

**SALEM HOUSING AUTHORITY**  
**Proposed Annual Plan for Fiscal Year 2026**  
**For State-Aided Public Housing**

The Annual Plan is a document compiled by housing authority staff in advance of each new fiscal year. The plan serves as both a tool for the Local Housing Authority (LHA) to reflect upon the prior fiscal year, and as an opportunity to develop a clear and transparent plan that builds on successes, identifies needs, and corrects any issues that have arisen in prior years. Additionally, the Annual Plan is an important tool for tenants, who may use the document to better understand the operations and needs of their housing authority, advocate for changes to policies and procedures, access data about the housing authority, and participate in their housing authority's governance.

In addition to the physical document, the Annual Plan is also a process of public engagement. Throughout the Annual Plan process, the LHA executive director or their designee will be expected to review the Plan with any Local Tenant Organizations (LTO's) and Resident Advisory Board (RAB) before the LHA presents the plan to the LHA Board of Commissioners; make a draft available for review to all residents and the general public; post on the website and make a copy available to each LTO at least 30 business days before the public hearing; hold a hearing on the document; and collect, integrate, and report back on substantive comments. Additionally, the Board will read, offer recommendations, and approve the Annual Plan in advance of its submission to EOHLC.

The law that mandates the Annual Plan is [An Act Relative to Local Housing Authorities, Massachusetts General Laws, Chapter 121B Section 28A](#). The regulation that expands upon Section 28A is 760 CMR 4.16. The regulations that address Local Tenant Organization (LTO) and resident participation in the Annual Plan are 760 CMR 6.09 (3)(h) and 760 CMR 6.09(4)(a)(4).

The SALEM HOUSING AUTHORITY's Annual Plan for their 2026 fiscal year includes the following components:

1. Overview and Certification
2. Capital Improvement Plan (CIP)
3. Maintenance and Repair Plan
4. Operating Budget
5. Narrative responses to Performance Management Review (PMR) findings
6. Policies
7. Waivers
8. Glossary
9. Other Elements, which may include:
  - a. Approval documents and any Public Comments
  - b. Tenant Satisfaction Survey
  - c. Performant Management Review report
  - d. Other documents added by LHA

**State-Aided Public Housing Developments**

The following table identifies the state-aided public housing units with developments of more than 8 units listed separately. Units in developments of 8 or fewer units are aggregated as noted. Units that the LHA provides to assist clients of the Department of Mental Health (DMH), the Department of Developmental Services (DDS), or other agencies are also aggregated separately.

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
705-05	Family	PHILLIPS (new 705-4)	3	1883	17
667-7B	Elderly	DALTON RESIDENCE	1	1988	35
200-02	Family	RAINBOW TERRACE	34	1952	136
200-01	Family	GARDEN TERRACE	8	1949	32
667-04	Elderly	PIONEER TERRACE	10	1966	104
667-7A	Elderly	RUANE BUILDING-Congregate	1	1818	14
667-1A	Elderly	BERTRAM TERRACE	2	1959	20
667-06	Elderly	MORENCY MANOR	1	1982	54
667-05	Elderly	CHARTER STREET	1	1973	110
705-03	Family	FARRELL COURT	3	1988	12
667-3B	Elderly	NORTON TERRACE	3	1963	20
667-3A	Elderly	BATES TERRACE	2	1963	16
667-02	Elderly	COLONIAL TERRACE	3	1961	40
	Family	Family units in smaller developments	2		14
Total			74		624

**Massachusetts Rental Voucher Program (MRVP)**

The Massachusetts Rental Voucher Program (MRVP) is a state-funded program that provides rental subsidies to low-income families and individuals. In most cases, a “mobile” voucher is issued to the household, which is valid for any market-rate housing unit that meets the standards of the state sanitary code and program rent limitations. In some cases, vouchers are “project-based” into a specific housing development; such vouchers remain at the development if the tenant decides to move out.

SALEM HOUSING AUTHORITY manages 45 MRVP vouchers.

### **Federally Assisted Developments**

SALEM HOUSING AUTHORITY also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 1385 households.

**LHA Central Office**

SALEM HOUSING AUTHORITY  
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**LHA Board of Commissioners**

	<b><u>Role</u></b>	<b><u>Category</u></b>	<b><u>From</u></b>	<b><u>To</u></b>
Aaron Paternoster		Labor Appointee	09/28/2023	03/28/2029
Veronica Miranda	Chair	State Tenant Rep	04/28/2022	03/01/2025
Romell Kidd	Member		03/25/2024	02/22/2029
Doneeca Thurston-Chavez	Member		10/10/2024	05/24/2027

**Additional Remarks**

Salem Housing Authority owns and manages 39 units of Federal Public Housing.

## **Plan History**

The following required actions have taken place on the dates indicated.

<b>REQUIREMENT</b>		<b>DATE COMPLETED</b>
A.	Advertise the public hearing on the LHA website.	4/14/2025
B.	Advertise the public hearing in public postings.	4/14/2025
C.	Notify all LTOs or RAB (if there is one) of the hearing and provide access to the Proposed Annual Plan.	4/14/2025
D.	Post draft AP for tenant and public viewing.	4/14/2025
E.	Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	5/21/2025
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	6/11/2025
G.	Executive Director presents the Annual Plan to the Board.	6/11/2025
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	6/11/2025

**Certification****CERTIFICATION OF LHA USER AUTHORIZATION FOR EOHLC CAPITAL SOFTWARE AND HOUSING APPLICATIONS**

I, Cathy Hoog, Executive Director of the SALEM HOUSING AUTHORITY, certify on behalf of the Housing Authority that I have conducted an annual review of all SALEM HOUSING AUTHORITY users of EOHLC Capital Software applications and Housing Applications and that all current LHA users are authorized to use the systems and have the appropriate level of user access based on their job responsibility. I approve all system access and access levels for all SALEM HOUSING AUTHORITY users.

This certification applies to the following applications:

- Capital Planning System (CPS)
- Consolidated Information Management System (CIMS)
- Cap Hub
- EOHLC Housing Management Systems
- CHAMP

**CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN**

I, Cathy Hoog, Executive Director of the SALEM HOUSING AUTHORITY, certify on behalf of the Housing Authority that: a) the above actions all took place on the dates listed above; b) all facts and information contained in this Annual Plan are true, correct and complete to the best of my knowledge and belief and c) that the Annual Plan was prepared in accordance with and meets the requirements of the regulations at 760 CMR 4.16 and 6.09.

The Board and Executive Director further certify that LHA operations and all LHA Board-adopted policies are in accordance with M.G.L. c. 121B and all Massachusetts state-aided public housing regulations, including, but not limited to 760 CMR 4.00; 5.00; 6.00; 8.00; and 11.00, as well as adhere to Department-promulgated guidance.

Date of certification: 6/23/2025

The Executive Office of Housing and Livable Communities (EOHLC) completed its review of this Annual Plan (AP) on . Review comments have been inserted into the plan.

## **Capital Improvement Plan**

### **EOHLC Description of CIPs:**

The Capital Improvement Plan (CIP) is a five year plan which identifies capital projects, provides a planning scope, schedule and budget for each capital project and identifies options for financing and implementing the plan. The CIP identifies anticipated spending for each Department of Housing and Community Development (EOHLC) fiscal year (July 1 to June 30) based on the project schedules.

Local Housing Authorities (LHAs) receive yearly awards from EOHLC (Formula Funding Awards) which they target to their most urgent capital needs in their CIP. They may also receive special awards from EOHLC for specific projects which meet specific criteria. Special awards may be given for certain emergency, regulation compliance, energy and water conservation, and other projects. The first three years of the CIP are based on actual awards made to the LHA, while years four and five are based on estimated planning amounts, not actual awards.

LHAs may sometimes secure other sources of funding and assistance that you will note in their CIP, such as: Community Preservation Act (CPA) funding, Community Development Block Grant (CDBG) funding, Local Affordable Housing Trust Funds (AHTF), HOME grants, income from leasing a cell tower on their property, savings from net meter credit contracts with solar developers, utility rebates and contracted work from utility providers, and Sheriff's Department work crews. However, not all of these funding sources are available every year, or in all communities.

The CIP includes the following parts:

- A table of available funding sources and amounts
  - A list of planned capital projects showing spending per fiscal year
  - A table showing special awards and other funding for targeted projects, if any, which supplements Formula Funding awarded to the LHA
- A 'narrative' with a variety of additional information.

**Capital Improvement Plan (CIP)****Aggregate Funding Available for Projects in the First Three Years of the CIP:**

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$5,700,406.74		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$855,061.01		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$4,845,345.73	\$3,132,092.78	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$57,861.00	\$58,000.00	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$4,787,484.73	\$3,074,092.78	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$14,778,626.87	\$6,705,875.87	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$171,628.03	\$171,628.03	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$726,000.00	\$726,000.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$20,521,600.64	\$10,735,596.69	Total of all anticipated funding available for planned projects and the total of planned spending.

**Capital Improvement Plan (CIP)****CIP Definitions:**

**ADA Set-aside** is funding allocated within the Formula Funding (FF) for use on projects that improve accessibility for people with disabilities. 10% of FF awards are designated for this purpose.

**Available State Bond Funding** is the amount of State Bond Funding available to the LHA for the first three years of the CIP. It is calculated by totaling all of FF and Special Awards granted to the LHA through the end of the third year of the plan and subtracting the amount of these funds spent prior to July 1 of the first year of the plan.

**Amount spent prior to the plan** is the total amount of Formula Funding (FF) and Special Awards spent prior to July 1 of the first year of the plan.

**Capital project** is a project that adds significant value to an asset or replaces building systems or components. Project cost must be greater than \$1000.

**CDBG** stands for Community Development Block Grant, a potential source of project funds.

**CPA** stands for Community Preservation Act, a potential source of project funds.

**CapHub Project Number** is the number given to projects entered into DHCD's project management system known as CapHub.

**DMH Set-aside** is funding allocated within the Formula Funding (FF) for use on facilities leased to the Department of Mental Health (DMH) program vendors, if any exist at this LHA.

**DDS Set-aside** is funding allocated within the Formula Funding (FF) for use on facilities leased to the Department of Developmental Services (DDS) program vendors, if any exist at this LHA.

**Formula Funding (FF)** is an allocation of state bond funds to each LHA according to the condition (needs) of its portfolio in comparison to the entire state-aided public housing portfolio.

**Operating Reserve** is an account, funded from the LHA operating budget, primarily used for unexpected operating costs, including certain extraordinary maintenance or capital projects.

**Other Funds** could include other funding by the city or town or from other sources.

**Special Awards** are DHCD awards targeted to specific projects. Award programs include funds for emergencies beyond what an LHA can fund, for complying with regulatory requirements, for projects that will save water or energy use, and various other programs the department may run from time to time.

**Total Cost** is the sum of investigation, design, administration, permitting, and construction costs for a project

**Unrestricted Formula Funding (FF)** is money awarded to the LHA by DHCD under the Formula Funding program other than amounts set aside (restricted) for accessibility improvements or for facilities operated by DMH or DDS.

