = \$63.03	\$63
5 BR	333.7 therms/yr × \$2.6984/therm ÷ 12 = \$75.04	\$75

Water Heating - Bottle Gas \$3.413/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts Propane Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.

Bedroom	Annual consumption × rate ÷ 12	= Monthly
0 BR	111.6 gal/yr × \$3.413/gal ÷ 12 = \$31.74	\$32
1 BR	131.3 gal/yr × \$3.413/gal ÷ 12 = \$37.34	\$37
2 BR	189.7 gal/yr × \$3.413/gal ÷ 12 = \$53.95	\$54
3 BR	248.1 gal/yr × \$3.413/gal ÷ 12 = \$70.56	\$71
4 BR	306.5 gal/yr × \$3.413/gal ÷ 12 = \$87.17	\$87
5 BR	364.9 gal/yr × \$3.413/gal ÷ 12 = \$103.78	\$104

Water Heating - Electric \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)

Bedroom	Annual consumption × rate ÷ 12	= Monthly
0 BR	1597.3 kWh/yr × \$0.39512/kWh ÷ 12 = \$52.59	\$53
1 BR	1879.2 kWh/yr × \$0.39512/kWh ÷ 12 = \$61.88	\$62
2 BR	2398.4 kWh/yr × \$0.39512/kWh ÷ 12 = \$78.97	\$79
3 BR	2917.5 kWh/yr × \$0.39512/kWh ÷ 12 = \$96.06	\$96
4 BR	3436.7 kWh/yr × \$0.39512/kWh ÷ 12 = \$113.16	\$113
5 BR	3955.8 kWh/yr × \$0.39512/kWh ÷ 12 = \$130.25	\$130

Water Heating - Fuel Oil \$4.121/gal - 2025-26 season average - U.S. EIA, Weekly Massachusetts No. 2 Heating Oil Residential Price: 2025-26 heating-season average (26 weeks, Oct 6 2025 - Mar 30 2026). Season average used as the standing convention for seasonal fuels to reflect typical cost rather than any single week.

Bedroom	Annual consumption × rate ÷ 12	= Monthly
0 BR	87.5 gal/yr × \$4.121/gal ÷ 12 = \$30.05	\$30
1 BR	103 gal/yr × \$4.121/gal ÷ 12 = \$35.37	\$35
2 BR	148.7 gal/yr × \$4.121/gal ÷ 12 = \$51.07	\$51
3 BR	194.5 gal/yr × \$4.121/gal ÷ 12 = \$66.79	\$67
4 BR	240.3 gal/yr × \$4.121/gal ÷ 12 = \$82.52	\$83
5 BR	286.1 gal/yr × \$4.121/gal ÷ 12 = \$98.25	\$98

Other Electric \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)

Bedroom	Annual consumption × rate ÷ 12	= Monthly
0 BR	1851.5 kWh/yr × \$0.39512/kWh ÷ 12 = \$60.96 + \$10.00	\$71
1 BR	2178.3 kWh/yr × \$0.39512/kWh ÷ 12 = \$71.72 + \$10.00	\$82
2 BR	3030.6 kWh/yr × \$0.39512/kWh ÷ 12 = \$99.79 + \$10.00	\$110
3 BR	3883 kWh/yr × \$0.39512/kWh ÷ 12 = \$127.85 + \$10.00	\$138
4 BR	4735.3 kWh/yr × \$0.39512/kWh ÷ 12 = \$155.92 + \$10.00	\$166
5 BR	5587.6 kWh/yr × \$0.39512/kWh ÷ 12 = \$183.98 + \$10.00	\$194

Air Conditioning \$0.39512/kWh + \$10.00/mo fixed - eff August 1, 2026 - Mass Electric/ National Grid R-1: delivery 0.22327 (MDPU 1-26-H Net Retail Delivery Price, eff 8/1/2026) + Basic Service Fixed Price 0.17185 (eff Aug 1 2026 - Jan 31 2027)