**Capital Improvement Plan (CIP)**

Formula Funding and Special DHCD Award Planned Spending - Other funding not included

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2025	fy2026 Planned	fy2027	fy2028	fy2029	fy2030
258150	Electrical Upgrades	PIONEER TERRACE 667-04	\$2,006,233	\$23,313	\$45,349	\$1,937,572	\$0	\$0	\$0	\$0
258162	Gateway Cities - walkways, landscaping, play structure	RAINBOW TERRACE 200-02	\$472,615	\$61,590	\$2,000	\$0	\$0	\$0	\$0	\$0
258164	Creative Placemaking Grant - Pioneer Terrace Site improvements	PIONEER TERRACE 667-04	\$590,475	\$104,340	\$4,000	\$0	\$0	\$0	\$0	\$0
258167	ARPA FF: Pioneer Terrace - site work and concrete stair repair	PIONEER TERRACE 667-04	\$514,800	\$67,883	\$2,000	\$0	\$0	\$0	\$0	\$0
258169	Unit Turnover - Charter, Pioneer, Colonial - Force Account	CHARTER STREET 667-05, COLONIAL TERRACE 667-02, PIONEER TERRACE 667-04	\$233,140	\$136,037	\$9,085	\$17,056	\$0	\$0	\$0	\$0
258171	SUST Oil to heat pump conversion	CONGRESS ST. 705-2B	\$726,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
258173	HILAPP: Exterior Upgrades (Water Infiltration) Charter St.	CHARTER STREET 667-05	\$584,167	\$0	\$0	\$391,778	\$0	\$0	\$0	\$0
258180	ARPA FF: Roof Replacement	DALTON RESIDENCE 667-7B	\$72,776	\$0	\$0	\$9,962	\$0	\$0	\$0	\$0
258181	ARPA FF: Storm door replacement	GARDEN TERRACE 200-01	\$112,878	\$0	\$750	\$0	\$0	\$0	\$0	\$0

**Capital Improvement Plan (CIP)**

Formula Funding and Special DHCD Award Planned Spending - Other funding not included

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2025	fy2026 Planned	fy2027	fy2028	fy2029	fy2030
258182	Door replacement: 667-3A, 667-7B, 667-3B, 705-2A	BATES TERRACE 667-3A	\$128,400	\$0	\$119,531	\$8,870	\$0	\$0	\$0	\$0
258184	ARPA FF: Decking, stairs, railings	RUANE BUILDING 667-7A	\$20,000	\$0	\$10,325	\$0	\$0	\$0	\$0	\$0
258187	ARPA FF: Selective siding replacement	FARRELL COURT 705-03	\$345,800	\$0	\$25,495	\$299,806	\$0	\$0	\$0	\$0
258188	ARPA TAR: Meter: Fed Pac Panel, Fire Alarm Syst, Stove Replacement	667-1A, 667-01, 667-06, 705-05, 667-04, 200-02, 667-06, 667-3B, 667-7A, 667-7B	\$3,296,375	\$0	\$0	\$2,655,874	\$558,778	\$0	\$0	\$0
258189	ARPA FF: Walk-in Shower	MORENCY MANOR 667-06	\$752,628	\$14,575	\$208,733	\$509,201	\$0	\$0	\$0	\$0
258195	27 Charter Street Community Room Heater Replacement	CHARTER STREET 667-05	\$34,671	\$0	\$0	\$0	\$0	\$0	\$0	\$0
258197	Colonial Terr - site work and concrete stair repair	COLONIAL TERRACE 667-02	\$232,710	\$0	\$0	\$133,629	\$98,082	\$0	\$0	\$0
258198	Sustainability Study - Flood Zone - Rising Sea Level Chapter 667-4 and 705-2B	PIONEER TERRACE 667-04	\$25,000	\$0	\$24,699	\$302	\$0	\$0	\$0	\$0

**Capital Improvement Plan (CIP)**

Formula Funding and Special DHCD Award Planned Spending - Other funding not included

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2025	fy2026 Planned	fy2027	fy2028	fy2029	fy2030
258199	Ruane - Roof replacement	RUANE BUILDING 667-7A	\$148,000	\$0	\$2,550	\$145,450	\$0	\$0	\$0	\$0
258200	SUST Boiler/Water Tank Replacements	PHILLIPS 689-01	\$456,813	\$0	\$9,122	\$447,692	\$0	\$0	\$0	\$0
•	Roof Replacement	GARDEN TERRACE 200-01	\$431,533	\$0	\$0	\$0	\$0	\$205,783	\$225,751	\$0
•	AIP: 667 Routine Turnovers (258201)	COLONIAL TERRACE 667-02	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Pioneer Terrace Bathroom Ventilation Upgrade	PIONEER TERRACE 667-04	\$676,047	\$0	\$0	\$0	\$0	\$70,233	\$605,815	\$0
•	AIP: 667 Routine Turnovers (258201)	PIONEER TERRACE 667-04	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	27 Charter Street Window Replacement Project	CHARTER STREET 667-05	\$743,803	\$0	\$0	\$28,966	\$191,868	\$522,970	\$0	\$0
•	AIP: 667 Routine Turnovers (258201)	CHARTER STREET 667-05	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	AIP: 667 Routine Turnovers (258201)	MORENCY MANOR 667-06	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Kitchen and bathroom modernization	BERTRAM TERRACE 667-1A	\$899,318	\$0	\$0	\$0	\$0	\$31,211	\$181,506	\$686,602

**Capital Improvement Plan (CIP)**

Formula Funding and Special DHCD Award Planned Spending - Other funding not included

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2025	fy2026 Planned	fy2027	fy2028	fy2029	fy2030
•	AIP: 667 Routine Turnovers (258201)	BERTRAM TERRACE 667-1A	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	AIP: 667 Routine Turnovers (258201)	BATES TERRACE 667-3A	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	AIP: 667 Routine Turnovers (258201)	NORTON TERRACE 667-3B	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	AIP: 667 Routine Turnovers (258201)	RUANE BUILDING 667-7A	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	AIP: 667 Routine Turnovers (258201)	DALTON RESIDENCE 667-7B	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	84 + 88 Essex Street - Exterior Painting	PHILLIPS 689-01	\$100,080	\$0	\$0	\$0	\$0	\$100,080	\$0	\$0
•	Roof replacement	PRINCE ST. /33 PARK ST. 705-2A	\$38,569	\$0	\$0	\$0	\$0	\$38,569	\$0	\$0

**Capital Improvement Plan (CIP)****FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD**

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain- ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
258150	Electrical Upgrades	Flood resistance	\$0	\$0	\$396,000	\$0	\$0	\$0	\$0	\$0
258162	Gateway Cities - walkways, landscaping, play structure	Gateway cities award	\$0	\$0	\$0	\$472,615	\$0	\$0	\$0	\$0
258164	Creative Placemaking Grant - Pioneer Terrace Site improvements	Creative Placemaking	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0
258167	ARPA FF: Pioneer Terrace - site work and concrete stair repair	ARPA Formula Funding	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0
258171	SUST Oil to heat pump conversion	Oil to Heat Pump Conversion	\$0	\$0	\$726,000	\$0	\$0	\$0	\$0	\$726,000
258173	HILAPP: Exterior Upgrades (Water Infiltration) Charter St.	HILAPP	\$0	\$0	\$0	\$411,744	\$0	\$171,682	\$0	\$0
258180	ARPA FF: Roof Replacement	ARPA Formula Funding	\$0	\$0	\$0	\$72,200	\$0	\$0	\$0	\$0
258181	ARPA FF: Storm door replacement	ARPA Formula Funding	\$0	\$0	\$0	\$105,325	\$0	\$0	\$0	\$0
258184	ARPA FF: Decking, stairs, railings	ARPA Formula Funding	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0

**Capital Improvement Plan (CIP)****FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD**

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain- ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
258187	ARPA FF: Selective siding replacement	ARPA Formula Funding	\$0	\$0	\$0	\$132,464	\$0	\$0	\$0	\$0
258188	ARPA TAR: Meter: Fed Pac Panel, Fire Alarm Syst, Stove Replacement	ARPA Targeted	\$0	\$0	\$0	\$3,296,375	\$0	\$0	\$0	\$0
258198	Sustainability Study - Flood Zone - Rising Sea Level Chapter 667-4 and 705-2B	Resiliency feasibility study	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0
258200	SUST Boiler/Water Tank Replacements	Building Electrification Study at 705-4	\$0	\$0	\$456,813	\$0	\$0	\$0	\$0	\$0

**Capital Improvement Plan (CIP) Narrative****Including Requests to DHCD & Supporting Statements****1. Request for increased spending flexibility.**

DHCD designates a spending target (cap share) and an allowable spending range for each year of the CIP. A Housing Authority may request to shift the cap shares of the first three years in order to increase scheduling flexibility. A CIP utilizing this flexibility is called an Alternate CIP. The total spending over three years and over five years must continue to meet the limits set by DHCD. DHCD will approve an Alternate CIP only with acceptable justification and only if funding is available.

Salem Housing Authority has not submitted an Alternate CIP.

**2. Request for additional funding.**

A Housing Authority may request additional funding from DHCD for projects that qualify as emergencies, required legal compliance upgrades, or sustainability improvements.

Salem Housing Authority has not requested additional funding.

**3. Overall goals of the Housing Authority's CIP****4. Changes from the Housing Authority's previous CIP**

Every new CIP differs from the previous CIP because projects have been completed and a new year has been added with new projects. These changes and other significant changes to the content of the CIP are highlighted below:

No significant differences

**5. Requirements of previous CIP approval**

There were no special conditions attached to the approval of our previous CIP.

**6. Quarterly capital reports**

Our most recent quarterly capital report (form 80 and 90) was submitted on 01/23/2025.

**7. Capital Planning System (CPS) updates**

Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 03/28/2025.

**8. Project priorities**

All the projects in our CIP are high priority (Priority 1 and 2 projects).

**9. High priority deficiencies**

We have included all of our high priority (CPS priority 1 and 2) projects in our CIP.

**10. Accessibility**

We have identified the following accessibility deficiencies in our portfolio:

ADA Showers for 667-5, 667-6, 705-5 developments.

We have incorporated the following projects in our CIP to address accessibility deficiencies:

We used the ADA set-aside ADA Showers project (FISH 258189)

**11. Special needs development**

Salem Housing Authority does not have a special needs (167 or 689 programs) development.

**12. Energy and water consumption**

Our 12 most recent monthly energy reports are for months 3/2024 to 2/2025.

The following table lists the DHCD thresholds for Per Unit Monthly (PUM) expense for electricity, natural gas, oil, and water use and the developments at the Housing Authority that have expenses in excess of the thresholds, if any.

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	\$100	\$80	\$50	\$60
667-05				200-01
667-3B				200-02
667-04				705-2B
667-02				705-05
667-3A				705-03
				705-2A

**13. Energy or water saving initiatives**

Salem Housing Authority is not currently pursuing any energy or water-saving audits or grants that could affect CIP project scope, costs or timing of projects.

**14. Vacancy rate**

Our unadjusted vacancy rate reported to DHCD is as follows. (The unadjusted vacancy rate captured in these figures is the percentage of ALL housing units that are vacant, including both offline units being used for other purposes and units with DHCD vacancy waivers.)

15% c. 667 (DHCD Goal 2%)

2% c. 200 (DHCD Goal 2%)

2% c. 705 (DHCD Goal 2%)

Salem Housing Authority will address the excess vacancies in the following manner:

We have had a higher-than-normal unit turnover at our 667 developments and we are working to turn the units over as quickly as possible.

## **Maintenance and Repair Plan**

### **Maintenance Objective**

The goal of good property maintenance at a public housing authority is to serve the residents by assuring that the homes in which they live are decent, safe, and sanitary.

### **About This Maintenance and Repair Plan**

This Maintenance & Repair Plan consists of several subsections describing maintenance systems followed by charts showing typical preventive maintenance, routine maintenance, and unit inspection tasks and schedules. These subsections are:

- a. **Classification and Prioritization of Maintenance Tasks** - Defines and prioritizes types of work to be accomplished by maintenance staff and vendors. Explains how the housing authority is expected to respond to work orders (tasks or requests) based on the work order classification.
- b. **Emergency Response System** - Defines what constitutes an emergency and how to notify staff of an emergency.
- c. **Normal Maintenance Response System** - How to contact the maintenance staff for a non-emergency request.
- d. **Work Order Management** - Description of the housing authority's system for managing work orders (tasks and requests).
- e. **Maintenance Plan Narrative & Policy Statement** - Self-assessment, basic information, and goals for the coming year, along with a description of the housing authority's maintenance program.
- f. **Preventive Maintenance Schedule** - A listing and schedule of tasks designed to keep systems and equipment operating properly, to extend the life these systems and equipment, and to avoid unexpected breakdowns.
- g. **Routine Maintenance Schedule** - A listing and schedule of ordinary maintenance tasks such as mopping, mowing, raking, and trash collection required to keep the facilities in good condition.
- h. **Unit Inspections** - Scheduling of annual unit inspections.

## Classification and Prioritization of Maintenance Tasks

Maintenance items are tracked as “work orders” and are classified in the following categories. They are prioritized in the order listed. The following classifications and prioritization are required by the Department of Housing and Community Development (EOHLC).

- I. **Emergencies** - Emergencies are only those conditions which are **immediately threatening** to the life or safety of our residents, staff, or structures.
  - Goal: initiated with 24 to 48 hours.
- II. **Vacancy Refurbishment - Work necessary to make empty units ready for new tenants.**
  - After emergencies, the refurbishment of vacancies for immediate re-occupancy has the highest priority for staff assignments. **Everyday a unit is vacant is a day of lost rent.**
  - **Goal: vacancy work orders are completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.**
- III. **Preventive Maintenance** - Work which must be done to **preserve and extend the useful life** of various elements of your physical property and avoid emergency situations.
  - A thorough Preventive Maintenance Program and Schedule that deals with all elements of the physical property is provided later in the document.
  - The Preventive Maintenance Program is reviewed and updated annually and as new systems and facilities are installed.
- IV. **Programmed Maintenance** - Work which is important and is completed to the greatest extent possible within time and budget constraints. Programmed maintenance is grouped and scheduled to make its completion as efficient as possible. Sources of programmed maintenance include:
  - Routine Work includes those tasks that need to be done on a regular basis to keep our physical property in good shape. (Mopping, Mowing, Raking, Trash, etc.)
  - Inspections are the other source of programmed maintenance.
    - ◇ Inspections are visual and operational examinations of parts of our property to determine their condition.
    - ◇ All dwelling units, buildings and sites must be inspected at least annually.
    - ◇ **Goal: Inspection-generated work orders are completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue).**
- V. **Requested Maintenance** - Work which is requested by residents or others, does not fall into any category above, and should be accomplished as time and funds are available.
  - Requests from residents or others for maintenance work which does not fall into one of the other categories has the lowest priority for staff assignment.
  - **Goal: Requested work orders are completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task is added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.**

## Emergency Request System

For emergency requests call the numbers listed here. Qualifying emergency work requests are listed below.

METHOD	CONTACT INFO.	TIMES
Call Answering Service	978-744-7616	24 hr Maintenance line answering service
Call LHA at Phone Number	978-744-4431	During business hours, with answering service backup
Other		

See attached **Preventative Maintenance Plan** for more details.

**List of Emergencies** - Emergencies are those conditions which are immediately threatening to the life or safety of our residents, staff, or structures. The following is a list of typical conditions that warrant an emergency response. If there is an emergency condition whether or not enumerated on this list please notify the office or answering service at the numbers listed above. If you have any questions regarding this list or other matters that may constitute an emergency, please contact the SALEM HOUSING AUTHORITY main office.

QUALIFYING EMERGENCY WORK REQUESTS
Fires of any kind (Call 911)
Gas leaks/ Gas odor (Call 911)
No electric power in unit
Electrical hazards, sparking outlets
Broken water pipes, flood
No water/ unsafe water
Sewer or toilet blockage
Roof leak
Lock outs
Door or window lock failure
No heat
No hot water
Snow or ice hazard condition
Dangerous structural defects
Inoperable smoke/CO detectors, beeping or chirping
Elevator stoppage or entrapment

## Normal Maintenance Request Process

Make normal (non-emergency) maintenance requests using the following methods:

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	978-744-7616	24 hr Maintenance line answering service
Call Housing Authority Office		
Submit Online at Website		
Email to Following Email		
Other		

## Work Order Management

- A. EOHLC review of this housing authority's operations shows that the authority uses the following system for tracking work orders: PHA Web
- B. We do track deferred maintenance tasks in our work order system.
- C. Our work order process includes the following steps:

Step	Description	Checked steps are used by LHA
1	Maintenance Request taken/submitted per the standard procedures listed above for the Emergency Request System and the Normal Maintenance Request Process.	<input checked="" type="checkbox"/>
2	Maintenance Requests logged into the work system	<input checked="" type="checkbox"/>
3	Work Orders generated	<input checked="" type="checkbox"/>
4	Work Orders assigned	<input checked="" type="checkbox"/>
5	Work Orders tracked	<input checked="" type="checkbox"/>
6	Work Orders completed/closed out	<input checked="" type="checkbox"/>
7	Maintenance Reports or Lists generated	<input checked="" type="checkbox"/>

- D. Additional comments by the LHA regarding work order management:

## Maintenance Plan Narrative

Following are SALEM HOUSING AUTHORITY's answers to questions posed by EOHLC.

- A. Narrative Question #1: How would you assess your Maintenance Operations based on feedback you've received from staff, tenants, EOHLC's Performance Management Review (PMR) & Agreed Upon Procedures (AUP), and any other sources?

Excellent. We are always trying to improve. Always trying to look at how we operate and make appropriate changes to be more efficient.

Structure, for us, is always the key to success. Documentation is important. Communication is important.

Meeting with tenants and tenant organizations helps us to navigate issues more easily. Having a strong working relationship with EOHLC benefits the Housing Authority tremendously.

Staff here thrive from the way we structure, and we are seeing great results. We are really grateful for the EOHLC survey responses, the feedback was positive and it was great to share with the staff here.

- B. Narrative Question #2: What changes have you made to maintenance operations in the past year?

We like to say here that maintenance issues are a moving target. And..., that we adjust regularly.

The new temporary maintenance hire from this year has worked out so well. And it is really great to find team members that work out so well. It's so important.

We've been making small changes to the structure and daily routines in the maintenance department over the last five years. The main operational change is how work orders are assigned, how they are closed, and the responsibility of each maintenance man to maintain certain properties. Closing work orders electronically, is a huge step forward for us here in Salem. We also started with a new payroll company this year and that has helped us to stream our labor reporting, especially in the way of on-call, overtime calls.

We were proud to take part in the vacancy initiative and help out the Manchester and Essex Housing Authorities. We hope to be a part of the new vacancy initiative in the next round of funding.

## C. Narrative Question #3: What are your maintenance goals for this coming year?

In 2025-2026 we hope to keep our own turnover list low by following the system's we have been utilizing and updating since 2020, We hope to work more in depth in the turnovers - take more time to do minor rehab while we have the time to do so, cabinets, outlets, switches, shut offs. We want to really work on our grounds and common areas as well. We have a lot of capital projects happening and are excited for the much needed improvements, especially the site work that we have recently completed and the projects we have upcoming.

We hope to hire a new full-time, entry-level maintenance staff person.

We hope to update and overhaul our preventive maintenance list.

Each year we are constantly re-assessing how we handle day-to-day operations, ensuring we are being as productive and proactive as possible, continuing to progress as a team, and continuing to communicate together and gather data, to assess ourselves better and improve our overall function.

Always trying to do better.

## D. Maintenance Budget Summary

The budget numbers shown below are for the consolidated budget only. They do not include values from supplemental budgets, if any.

	Total Regular Maintenance Budget	Extraordinary Maintenance Budget
Last Fiscal Year Budget	\$1,571,072.00	\$250,000.00
Last Fiscal Year Actual Spending	\$1,552,852.00	\$258,979.00
Current Fiscal Year Budget	\$1,621,342.00	\$300,000.00

## E. Unit Turnover Summary

# Turnovers Last Fiscal Year	28
Average time from date vacated to make unit "Maintenance Ready"	23 days
Average time from date vacated to lease up of unit	76 days

## Attachments

These items have been prepared by the SALEM HOUSING AUTHORITY and appear on the following pages:

**Preventive Maintenance Schedule** - a table of preventive maintenance items showing specific tasks, who is responsible (staff or vendor), and the month(s) they are scheduled

**Deferred Maintenance Schedule** - a table of maintenance items which have been deferred due to lack of resources.

## **SHA Preventative Maintenance Summary**

Preventative Maintenance is a monthly schedule of work to be completed by the Maintenance Department during each calendar month of the year.

Review the current month of work to be done at the beginning of the month. If there are any changes or additions to be made update the current month. Send copy to Cathy Hoog, put 1 copy behind Director of Maintenance's desk on bulletin board and keep original in Preventative Book.

Check expiration dates:

1. Elevator certificates. If any have expired see Manual – Elevators for further instructions.

2. Vehicle stickers – schedule maintenance

Check Vehicle Sticker Inspection Schedule on bulletin board to see if any are expiring this month. If so, get P.O.'s for each vehicle and give employees notice of Sticker Inspection. Keep 1 copy on bulletin board until completed.

Maintenance – Check Motor Vehicle records to see if it is time for oil changes. If so get P.O. and give paperwork to employee responsible for that truck. Keep copy on bulletin board until completed.

3. Licenses – Check the current list of Licenses/Training prepared by Anne Cameron. If any licenses are expiring soon give the employee a reminder notice and send 1 copy to Anne (see attached).

4. Permits – Check the Flammable/Inflammable permits to see if they are expiring soon. Notify Anne if they are.

The Director of Maintenance will schedule the remainder of the work for each month.

gd prevmaint summary 2021

**JANUARY**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates  
Vehicle stickers – schedule maintenance - Rich  
Licenses  
Permits

Schedule K-9 bed bug inspection at Morency  
Inspect all storage areas (incl. semi-annual)  
Gas meter inspections (RT (1<sup>st</sup> & 15<sup>th</sup> of month) Forward report to Maureen.  
Farrell, Phillips, 73 & 122.5 Boston, 121.5 Bridge (1<sup>st</sup> of month) Forward  
Report to Maureen

Oil tank inspections (Congress, Park/Prince, and Hathorne)-Inspect 1<sup>st</sup> & 15th of month-forward report to  
Maureen.

Charter Office – Treat for Bed Bugs -1<sup>st</sup> floor Office  
Check first aid kits – Morency Carpentry Shop, Rainbow Shop & Charter office  
RT Shop Boiler-change air filter  
Replace Morency HVAC filters (every 3 years) – **2022**  
Add-Check-Replace Interior Lighting- ALL PROPERTIES.  
Cross connection – Fire System Inspection – Weston & Sampson (City of Salem) – (Zisson, Power,  
Dalton, Ruane, Charter & Phillips).  
Boiler Inspection – Power/YMCA – due February  
Pioneer – Fire Alarm System battery – located in larger box in closet – Replace every 4 years – **2021**  
Update Salem Fire Department White Books  
Replace fire stop canisters in both units at 122.5 Boston and 2 Hathorne February **2025** (every 6 years)  
Bob Cat's – exercise engines for 30 minutes.

**Week 1**

Trash  
Groundskeeping

**Cleaning**

**Week 2**

Trash  
Groundskeeping

**Cleaning**

**Week 3**

Trash  
Groundskeeping  
Check first aid kits

**Cleaning**

**Week 4**

Trash  
Groundskeeping

**Cleaning**

**FEBRUARY**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates

Vehicle stickers – schedule maintenance

Licenses

Permits

Inspect all storage areas

Truck oil changes/stickers –

Gas meter inspections (RT, Farrell, Phillips, 73 Boston, 122.5 Boston, 121.5 Bridge)-Inspect 1<sup>st</sup> & 15<sup>t</sup>  
of month-forward report to Maureen.