Bedroom	Annual consumption × rate ÷ 12	= Monthly
0 BR	269.4 kWh/yr × \$0.39512/kWh ÷ 12 = \$8.87	\$9
1 BR	317 kWh/yr × \$0.39512/kWh ÷ 12 = \$10.44	\$10
2 BR	439.4 kWh/yr × \$0.39512/kWh ÷ 12 = \$14.47	\$14
3 BR	561.9 kWh/yr × \$0.39512/kWh ÷ 12 = \$18.50	\$18
4 BR	684.3 kWh/yr × \$0.39512/kWh ÷ 12 = \$22.53	\$23
5 BR	806.8 kWh/yr × \$0.39512/kWh ÷ 12 = \$26.57	\$27

Water \$5.26/100cf - eff July 1, 2026 - City of Salem MA, official Water & Sewer rates page, residential water rate effective 2026-07-01

Bedroom	Annual consumption × rate ÷ 12	= Monthly
0 BR	56.3 100cf/yr × \$5.26/100cf ÷ 12 = \$24.68	\$25
1 BR	62.6 100cf/yr × \$5.26/100cf ÷ 12 = \$27.44	\$27
2 BR	104.3 100cf/yr × \$5.26/100cf ÷ 12 = \$45.72	\$46
3 BR	166.9 100cf/yr × \$5.26/100cf ÷ 12 = \$73.16	\$73
4 BR	229.5 100cf/yr × \$5.26/100cf ÷ 12 = \$100.60	\$101
5 BR	292.1 100cf/yr × \$5.26/100cf ÷ 12 = \$128.04	\$128

Sewer \$8.70/100cf - eff July 1, 2026 - City of Salem MA, official Water & Sewer rates page, residential sewer rate effective 2026-07-01

Bedroom	Annual consumption × rate ÷ 12	= Monthly
0 BR	56.3 100cf/yr × \$8.7/100cf ÷ 12 = \$40.82	\$41
1 BR	62.6 100cf/yr × \$8.7/100cf ÷ 12 = \$45.38	\$45
2 BR	104.3 100cf/yr × \$8.7/100cf ÷ 12 = \$75.62	\$76
3 BR	166.9 100cf/yr × \$8.7/100cf ÷ 12 = \$121.00	\$121
4 BR	229.5 100cf/yr × \$8.7/100cf ÷ 12 = \$166.39	\$166
5 BR	292.1 100cf/yr × \$8.7/100cf ÷ 12 = \$211.77	\$212



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
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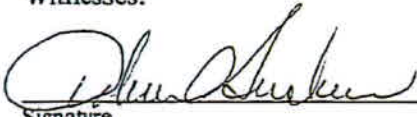
**Bid Tabulation for
Automated Laundry Service**

Date: September 3, 2026
Time: 9:00 a.m.
Present: Debra Tucker and Anne Cameron

<u>Bidder</u>	<u>Bid Price Commission as a %</u>	<u>Option To Renew Form</u>	<u>Selection Criteria</u>	<u>References</u>
1. CSC Service Works	27 %	Yes	Yes	Yes
2. Automatic Laundry Services Co., Inc.	25 %	Yes	Yes	Yes

The following hereby certify under pains and penalties of perjury that to the best of their knowledge and belief that this Bid Tabulation is a complete and accurate list of bids opened in public in the presence of said witnesses.

Witnesses:


Signature

9-03-2026
Date


Signature

9-03-2026
Date

file: dt bid tabulation



Equal Opportunity Employer



Bid Register

Bids Received for Automated Laundry Service

	<u>Date</u>	<u>Time</u>	<u>Bidder</u>
1.	9-02-26	10:14 am	Jay Wzotk
2.	9-02-26	1:49 pm	CSC Service Works
3.			
4.			
5.			
6.			
7.			
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19.			
20.			

FORM FOR GENERAL BID

TO THE AWARDING AUTHORITY

- A. The undersigned proposes to furnish all labor and materials required for Automated Laundry Services for ten (10) locations at elderly and handicapped housing developments (Zisson Building, Power Building Bertram Terrace, Colonial Terrace, Norton Terrace, Pioneer Terrace, 27 Charter St., Morency Manor, Ruane Building, Dalton Building) in Salem, Massachusetts for an initial contract period of one year in accordance with the Contract Documents prepared by the Salem Housing Authority for the contract price specified below, subject to additions and deductions according to the terms of the specifications.
- B. This bid includes addenda number(s) _____.
- C. The proposed contract price is:

Low Bidder will be based on the Total Commission for the Initial Period of 1 year.