Oil tank inspections (Congress, Park/Prince, Hathorne)-Inspect 1<sup>st</sup> & 15<sup>th</sup> of month-forward report to  
Maureen

Clean filters on mini splits heater/ac units – Bates & Norton

Change batteries –Handicap door buttons – Charter, Morency, Dalton, Phillips, Ruane, Power  
Zisson

Change batteries – Charter Street – Enmotion air freshener

**2022** – Replace all CO detectors-945 last replaced 5/2012 & 6/2012.

Clean vents and fans in all elevator cars.

Check emergency phone in elevators with fire department.

Bob Cat's – exercise engines for 30 minutes.

**Week 1**

Trash

Groundskeeping

**Cleaning**

**Week 2**

Trash

Groundskeeping

**Cleaning**

**Week 3**

Trash

Groundskeeping

**Cleaning**

**Week 4**

Trash

Groundskeeping

**Cleaning**

**MARCH**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates –  
Vehicle stickers – schedule maintenance  
Licenses  
Permits  
Oil Change and stickers for 242 and 243  
Schedule K-9 bed bug inspection at Dalton  
Inspect all storage areas - Luis  
Safety Meeting  
Gas meter inspections (RT, Farrell, Phillips, 73 Boston, 122.5 Boston, and 121.5 Bridge)-Inspect 1<sup>st</sup> & 15<sup>th</sup> of month-forward report to Maureen.  
Oil tank inspections (Congress, Park/Prince)-Inspect 1<sup>st</sup> & 15<sup>th</sup> of month  
Adj. outside area lighting timer: Rainbow Shop (outside lights) (daylight saving -2<sup>nd</sup> Sunday March)  
Boiler Inspections - Call Liberty Mutual Insurance (Rick Gillis 978-337-0811) to schedule 200,000+ BTU  
Inspect heating systems  
Clean Carpets – Charter - Flooring  
Boilers - Clean Sensors (inlet and outlet) – Power & Zisson  
Bob Cat's – exercise engines for 30 minutes.

**Week 1**

Trash  
Groundskeeping

**Week 2**

Trash  
Groundskeeping  
  
Adj. common area  
Lighting-2nd Sunday

**Week 3**

Trash  
Groundskeeping

**Week 4**

Trash  
Groundskeeping

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**APRIL**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates  
Vehicle stickers – schedule maintenance  
Licenses  
Permits

Inspect all storage areas  
Truck Oil changes – Jose, Mike Gary, Cleaning van  
Schedule trucks – wash/wax/cleaning  
Truck Inspection – After Spring Clean Up (Interior/Exterior)  
Plows – to be service at Brake & Clutch  
Bobcats – annual maintenance - In house  
John Deere – annual maintenance – In house  
Schedule graffiti removal  
Inspect Roofs – All properties  
Bertram flat roof maintenance. Refer to ext. common area file for procedure – **next due 2022**  
(every 5 yrs.)

Inspect Rainbow Terrace sump pumps, also GFI & light bulbs for sump pump  
Equipment maintenance, (snow blowers, mowers, etc.)  
Grounds cleaning – RT, GT & Farrell Ct, Congress, Park & Prince  
Carpet cleaning: Pioneer, Bertram, Colonial, Bates, Norton, Morency, Dalton, 73 Boston,  
122.5 Boston, 121.5 Bridge, Zisson, Power, Hathorne  
Flammable license – Morency & RT Shop  
Tighten Roof Racks-all vehicles  
Inspect all fire extinguishers  
Salem DPW to inspect RT sewer lines.  
Charter- re-install parking lot bumper curbs.  
Clean filters on mini splits heater/ac units – Bates & Norton  
Bob Cat's – exercise engines for 30 minutes.  
Send plows for maintenance before putting away.

<b><u>Week 1</u></b>	<b><u>Week 2</u></b>	<b><u>Week 3</u></b>	<b><u>Week 4</u></b>
Trash Groundskeeping	Trash Groundskeeping	Trash Groundskeeping	Trash Groundskeeping
Equipment maintenance		Snow equipment to Morency Lawn equip. to RT shop	
<b>Cleaning</b>	<b>Cleaning</b>	<b>Cleaning</b>	<b>Cleaning</b>

**MAY**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates

Vehicle stickers – schedule maintenance

Licenses

Permits

Inspect all storage areas – **on going Luis**

Mail room cleaning – Charter & Morency– Delivery Services @ 978-744-4671

Charter Street – Plant Flowers (**go with Deb for flowers?**)

Service/install a/c s: Permanent- Norton, Pioneer, Charter (Comm rm), Morency

Window – Ruane (3: dining rm, den, tv rm), Dalton Comm rm.

Service A/C & HVAC: Phillips/Morency-change A/C filter located in Elevator Control Room

Colonial – HVAC system Located in the Community Room.

Turn on roof fans – Morency

Dryer Vent Cleaning- Phillips, Park/Prince, Congress, RT, GT, FC & Ruane (RT dryer vent covers)-  
biennial (2 yrs) started 2018

Clean wall and ceiling vents (through out bldg.) - Charter

Install flags – Charter (6'x10'), Pioneer (5'x8') & Ruane (3'x5')

Emergency Light Battery replacement-**Order batteries** - (file:emer lt batt) replaced 6/2021-next  
replacement 6/2023

Bob Cat's – exercise engines for 30 minutes.

**Week 1**

Trash

Groundskeeping

Service/install a/c s

**Cleaning**

**Week 2**

Trash

Groundskeeping

**Cleaning**

**Week 3**

Trash

Groundskeeping

**Cleaning**

**Week 4**

Trash

Groundskeeping

**Cleaning**

**JUNE**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates

Vehicle stickers-schedule maintenance

Licenses

Permits

Safety Meeting – Vehicle safety & School's out

Truck oil changes/Sticker – Bill

Schedule shrub trimming

Sprinkler Testing (Dalton, Morency, Ruane, Zisson, Power, Phillips & Charter).

**(Schedule for August - Excel Fire Protection)**

Bertram Terrace – schedule flat roof maintenance per Garland Warranty every 5 years done 2018 **due next in 2023**

Boiler inspections – Mass. Dept. Public Safety

Trash chute cleaning (Power, Zisson, Charter, and Morency) – **Chutemaster 2yr contract started 2021**

Schedule oil burner cleaning for July: (2), Congress (8), Park/Prince (6)

6/15: Turn all heat off & inspect & service systems

Boilers: Leefort, Bertram, Morency, Dalton, Ruane, Garden & Zisson

Electric: Charter (comm.. rm, office, common areas)

Morency-Open roof top vent

Emergency Light Battery replacement - (file:dbemer lt batt) replaced 6/2017-next replacement 6/2020  
(except for Ruane – replace December 2018)

Update Salem Fire Department White Books

Boilers - Clean Sensors (inlet and outlet) – Power & Zisson

Clean filters on mini splits heater/ac units – Bates & Norton

Power Wash – Bertram, Pioneer, Charter, Morency, Dalton, Ruane, Bridge St., Hathorne, 122.5

Boston, Farrell & Phillips house 84 – 88.

Dumpsters – add crystal weekly

Bob Cat's – exercise engines for 30 minutes.

**Week 1**

Trash

Groundskeeping

Insp heating systems

Charter St. Generator

Semi-annual maintenance

**Cleaning**

**Week 2**

Trash

Groundskeeping

Insp heating systems

Turn heat off

**Cleaning**

**Week 3**

Trash

Groundskeeping

Insp heating systems

**Cleaning**

**Week 4**

Trash

Groundskeeping

Insp heating systems

**Cleaning**

**JULY**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates

Vehicle stickers – schedule vehicle maintenance

Licenses

Permits

Oil Change and Stickers

Inspect all storage areas.

Charter Office – Treat for Bed Bugs -1<sup>st</sup> floor Office

City backflow prevention valve test (as scheduled) at: Zisson, Power, Charter, Morency, Dalton,  
Ruane (2 valves-1 is semi-annual), Phillips

Inspect first aid kits: Morency Carpentry Shop, Rainbow Shop & Charter office

Dumpsters – add crystal weekly

Shrubbery trimming at Rainbow, Garden & Farrell

Oil burner cleaning: Congress (8) Park/Prince (6) HC (2) - **PO Only, Ynot Oil LLC,**

**Insurance Required.**

Bob Cat's – exercise engines for 30 minutes.

<b><u>Week 1</u></b>	<b><u>Week 2</u></b>	<b><u>Week 3</u></b>	<b><u>Week 4</u></b>
Trash	Trash	Trash	Trash
Groundskeeping	Groundskeeping	Groundskeeping	Groundskeeping
Insp heat systems	Insp heat systems	Insp heat systems	Insp heat systems
<b>Cleaning</b>	<b>Cleaning</b>	<b>Cleaning</b>	<b>Cleaning</b>
Backflow prev. tests			

**AUGUST**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates

Vehicle stickers – schedule vehicle maintenance

Licenses

Permits

Inspect all storage areas

Truck Oil changes –

Inspect/Repair Exterior Lighting – All properties

Clean dumpsters – deodorizing crystals – Morency, Farrell Court, Charter, Leefort, Colonial, RT

Dumpsters – add crystal weekly

Power wash SHA owned dumpsters: Charter, Morency, Leefort, Farrell, Colonial.

Schedule annual maintenance for generators at Charter, Dalton and Morency for September

Clean filters on mini splits heater/ac units – Bates & Norton

Clean vents and fans in all elevator cars.

Sprinkler Testing (Dalton, Morency, Ruane, Zisson, Power, Phillips & Charter).

ADT alarms (Charter & 16A Rainbow) replace batteries every 2 years – replaced 4/2021

**next replacement 8/2023**

Bob Cat's – exercise engines for 30 minutes.

<u>Week 1</u>	<u>Week 2</u>	<u>Week 3</u>	<u>Week 4</u>
Trash	Trash	Trash	Trash
Groundskeeping	Groundskeeping	Groundskeeping	Groundskeeping
Cleaning	Cleaning	Cleaning	Cleaning

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**SEPTEMBER**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates

Vehicle stickers – schedule maintenance

Licenses

Permits

Safety Meeting

Schedule tree trimming

Schedule shrub trimming

Inspect all storage areas

F/A testing (all projects), C.O. 2 detector testing & change batteries (where installed),  
emergency lighting testing

Rainbow Terrace Gas Meters – Inspect 1<sup>st</sup> of month – forward report to Maureen.

9/15: Turn all heat on and inspect and service systems:

Boilers: Leefort, Bertram, Morency, Dalton, Zisson, Power, Ruane & Garden

Boilers - Clean Sensors (inlet and outlet) – Power & Zisson

Electric: Charter (community room, common area, office, etc.)

Service heat filters at Charter St., comm. Room (1), office (3) in ceiling,

Turn off roof fan - Morency

Inspect heating systems

Send No grease letters to RT residents.

Have DPW clear RT main sewer line.

Bob Cat's – exercise engines for 30 minutes.

**Week 1**

Trash

Groundskeeping

Inspect heating systems

**Cleaning**

**Week 2**

Trash

Groundskeeping

Inspect heating systems

**Cleaning**

Turn heat on-boilers/electric

Service heat filters

**Week 3**

Trash

Groundskeeping

Inspect hearing systems

**Cleaning**

**Week 4**

Trash

Groundskeeping

Inspect heating systems

**Cleaning**

**OCTOBER**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates  
Vehicle stickers – schedule maintenance- **new insurance i.d. cards from Anne**  
Licenses  
Permits  
Truck oil changes/ Stickers– Peter, Charlie, Ken, John, Luis  
Inspect all storage areas  
Rainbow Terrace gas meters – Inspect 1<sup>st</sup> & 15<sup>th</sup> of month – forward report to Maureen.  
Test/service Fire Extinguishers (Boston Fire annual inspection)  
Service/remove/cover a/c's: **Permanent:** Pioneer, Charter (comm. Rm & Office), Morency  
Clean/replace filters  
**Window:** Ruane (lobby, tv rm & 2 in dining room), Dalton comm. Rm  
Truck Inspection (Interior/Exterior)  
Inspect roof drains: Charter, Zisson, Power, Morency  
Inspect Roofs – All properties  
Phillips – Clean dryer vents  
RT shop boiler – change filter  
Air conditioner removal letter – all projects (except Morency)  
Summer furniture, toys, bikes removal letter – RT, GT & FC  
Clean Table & Chairs – Charter, Morency, Pioneer & Colonial.  
Clean filters on mini splits heater/ac units – Bates & Norton  
Check/Replace Stove Top Fire Stop Fire Extinguishers @ Zisson & Power (do @ annual inspection)  
**(Replace in 2022/every 6 yrs after that)**  
Bob Cat's – exercise engines for 30 minutes.

**Week 1**

Trash  
Groundskeeping  
**Cleaning**  
F/A, CO2 & emer light test  
Test/serv fire extinguishers

**Week 2**

Trash  
Groundskeeping  
**Cleaning**  
F/A, CO2 & emer light test  
Insp roof drains

**Week 3**

Trash  
Groundskeeping  
**Cleaning**  
F/A, CO 2 emer light test

**Week 4**

Trash  
Groundskeeping  
**Cleaning**  
F/A, CO 2 emer light test

**NOVEMBER**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates  
Vehicle stickers – schedule maintenance  
Licenses  
Permits  
Schedule K-9 bed bug inspections at Charter  
Inspect all storage areas  
Gas meter inspections – RT (1<sup>st</sup> & 15<sup>th</sup> of month) –send to Maureen  
Farrell, Phillips, 73 & 122.5 Boston, 121.5 Bridge, Hathorne (1<sup>st</sup> of month) send  
to Lorri D.  
Oil tank inspections – Congress, Park/Prince (1<sup>st</sup> & 15<sup>th</sup> of month)  
Adj. common area lighting timers: Pioneer Terrace (interior & exterior)  
Check exterior lighting at all properties in the evening  
Swap lawn equipment/snow removal equipment  
MacGray – schedule dryer vent cleaning – vents & rear off washer/dryer owned by MacGray  
Clean gutters – Phillips (84 & 88), Bates, Norton, Rainbow & Garden  
Close vent-refrigerator/computer room @ Charter  
Leaf clean up – RT, GT & FC – 1<sup>st</sup> week  
Pull Station Shower Test  
Order eye wash  
Change/inspect eye wash stations  
Inspect bleach stations  
Emergency Light Battery replacement (Morency & Charter (@ reception desk) replaced 12/2022-next  
replacement 12/2024  
Charter- Remove parking lot bumper curbs.  
Notices- Annual Snow – All Properties  
Bob Cat's – exercise engines for 30 minutes.

**Week 1**

Trash  
Groundskeeping  
Inspect heating systems  
**Cleaning**

Equipment maintenance

Adj. common area lighting  
(1<sup>st</sup> Sunday in Nov)

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**Week 2**

Trash  
Groundskeeping  
Inspect heating systems  
**Cleaning**

**Week 3**

Trash  
Groundskeeping  
Inspect heating systems  
**Cleaning**

**Week 4**

Trash  
Groundskeeping  
Inspect heating systems  
**Cleaning**

**DECEMBER**  
**PREVENTATIVE MAINTENANCE**

Check expiration dates: Elevator certificates

Vehicle stickers – schedule maintenance

Licenses

Permits

Inspect all storage areas

Truck Oil changes/ stickers –

Gas meter inspections – RT (1<sup>st</sup> & 15<sup>th</sup> of month)

Farrell, Phillips, 73 & 122.5 Boston, 121.5 Bridge (1<sup>st</sup> of month) Forward to Maureen

Oil tank inspections – Congress, Park/Prince/Hathorne (1<sup>st</sup> & 15<sup>th</sup> of month) forward to Maureen.

Safety Meeting

Emergency Light Battery replacement (Ruane) replaced 12/2022-next replacement 12/2024

Clean filters on mini splits heater/ac units – Bates & Norton

Boiler Inspection – Garden Terrace – due January

Boilers - Clean Sensors (inlet and outlet) – Power & Zisson

Bob Cat's – exercise engines for 30 minutes.

**Week 1**

Trash

Groundskeeping

Inspect heating systems

**Cleaning**

**Week 2**

Trash

Groundskeeping

Inspect heating systems

**Cleaning**

**Week 3**

Trash

Groundskeeping

Inspect heating systems

**Cleaning**

**Week 4**

Trash

Groundskeeping

Inspect heating systems

**Cleaning**

## Deferred Maintenance Plan

[illegible]

## **Annual Operating Budget**

The tables on the following pages show the approved budget and actual income and spending per budget account (row) for the fiscal year ending 9/30/2025. It also shows the approved budget for the current year (2026) if there is one, and the percent change from last year's spending to this year's approved budget. The final column shows the current approved amount for each account divided by the number of housing units and by 12 months to show the amount per unit per month (PUM). The chart does not show a draft budget for the coming fiscal year as that will typically be developed in the final month of the fiscal year.

The budget format and accounts are mandated by the Executive Office of Housing and Livable Communities (EOHLC). For a better understanding of the accounts and discussion of special situations see the notes following the budget tables and the "Definitions of Accounts" at the end of this section.

The LHA maintains a consolidated budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by the LHA. It does not maintain separate budgets for each development.

## **Operating Reserve**

The LHA's operating reserve is the amount of funds that an LHA sets aside to sustain itself during lean years, or to remedy urgent health and safety concern or address deferred maintenance items. In addition, while EOHLC approves a fixed non-utility operating budget level for every LHA (called the Allowable Non-Utility Expense Level, or ANUEL), LHAs can propose a budget that exceeds that level, with the additional cost to be funded from the Operating Reserve, as long as the reserve will still remain above the minimum threshold set by EOHLC.

EOHLC defines a full (100%) Operating Reserve (OR) amount to be equal to one-half of the previous year's operating expenses and requires LHAs to maintain a minimum OR of 35% of this amount to cover any unplanned but urgent needs that may arise during the year and that can't be funded by the operating budget. If the reserve is between 20% and 35% of the full level, the LHA must obtain prior written approval from EOHLC to spend reserve funds, unless the expense is to resolve a health and safety issue. If the reserve is below the 20% level, the LHA can only spend OR funds on health and safety issues. In both cases, the LHA should address the health and safety issue immediately but must retroactively inform EOHLC and obtain its approval.

The SALEM HOUSING AUTHORITY operating reserve at the end of fiscal year 2025 was \$0.00, which is 0.00% of the full reserve amount defined above.

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by SALEM HOUSING AUTHORITY						
REVENUE						
Account Number	Account Class	2025 Approved Revenue Budget	2025 Actual Amounts Received	2026 Approved Revenue Budget	% Change from 2025 Actual to 2026 Budget	2026 Dollars Budgeted Per Unit per Month
3110	Shelter Rent -Tenants	3,805,728.00	3,556,488.00	3,839,181.00	7.90%	473.27
3111	Shelter Rent - Tenants - Fraud/Retroactive	0.00	0.00	0.00	0.00%	0.00
3115	Shelter Rent -Federal Section 8\MRVP One-time Leased up Rev.	0.00	0.00	0.00	0.00%	0.00
3190	Nondwelling Rentals	0.00	0.00	0.00	0.00%	0.00
3400	Administrative Fee - MRVP	0.00	0.00	0.00	0.00%	0.00
3610	Interest on Investments - Unrestricted	5,000.00	8,245.00	60,000.00	627.70%	7.40
3611	Interest on Investments - Restricted	0.00	0.00	0.00	0.00%	0.00
3690	Other Revenue	40,000.00	45,063.00	30,000.00	-33.40%	3.70
3691	Other Revenue - Retained	139,598.00	309,165.00	139,321.00	-54.90%	17.17
3692	Other Revenue - Operating Reserves	0.00	0.00	0.00	0.00%	0.00
3693	Other Revenue - Energy Net Meter	0.00	0.00	0.00	0.00%	0.00
3801	Operating Subsidy - EOHLC (4001)	3,166,019.00	3,113,983.00	3,341,772.00	7.30%	411.95
3802	Operating Subsidy - MRVP Landlords	0.00	0.00	0.00	0.00%	0.00
3803	Restricted Grants Received	0.00	0.00	0.00	0.00%	0.00
3920	Gain/Loss From Sale/Disp. of Prop.	0.00	0.00	0.00	0.00%	0.00
3000	TOTAL REVENUE	7,156,345.00	7,032,944.00	7,410,274.00	5.40%	913.50

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by SALEM HOUSING AUTHORITY						
EXPENSES						
Account Number	Account Class	2025 Approved Revenue Budget	2025 Actual Amounts Received	2026 Approved Revenue Budget	% Change from 2025 Actual to 2026 Budget	2026 Dollars Budgeted Per Unit per Month
4110	Administrative Salaries	657,035.00	651,117.00	706,989.00	8.60%	87.15
4120	Compensated Absences	0.00	16,352.00	0.00	-100.00%	0.00
4130	Legal	120,000.00	222,612.00	270,000.00	21.30%	33.28
4140	Members Compensation	24,075.00	31,093.00	26,325.00	-15.30%	3.25
4150	Travel & Related Expenses	6,061.00	2,017.00	6,848.00	239.50%	0.84
4170	Accounting Services	19,358.00	16,996.00	19,542.00	15.00%	2.41
4171	Audit Costs	13,124.00	19,124.00	15,630.00	-18.30%	1.93
4180	Penalties & Interest	0.00	0.00	0.00	0.00%	0.00
4190	Administrative Other	182,983.00	276,311.00	195,900.00	-29.10%	24.15
4191	Tenant Organization	80,004.00	17,033.00	158,157.00	828.50%	19.50
4100	TOTAL ADMINISTRATION	1,102,640.00	1,252,655.00	1,399,391.00	11.70%	172.51
4310	Water	486,445.00	466,014.00	508,869.00	9.20%	62.73
4320	Electricity	1,059,149.00	802,537.00	859,245.00	7.10%	105.92
4330	Gas	125,175.00	109,252.00	113,944.00	4.30%	14.05
4340	Fuel	0.00	0.00	0.00	0.00%	0.00
4360	Net Meter Utility Debit/Energy Conservation	0.00	0.00	0.00	0.00%	0.00
4390	Other	0.00	0.00	0.00	0.00%	0.00
4391	Solar Operator Costs	0.00	0.00	0.00	0.00%	0.00
4392	Net Meter Utility Credit (Negative Amount)	0.00	0.00	0.00	0.00%	0.00
4300	TOTAL UTILITIES	1,670,769.00	1,377,803.00	1,482,058.00	7.60%	182.70

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by SALEM HOUSING AUTHORITY						
<b>EXPENSES</b>						
Account Number	Account Class	2025 Approved Revenue Budget	2025 Actual Amounts Received	2026 Approved Revenue Budget	% Change from 2025 Actual to 2026 Budget	2026 Dollars Budgeted Per Unit per Month
4410	Maintenance Labor	825,072.00	846,087.00	860,342.00	1.70%	106.06
4420	Materials & Supplies	300,000.00	285,872.00	300,000.00	4.90%	36.98
4430	Contract Costs	446,000.00	420,893.00	461,000.00	9.50%	56.83
4510	Insurance	1,764,490.00	1,754,062.00	1,781,993.00	1.60%	219.67
4520	Payment in Lieu of Taxes	13,500.00	13,243.00	13,500.00	1.90%	1.66
4540	Employee Benefits	594,054.00	636,538.00	631,833.00	-0.70%	77.89
4541	Employee Benefits - GASB 45	0.00	53,949.00	0.00	-100.00%	0.00
4542	Pension Expense - GASB 68	0.00	0.00	0.00	0.00%	0.00
4570	Collection Loss	30,000.00	44,367.00	40,000.00	-9.80%	4.93
4571	Collection Loss - Fraud/Retroactive	0.00	0.00	0.00	0.00%	0.00
4580	Interest Expense	0.00	0.00	0.00	0.00%	0.00
4590	Other General Expense	0.00	0.00	0.00	0.00%	0.00
4500	TOTAL GENERAL EXPENSES	2,402,044.00	2,502,159.00	2,467,326.00	-1.40%	304.16
4610	Extraordinary Maintenance	250,000.00	258,979.00	300,000.00	15.80%	36.98
4611	Equipment Purchases - Non Capitalized	46,000.00	32,015.00	75,000.00	134.30%	9.25
4612	Restricted Reserve Expenditures	0.00	0.00	0.00	0.00%	0.00
4715	Housing Assistance Payments	0.00	0.00	0.00	0.00%	0.00
4801	Depreciation Expense	0.00	891,166.00	0.00	-100.00%	0.00
4600	TOTAL OTHER EXPENSES	296,000.00	1,182,160.00	375,000.00	-68.30%	46.23
4000	TOTAL EXPENSES	7,042,525.00	7,867,629.00	7,345,117.00	-6.60%	905.46