Monthly Commission For 12 months	27 %
-------------------------------------	------

The proposed contract price is:

Twenty Seven % 27 %
(Bid Amount in WORDS) (Bid Amount in PERCENTAGE)

- D. The undersigned hereby certifies that they are able to furnish labor that can work in harmony with all the other elements of labor employed or to be employed on the Work and that they will comply fully with all laws and regulations applicable to awards made subject to M.G.L. c.30B.
- E. The undersigned further certifies that he is able to furnish labor that can work in harmony with all other elements of labor employed or to be employed on the work; that all employees to be employed at the worksite will have successfully completed a course in construction safety and health approved by the United States Occupational Safety and Health Administration that is at least 10 hours in duration at the time the employee begins work and who shall furnish documentation of successful completion of said course with the first certified payroll report for each employee; and that he will comply fully with all laws and regulations applicable to awards made subject to section 44A.
- F. The undersigned further certifies under the penalties of perjury that this bid is in all respects bona fide, fair and made without collusion or fraud with any other person. The undersigned further certifies under the penalty of perjury that the undersigned is not debarred from doing public construction work in the Commonwealth under the provisions of section twenty-nine F of chapter twenty-nine, or any other applicable debarment provisions of any other chapter of the General Laws or any other rule or regulation promulgated thereunder. As used in this certification the word "person" shall mean natural person, joint venture, partnership, corporation or other business or legal entity.

CSC Service Works
(Name of General Bidder)

Signature _____ BY: Anthony Murrell Senior Account Manager
(Signature & Title of person signing bid)

Date: 9/11/26

61 Holton St, Woburn, MA 01801
(Business Address)

644-272-9675
(Telephone Number)

FORM FOR GENERAL BID

TO THE AWARDING AUTHORITY

A. The undersigned proposes to furnish all labor and materials required for Automated Laundry Services for ten (10) locations at elderly and handicapped housing developments (Zisson Building, Power Building Bertram Terrace, Colonial Terrace, Norton Terrace, Pioneer Terrace, 27 Charter St., Morency Manor, Ruane Building, Dalton Building) in Salem, Massachusetts for an initial contract period of one year in accordance with the Contract Documents prepared by the Salem Housing Authority for the contract price specified below, subject to additions and deductions according to the terms of the specifications.

B. This bid includes addenda number(s) _____.

C. The proposed contract price is:

Low Bidder will be based on the Total Commission for the Initial Period of 1 year.

Monthly Commission For 12 months	25 %
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The proposed contract price is:

Twenty-five % 25 %
(Bid Amount in WORDS) (Bid Amount in PERCENTAGE)

D. The undersigned hereby certifies that they are able to furnish labor that can work in harmony with all the other elements of labor employed or to be employed on the Work and that they will comply fully with all laws and regulations applicable to awards made subject to M.G.L. c.30B.

E. The undersigned further certifies that he is able to furnish labor that can work in harmony with all other elements of labor employed or to be employed on the work; that all employees to be employed at the worksite will have successfully completed a course in construction safety and health approved by the United States Occupational Safety and Health Administration that is at least 10 hours in duration at the time the employee begins work and who shall furnish documentation of successful completion of said course with the first certified payroll report for each employee; and that he will comply fully with all laws and regulations applicable to awards made subject to section 44A.

F. The undersigned further certifies under the penalties of perjury that this bid is in all respects bona fide, fair and made without collusion or fraud with any other person. The undersigned further certifies under the penalty of perjury that the undersigned is not debarred from doing public construction work in the Commonwealth under the provisions of section twenty-nine F of chapter twenty-nine, or any other applicable debarment provisions of any other chapter of the General Laws or any other rule or regulation promulgated thereunder. As used in this certification the word "person" shall mean natural person, joint venture, partnership, corporation or other business or legal entity.

Automatic Laundry Services Co., Inc.

(Name of General Bidder)

Signature

BY: *Scott S. Scarpato*

(Signature & Title of person signing bid)

Date: September 1, 2026

45 Border Street West Newton, MA 02465

(Business Address)

617-969-4340

(Telephone Number)