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by SALEM HOUSING AUTHORITY						
<b>SUMMARY</b>						
Account Number	Account Class	2025 Approved Revenue Budget	2025 Actual Amounts Received	2026 Approved Revenue Budget	% Change from 2025 Actual to 2026 Budget	2026 Dollars Budgeted Per Unit per Month
3000	TOTAL REVENUE	7,156,345.00	7,032,944.00	7,410,274.00	5.40%	913.50
4000	TOTAL EXPENSES	7,042,525.00	7,867,629.00	7,345,117.00	-6.60%	905.46
2700	NET INCOME (DEFICIT)	113,820.00	-834,685.00	65,157.00	-107.80%	8.03
7520	Replacements of Equip. - Capitalized	198,000.00	78,200.00	108,000.00	38.10%	13.31
7540	Betterments & Additions - Capitalized	0.00	0.00	0.00	0.00%	0.00
7500	TOTAL NONOPERATING EXPENDITURES	198,000.00	78,200.00	108,000.00	38.10%	13.31
7600	EXCESS REVENUE OVER EXPENSES	-84,180.00	-912,885.00	-42,843.00	-95.30%	-5.28

## **Explanation of Budget Accounts**

The following explains how each of the line items is to be prepared.

3110: Shelter Rent: The shelter rent projection should be based on the current rent roll plus anticipated changes expected from annual rent re-determinations or as a result of regulatory amendments.

3111: Shelter Rent – Tenants - Fraud/Retroactive: This account should be used for the reporting of 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 have entered into a written fraud/retroactive re-payment agreement **with a present or former tenant who did not report 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: This account applies only to those developments receiving support through the federal government's Housing and Urban Development (HUD) Section 8 New Construction and/or Substantial Rehab Programs.

3190: Non-Dwelling Rental: This account should be credited with the rents, other than tenants rents reported in line 3110 and 3115, including charges for utilities and equipment, billed to lessees of non-dwelling facilities as well as apartments rented for non-dwelling purposes, such as social service programs.

3400: Administrative Fee- MRVP/AHVP: This account should be credited with Administrative Fees to be received for the MRVP/AHVP Program. The MRVP/AHVP administrative fee is \$50.00 per unit per month, as of July 1, 2020.

3610: Interest on Investments – Unrestricted: This account should be credited with interest earned on unrestricted administrative fund investments.

3611: Interest on Investments – Restricted: This account should be credited with interest earned on restricted administrative fund investments. For example, an LHA may receive a grant whose use is restricted to a specific purpose, and the interest income earned on that grant may also be restricted to the same purpose.

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 certain charges to residents for additional services, materials, and/or repairs of damage caused by neglect or abuse in accordance with the Department's regulations on lease provisions..

3691: Other Revenue – Retained: This account should be credited with certain miscellaneous revenue to be retained by the LHA, and which is not used to reduce the amount of operating subsidy the LHA is due. The most common examples for this account is receipts for the rental of roof antennas to cell phone providers and net meter credits earned on electricity bills from Net Meter Power Purchase Agreements (PPA's). Generally, surplus LHAs may retain 100% of these savings and deficit LHAs may retain 25% of the savings, with the 75% balance used to offset its need for operating subsidy. However, for the period 7/1/16 through 6/30/20, all deficit LHAs may keep 100% of the net meter credit savings, while they can keep 50% effective 7/1/2020.

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.

3693: Other Revenue – Net Meter: This account should normally be credited with 75% of the total net meter credit savings realized by a deficit LHA, while surplus LHAs with net meter credit savings would enter \$0 here. Savings are calculated as the value of the net meter credits appearing on the LHA's electric bills (or, in some cases, paid in cash to the LHA by their utility company), minus the cost of the payments made to the solar power developer under their Power Purchase Agreement (PPA). Deficit LHAs normally may retain 25% of the savings. That amount should be included as Other Revenue – Retained on line #3691. However, please note that for the period 7/1/16 through 6/30/20 all LHAs may retain 100% of their total net meter credit savings, and should report those savings as Other Revenue – Retained on line #3691. LHAs can keep 50% of savings effective 7/1/2020.

3801: Operating Subsidy – EOHLC (400-1): This account represents all state-funded operating subsidy to be received and or to be earned for the fiscal year. At the end of each fiscal year, this account will be adjusted in the operating statement to equal the actual subsidy earned by the LHA.

3802: Operating Subsidy – MRVP/AHVP 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.

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, and b) Realized gain or loss from the sale or disposition of capitalized property that has not been fully depreciated.

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.

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 Expense: This account should be charged with retainers and fees paid to attorneys for legal services relating to the operation of the projects.

4140: Compensation to Authority 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). Compensation for any other program is not authorized. Because of this, LHAs must base such compensation only on the actual rent receipts for these 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 per day, and \$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: 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, as consistent with Department policy.

4170: Contractual Accounting Services: Fees for accounting services that are provided routinely and are contracted for on an annual basis. Only accounting services performed on a contractual basis (fee accountant) should be included in this item. Full or part-time LHA accounting staff that provides routine accounting services should be included in Account 4110, Administrative Salaries.

4171: Audit Costs: 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 audit requirements. Costs for these services should be shared with all state and federal programs of LHA. **Audit costs are to be absorbed within the ANUEL.** The new Agreed Upon procedures (AUP) audit costs for state-assisted public housing programs should also be included in this account.

4180: Penalties and Interest: Any expenses incurred from penalties, fees, and interest paid on delinquent accounts shall be included 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 this 4100 group of accounts. It includes, but is not limited to, the cost of such items as: reports and accounting forms; stationery and other office supplies; postage; telephone services; messenger service; rental of office space; advertising for bids; publications; membership dues; collection agency & court costs, training costs; management fees, and fiscal agent fees.

4191: Tenant Organization: LTO Funding by the LHA. Upon request the LHA shall fund all LTOs in a city or town at the annual rate of \$6.00 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 see 760 CMR 6.09.

Authorities which operate computer learning centers, which are funded by 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 Net Meter Credit Power Purchase Agreements (PPA's). 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 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.

4330: Gas: This account should be charged with the cost of gas (natural, artificial, or liquefied) purchased for all purposes.

4340: Fuel: This account should be charged with the cost of coal, fuel oil, steam purchased, and any other fuels (except electricity and gas) used in connection with Local Housing Authority 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 is to be charged with costs incurred for energy conservation measures.

4390: Other Utilities: This account should be charged with the cost of utilities which are not provided for in accounts 4310 through 4360. In addition, for all quarterly or year-end operating statements 9/30/20 or later, and all budgets 6/30/21 or later, please use this line to record the total net meter credits earned as reported in Line 4392, MINUS the Solar Operator Costs reported in Line 4391, with the result expressed as a positive number. For example, if you reported -\$20,000 in Net Meter Utility Credits in Line 4392 and \$15,000 in Solar Operator Costs in Line 4391, you would subtract the \$15,000 reported on Line 4391 from the -\$20,000 reported on Line 4392, and post the remainder of \$5,000 on Line 4360, as a positive number. This number essentially represents the "net" savings the LHA earned from its net meter credit contract.

4391: Solar Operator Costs: Many LHAs have entered into Net Meter Credit Power Purchase Agreements (PPA's). In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off-site solar electricity-generating site. 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 Power Purchase Agreements (PPA's). 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 should be carried in this account and entered as a negative number. In cases where credits are paid in cash to the Host LHA, the net balance 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 project.

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 project. This includes the operation and maintenance of automotive and other movable equipment, and the cost of materials, supplies, and expendable equipment used in connection with operating services such as janitorial services, elevator services, extermination of rodents and household pests, and rubbish and garbage collection.

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 project, including the maintenance of automotive and other movable equipment. This account should also be charged with contract costs incurred in connection with such operating services as janitorial services, fire alarm and elevator service, extermination of rodents and household pests, rubbish and garbage collection, snow removal, landscape services, oil burner maintenance, etc.

4510: Insurance: Includes the total amount of premiums charged all forms of insurance. Fire and extended coverage, crime, and general liability are handled by EOHLC on a statewide basis. All other necessary insurance policies include: Workers' Compensation, boiler, vehicle liability and owner, etc.

4520: Payments in Lieu of Taxes:

This account should be charged with all payments in lieu of taxes accruing to a municipality or other local taxing body.

4540: Employee Benefits: This account should be charged with local housing authority 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.

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.

4541: Employee Benefits - GASB 45: This line covers "Other Post-Employment Benefits" (OPEB). 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 OPEB are taken after the employees' services have ended. Nevertheless, both types of benefits constitute compensation for employee services. In accordance with required accounting practices, this amount is not projected in the budget (and is therefore blank) but the estimated future costs of this item is carried in the operating statement.

4542: Pension Expense – GASB 68: The primary objective of GASB 68 Statement is to improve accounting and financial reporting for pension costs. It also improves information provided by state and local governmental employers about financial support for pensions that is provided by other entities. As with account 4541 above, in accordance with required accounting practices, this amount is not projected in the budget (and is therefore blank) but the estimated future costs of this item is carried in the operating statement.

4570: Collection Loss: The balance in this account represents the estimated expense to cover unexpected losses for tenant rents. Note: Do not include losses from fraud/retroactive balances here. Report them in Account 4571 – Collection Loss – Fraud/Retroactive.

4571: Collection Loss – Fraud/Retroactive: The balance in this account represents the estimated expense to cover unexpected 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.

4590: Other General Expense: This account represents the cost of all items of general expenses for which no specific account is prescribed in the general group of accounts.

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 repair 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 this would be scheduled repainting of apartments.

4611: Equipment Purchases – Non-Capitalized: This account should be debited with the costs of equipment that does not meet the LHA's criteria for capitalization. Because these items are being expended when paid, they should not be categorized as a fixed asset 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. To that end EOHLC very strongly recommends that for all 400-1 operating budgets, depending on the age of the portfolio and condition, LHAs spend between \$100 and \$500 a year per unit in Extraordinary Maintenance, Equipment Purchases, Replacement of Equipment, and Betterments & Additions to ensure that the aging public housing stock is preserved.

4715: Housing Assistance Payments: This account should be debited with all housing assistance payments paid to landlords for the MRVP program on a monthly basis.

4801: Depreciation Expense: This account should be debited with annual fixed asset depreciation expenses as determined by the LHA's capitalization policy.

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, computers, or furniture, meet the LHA's criteria for capitalization and will also be added to fixed assets and therefore depreciated over the useful life.

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 a betterment or addition. 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 are: major roof replacement, structural repairs such as siding, or major 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 \$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 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.

**Narrative Responses to the Performance Management Review (PMR) Findings**

PMRs are conducted for most LHAs on a biennial basis. This year there is no PMR record for this Housing Authority.

**Explanation of PMR Criteria Ratings**

CRITERION	DESCRIPTION
<b>Management</b>	
Occupancy Rate	<p>The rating is calculated using the following formula: (Total Number of Occupied units on Monthly Report divided by (Total Number of Units Minus Units that Received a Waiver Minus Number of Units Vacant less than 30 days on Monthly Report))</p> <ul style="list-style-type: none"> <li>• “No Findings” : Occupancy Rate is at or above 98%</li> <li>• Operational Guidance: Occupancy rate is at 95% up to 97.9%</li> <li>• Corrective Action: Adjusted occupancy rate is less than 95%</li> </ul>
Tenant Accounts Receivable (TAR)	<p>This criterion calculates the percentage of uncollected rent and related charges owed by starting with the amount reported by the LHA, as uncollected balances for the TAR (Account 1122 from the Balance Sheet) minus Normal Repayment Agreements* divided by Shelter (Tenant) Rent (account 3110 from the Operating Statement)</p> <ul style="list-style-type: none"> <li>• “No Findings” : At or below 2%</li> <li>• “Operational Guidance”: More than 2% , but less than 5%</li> <li>• “Corrective Action”: 5% or more</li> </ul>
Certifications and Reporting Submissions	<p>Housing authorities are required to submit 4 quarterly vacancy certifications by end of the month following quarter end; 4 quarterly operating statements and 4 Tenant Accounts Receivable (TAR) reports within 60 days of quarter end.</p> <ul style="list-style-type: none"> <li>• “No Findings”: At least 11 of the required 12 reports were submitted and at least 9 were submitted on time.</li> <li>• “Operational Guidance”: Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.</li> </ul>
Board Member Training	<p>Percentage of board members that have completed the mandatory online board member training.</p> <ul style="list-style-type: none"> <li>• “No Findings” : 80% or more completed training</li> <li>• “Operational Guidance” : 60-79.9% completed training</li> <li>• “Corrective Action” : &lt;60 % completed training</li> </ul>
Staff Certifications and Training	<p>Each LHA must have at least one staff member complete a relevant certification or training During the fiscal year. The number of required trainings varies by LHA size.</p> <ul style="list-style-type: none"> <li>• No Findings: LHAs completed the required number of trainings</li> <li>• Corrective Action: LHAs have not completed any trainings</li> </ul>
Annual Plan (AP) Submitted	<p>Housing authorities are required to submit an annual plan every year.</p> <ul style="list-style-type: none"> <li>• “No Findings” =Submitted on time</li> <li>• “Operational Guidance” =Up to 45 days late</li> <li>• “Corrective Action” =More than 45 days late</li> </ul>

CRITERION	DESCRIPTION
<b>CHAMP</b>	
Paper applications	<p>Paper applications are available, received and entered into CHAMP</p> <ul style="list-style-type: none"> <li>• No Findings: Paper applications are available; And paper applications are date and time stamped correctly; And 90% of new paper applications are entered into CHAMP within 15 calendar days of date/time stamp; And 2% or less of new paper applications are entered more than 30 days after date/time stamp</li> <li>• Operational Guidance: Paper applications are available; And paper applications are date and time stamped and entered correctly; And 75% - 89% of new paper applications are entered into CHAMP within 15 calendar days; And 3% - 5% of new paper applications are entered more than 30 days after date/time stamp</li> <li>• Corrective Action: Paper applications are not available; Or the LHA has failed to date and time stamp paper applications and/or failed to enter them correctly; Or Less than 75% of new paper applications are entered into CHAMP within 15 calendar days of date/time stamp; Or more than 5% of new paper applications are entered more than 30 days after date/time stamp</li> </ul>
Vacancies occupied using CHAMP	<p>Vacancies are recorded correctly and occupied using CHAMP</p> <ul style="list-style-type: none"> <li>• No Findings: All vacancies during the fiscal year are recorded in EOHLC's Housing Applications Vacancy System within 30 days; And the housed Applicant ID and Pull List ID match between EOHLC's Housing Applications Vacancy System and CHAMP for unit occupied during the fiscal year, excluding administrative transfers; And 25% or less of occupied units have data entry errors</li> <li>• Operational Guidance: All vacancies during the fiscal year are recorded in EOHLC's Housing Applications Vacancy System, all vacancies are not recorded within 30 days; Or the Housed Applicant ID and Pull List ID match between EOHLC's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers; And greater than 25% of occupied units have data entry errors</li> <li>• Corrective Action: All vacancies during the fiscal year are not recorded in EOHLC's Housing Applications Vacancy System; Or the Housed Applicant ID and Pull List ID do not match (or data is missing) between EOHLC's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers</li> </ul>

CRITERION	DESCRIPTION
<b>Financial</b>	
Adjusted Net Income	<p>The Adjusted Net Income criterion calculation starts with an LHA's Net Income and subtracts Depreciation, GASB 45 (Retirement Costs), GASB 68 (Retirement Costs), Extraordinary Maintenance (maintenance expense outside of routine/ordinary expenses), and Equipment Purchases – Non Capitalized. This Adjusted Net Income amount is then divided by the Total Expenses of the LHA. If this Adjusted Net Income amount is positive, it means underspending and if it is negative it means overspending.</p> <p>Underspending Rating:</p> <ul style="list-style-type: none"> <li>• “No Findings” : 0 to 9.9%</li> <li>• “Operational Guidance”: 10 to 14.9%</li> <li>• “Corrective Action”: 15% or higher</li> </ul> <p>Overspending Rating:</p> <ul style="list-style-type: none"> <li>• “No Findings” : 0 to -4.9%</li> <li>• “Operational Guidance”: -5% to -9.9%</li> <li>• “Corrective Action”: -10% or below</li> </ul>
Operating Reserves	<p>Current Operating Reserve as a percentage of total maximum reserve level. Appropriate reserve level is buffer against any unforeseen events or expenditures.</p> <ul style="list-style-type: none"> <li>• “No Findings” :35%+ of maximum operating reserve</li> <li>• “Operational Guidance”: 20% to 34.9% of maximum operating reserve</li> <li>• “Corrective Action”: &lt;20% of maximum operating reserve</li> </ul>
<b>Capital Planning</b>	
Capital Spending	<p>Under the Formula Funding Program (FF), authorities receive undesignated funds to spend on projects in their Capital Improvement Plan. They are rated on the percentage of available funds they have spent over a three-year period</p> <ul style="list-style-type: none"> <li>• “No Findings” = at least 80%</li> <li>• “Operational Guidance” = At least 50%</li> <li>• “Corrective Action” = Less than 50%</li> </ul>
<b>Health &amp; Safety</b>	
Health & safety violations	EOHLC has observed conditions at the LHA's developments and reported health and safety violations. The LHA has certified the number of corrected violations in each category.

CRITERION	DESCRIPTION
<b>Facility Management – Inspection Standards and Practices</b>	
100% Unit Inspections	<p>All units inspected at LHA during FY under review</p> <ul style="list-style-type: none"> <li>No Findings: 100% of units inspected</li> <li>Corrective Action: Less than 100% of units inspected</li> </ul>
LHA Inspections Reports/Work Orders	<p>Unit inspection reports create, track, and report work orders for inspection repairs, and inspection WOs completed within 30 days or add to DM/CIP</p> <ul style="list-style-type: none"> <li>No Findings: All inspection work orders/lease violations are created, tracked, and reported; And non-health and safety work orders for inspection repairs/lease violations are completed within 30 days or added to DM/CIP; And health and safety work orders for inspection repairs/lease violations are addressed within 48 hours</li> <li>Operational Guidance: All health and safety inspection work orders/lease violations are created, tracked, reported and completed within 48 hours; And LHA fail to create, track, or report no more than 1 or 2 (based on LHA size) non-EHS (exigent health and safety) deficiencies; Or LHA failed to complete any non-EHS work orders/lease violations appropriately</li> <li>Corrective Action: Any EHS work orders/lease violations not created, tracked, reported, or completed; Or 1 of the following: LHA failed to create, track or report a) More than 1 non-EHS deficiency (small LHA); b) More than 2 non-EHS deficiencies (Medium/Large)</li> </ul>
Accuracy of LHA Inspections	<p>Unit inspection reports accurately reflect necessary repairs</p> <ul style="list-style-type: none"> <li>No Findings: c.667 unit has less than 2 EHS deficiencies and c.200/705 unit has less than 3 EHS deficiencies</li> <li>Operational Guidance: c.667 unit has 2 EHS deficiencies or c.200/705 has 3 EHS deficiencies</li> <li>Corrective Action: c.667 has equal to or greater than 3 EHS deficiencies or c.200/705 unit has equal to or greater than 4 EHS deficiencies</li> </ul>
<b>Facility Management – Preventative Maintenance Standards and Practices</b>	
LHA Preventative Maintenance Schedule Accuracy and Implementation of Preventative Schedules	<p>LHA preventative maintenance schedule accurately reflects all necessary work to maximize the life of LHA components</p> <ul style="list-style-type: none"> <li>No Findings: c.667 unit less than 2 EHS deficiencies and c.200/705 less than 3 EHS deficiencies</li> <li>Operational Guidance: c.667 2 EHS deficiencies or c.200/705 3 EHS deficiencies</li> <li>Corrective Action: c.667 equal to or greater than 3 EHS deficiencies or c.200/705 equal to or greater than 4 EHS deficiencies</li> </ul>

CRITERION	DESCRIPTION
<b>Facility Management – Vacancy Turnover Standards and Practices</b>	
Vacancy Turnover Work Orders	<p>Work orders created for every vacancy and completed within 30 days (or waiver requested)</p> <ul style="list-style-type: none"> <li>• No Findings: Vacancy work orders are created, tracked and reported for every unit and reflect all work in unit; And Vacancy work orders are Maintenance Ready in &lt;=30 days for c.667 units or &lt;=45 days for c.200/705 units or have approved waiver</li> <li>• Operational Guidance: Vacancy work orders are created, tracked and reported for every unit; And work orders do not reflect all work completed in unit; Or vacancy work orders are Maintenance Ready in 31-45 days for c.667 and 46-60 days for c.200/705 and no approved waiver</li> <li>• Corrective Action: Vacancy work orders are not created, tracked and reported for every unit; Or vacancy work orders are Maintenance Ready in &gt;45 days for c.667 and &gt;60 days for c.200/705 and have no approved waiver</li> </ul>
Accuracy and Standard of Vacancy Turnovers	<p>Vacancy turnover work orders accurately reflect necessary repairs</p> <ul style="list-style-type: none"> <li>• No Findings: c.667 unit less than 2 EHS deficiencies and c.200/705 less than 3 EHS deficiencies</li> <li>• Operational Guidance: c.667 2 EHS deficiencies or c.200/705 3 EHS deficiencies</li> <li>• Corrective Action: c.667 equal to or greater than 3 EHS deficiencies or c.200/705 equal to or greater than 4 EHS deficiencies</li> </ul>
<b>Work Order Types and Systems</b>	
Emergency Work Orders	<p>All emergency work orders are created, tracked, reported and completed within 48 hours</p> <ul style="list-style-type: none"> <li>• No Findings: All emergency work orders under review are created, tracked, reported and completed within 48 hours</li> <li>• Operational Guidance: All emergency work orders completed within 48 hours; Less than 100% but greater than or equal to 80% of work orders under review are correctly created, tracked and reported administratively</li> <li>• Corrective Action: Not all emergency work orders are completed within 48 hours; Or less than 80% of work orders under review are correctly created, tracked and reported administratively</li> </ul>
CRITERION	DESCRIPTION
Requested Work Orders	<p>All requested work orders are created, tracked, reported and completed within 14 days or added to DM/CIP</p> <ul style="list-style-type: none"> <li>• No Findings: All requested work orders under review are created, tracked, and reported; All work is complete within 14 days or added to DM/CIP</li> <li>• Operational Guidance: All requested work orders completed within 14 days or added to DM/CIP; And less than 100% of work orders under review are correctly created, tracked and reported</li> <li>• Corrective Action: Not all requested work orders are completed within 14 days or added to DM/CIP</li> </ul>

## **Policies**

The following policies are currently in force at the SALEM HOUSING AUTHORITY:

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Capitalization Policy	7/11/2018	
*Fair Housing Marketing Plan	8/10/2022	
*Grievance Policy	8/22/2000	
*Language Access Plan	11/13/2013	
*Personnel Policy	1/22/2022	Attachments include Statement of Drug Free Workplace #2, Code of Ethics
*Procurement Policy	11/28/2018	
*Reasonable Accommodations Policy	8/11/2021	
*Rent Collection Policy	11/17/2021	
Affirmative Action Policy	5/15/2019	Equal Employment Opportunity Policy and Affirmative Action Plan
Community Room Use	11/23/2004	
Credit/Debit Card Policy	1/13/2016	
Criminal Offender Records Information (CORI) Policy	8/9/2017	
Emergency Response Plan	11/9/2016	
Equal Employment Opportunity Policy and Affirmative Action Plan	5/15/2019	
Investment Policy	9/27/2002	
Maintenance and Other Charges	10/14/2020	
Other – Define in the 'Notes' column	1/23/2007	External Antenna Policy
Other – Define in the 'Notes' column	2/12/2020	Disposition Policy
Other – Define in the 'Notes' column	6/9/2010	Customer Services Principles
Other – Define in the 'Notes' column	9/8/2010	Cooperation Agreement
Other – Define in the 'Notes' column	4/25/2006	Tenant Selection and Transfer Plan for Congregate Units
Other – Define in the 'Notes' column	10/23/2007	Confidentiality Policy
Other – Define in the 'Notes' column	5/9/2018	ACH Direct Deposit Policy
Other – Define in the 'Notes' column	2/12/2025	Employee Check Signing Security Agreement
Other – Define in the 'Notes' column	7/15/2008	Salem Housing Authority Cafeteria Plan
Other – Define in the 'Notes' column	10/9/2019	Employment Release Policy
Other – Define in the 'Notes' column	12/15/2017	Bed Bug Policy
Other – Define in the 'Notes' column	7/14/2010	Policy Governing the Collection of Attorney's Fees in Eviction Cases

Other – Define in the ‘Notes’ column	11/18/2008	Abandoned Unit Policy
Other – Define in the ‘Notes’ column	9/9/2020	Wage Match Guidelines
Other – Define in the ‘Notes’ column	3/18/2008	Vehicle Safety Policy (Union)
Other – Define in the ‘Notes’ column	5/20/2008	Vehicle Safety Policy (Administrative)
Other – Define in the ‘Notes’ column	12/10/2008	Tracking and Reporting of Crime-Related Problems Policy
Other – Define in the ‘Notes’ column	12/14/2016	Section 3 Plan
Other – Define in the ‘Notes’ column	6/9/2010	Salem Housing Authority Repayment Agreement Policy
Other – Define in the ‘Notes’ column	12/9/2020	Instructions and Fees for Copies Of Public and Tenant Records
Other – Define in the ‘Notes’ column	10/9/2019	Internal Key Management Policy and Acknowledgement
Other – Define in the ‘Notes’ column	12/14/2016	Integrated Pest Management Policy
Other – Define in the ‘Notes’ column	11/9/2022	Transfer Policy
Other – Define in the ‘Notes’ column	11/17/2021	Illegal Dumping Policy
Other – Define in the ‘Notes’ column	12/8/2021	Surveillance Camera Policy
Other – Define in the ‘Notes’ column	3/23/2022	Snow Removal Policy
Other – Define in the ‘Notes’ column	4/14/2021	Anti-Fraud Policy
Other – Define in the ‘Notes’ column	10/14/2020	Ductless Minisplit Maintenance Policy
Other – Define in the ‘Notes’ column	10/14/2020	Emergency Maintenance Policy
Other – Define in the ‘Notes’ column	10/14/2020	Work Order Procedure Policy
Other – Define in the ‘Notes’ column	2/12/2025	Code of Interpersonal Conduct for the Board of Commissioners
Other – Define in the ‘Notes’ column	7/1/2017	Admissions and Continued Occupancy (ACOP) Policy
Other – Define in the ‘Notes’ column	9/14/2022	Biennial Year Recertification Policy
Other – Define in the ‘Notes’ column	12/9/2020	Instructions and Fees for Copies of Public and Tenant Records
Other – Define in the ‘Notes’ column	5/26/1987	Public Relations and Press Relations Policy
Other – Define in the ‘Notes’ column	8/11/2021	Reasonable Accommodation Policy
Other – Define in the ‘Notes’ column	5/14/2014	Reasonable Accommodations Animal Policy
Other – Define in the ‘Notes’ column	3/27/2001	Standard Emergency Case Plan
Other – Define in the ‘Notes’ column	9/6/2012	Statement of Drug-Free Workplace
Other – Define in the ‘Notes’ column	1/2/2013	Code of Ethics/Conduct
Parking	12/9/2020	
Pet Policy	5/14/2014	
Sexual Harassment Policy	10/10/2008	Attachment #1 to Personnel Policy
Smoking Policy	3/9/2016	Smoke-Free Housing Policy

\* Starred policies are required by EOHLC. Policies without a “Latest Revision” date are not yet in force. The list of policies has been provided by the LHA and has not been verified by EOHLC.

**Waivers**

SALEM HOUSING AUTHORITY has received the following waivers from EOHLC's regulations. This list does not include vacancy waivers, pet waivers, or any waivers that would release personally identifiable tenant or applicant data.

Description	Reason	Date Approved by EOHLC	Date Expired
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\*The list of waivers has been provided by the LHA and has not been verified by EOHLC.

## Glossary

**ADA:** Americans with Disabilities Act. Often used as shorthand for accessibility related issues or improvements.

**AHVP:** Alternative Housing Voucher Program

**Alternative Housing Voucher Program** provides rental vouchers to disabled applicants who are not elderly and who have been determined eligible for Chapter 667 (elderly and disabled) housing.

**Allowable Non-Utility Expense Level (ANUEL)** is the amount of non-utility expense allowed for each local housing authority based upon the type(s) of housing programs administered.

**ANUEL:** Allowable Non-Utility Expense Level

**AP:** Annual Plan

**Annual Plan:** A document prepared by each Local Housing Authority, incorporating the Capital Improvement Plan (CIP), Maintenance and Repair Plan, Budget, responses to the Performance Management Review, and other elements.

**Cap Share** is the amount of Formula Funding spending approved by DHCD for each year.

**Capital Funds:** Funds provided by DHCD to an LHA for the modernization and preservation of state-aided public housing, including Formula Funds and Special Capital Funds.

**Capital Needs Assessment**, similar to the CIP, often used for developments in the Section 8 New Construction/Substantial Rehabilitation program. Such developments are generally not eligible for state capital funds and therefore do not participate in the CIP process. However, to track their ongoing capital needs and plan for construction projects to address those needs, they often conduct a CNA to determine when building systems will wear out and need to be replaced, and what replacement will cost, so they can plan to ensure that the necessary funding will be available

**Capital Projects** are projects that add significant value to an asset or replace building systems or components. Project cost must be greater than \$1000.

**CIMS** is a web-based software system used for creating CIP's and Annual Plans. For the CIP, the CIMS program allows the LHA to prioritize, select and schedule projects, assign funding sources and direct project spending to specific fiscal years to create a CIP that is consistent with the LHA's FF award amount and FF cap shares, plus any additional funding resources the LHA has identified. The LHA submits its CIP and DHCD conducts its review of the LHA's CIP in CIMS. For the Annual Plan CIMS imports data from other DHCD systems and combines that with data entered by the LHA.

**CIP:** A Capital Improvement Plan (CIP) is a five (5) year plan which identifies capital projects, provides a planning scope, schedule and budget for each capital project and identifies options for financing and implementing the plan. The contents of a CIP are limited to available resources. An approved CIP is required in order to receive Formula Funds.

**CNA:** Capital Needs Assessment

**CPS** is DHCD's transparent Web-based capital planning system that catalogues the condition of every building and site in the statewide public housing portfolio, providing LHAs with detailed technical information to make strategic long-term capital investments. It includes a Facility Condition Index (FCI) for every development that compares the value of expired components of a development relative to its replacement cost.

**Deferred Maintenance** is maintenance, upgrades, or repairs that are deferred to a future budget cycle or postponed for some other reason. Sometimes it is referred to as extraordinary maintenance.

**Deficit housing authority:** a housing authority whose income (mainly from rent) does not cover all its normal operating costs in its approved operating budget, and which therefore operates at a deficit and requires operating subsidy from DHCD.

**DHCD:** Massachusetts Department of Housing & Community Development

**Extraordinary Maintenance:** see the description for budget line 4610 in the Explanation of Budget Accounts in the Budget Section of this Annual Plan.

**FF:** Formula Funding

**Formula Funding** is state bond funding allocated to each LHA according to the condition (needs) of its portfolio in comparison to the entire state-aided public housing portfolio.

**FYE:** Fiscal Year End

**HHA Administrative Fee** is the fee paid to an HHA from the RCAT Program budget.

**HHA:** Host Housing Authority for the RCAT program.

**Host Housing Authority (HHA).** An LHA selected by the Department to employ and oversee an RCAT.

**HUD:** U.S. Department of Housing and Urban Development

**LHA:** Local Housing Authority

**LTO:** Local Tenants Organization

**Management and Occupancy Report:** This is an annual HUD review process that is used to evaluate the performance of developments in various HUD housing programs, including the Section 8 New Construction/Substantial Rehabilitation program, which some LHAs operate. It is similar to the state PMR process in that it evaluates LHA performance on variety of financial, housing quality, and other standards

**Massachusetts Rental Voucher Program (MRVP)** is a state-funded program that provides rental subsidies to low-income families and individuals.

**MOR:** Management and Occupancy Report

**MRVP:** Massachusetts Rental V DHCD's annual review of each housing authority's performance. It pulls together data on the authority's occupancy rates, tenant accounts receivables, accounts payable, budget variance, operating reserve, capital improvement plan submission, capital spending, annual inspections and work order and maintenance systems to identify and address areas of strength and areas for development. Its goal is to allow DHCD and the LHA to

take a deep dive into the data, lift up best practices, and work together towards improving operations of our Program.

**Performance Management Review (PMR):**

**PMR:** Performance Management Review

**RCAT:** Regional Capital Assistance Team

**Regional Capital Assistance Team:** One of three organizations employed at HHAs designated by the Department to carry out the RCAT Program.

**Sec.8 NC/SR (or S8NCSR):** Section 8 New Construction and Substantial Rehabilitation

**Section 8 New Construction and Substantial Rehabilitation (Sec.8 NC/SR):** This term refers to a federal HUD housing program operated at a small number of state public housing developments whose construction was funded by state grants, but whose ongoing operating costs are supported by project-based subsidies from HUD's federal Section 8 program, rather than from state public housing operating funds..

**Special Awards:** In addition to allocations to each LHA, DHCD has created limited set aside funds to provide for extreme emergency or code compliance needs which are beyond the capacity of an LHA's current FF balance.

**Surplus housing authority:** a housing authority whose income (mainly from rent) covers all its normal operating costs in its approved operating budget, and which therefore operates at a surplus and does not require operating subsidy from DHCD.

## **Attachments**

The following items have been uploaded as attachments to this Annual Plan.

- . Performance Management Review
- . Salem\_Fall2022\_survey\_667
- . Salem\_Fall2022\_compare\_667
- . Salem\_Fall2020\_survey\_200-705only\_c
- . Salem\_Fall2020\_compare\_200-705only
- . Cover sheet for tenant satisfaction surveys
- . Public Comments and LHA Responses
- . Charter Street Tenant Association Letter

## **Charter Street Tenant Association to the SHA for the 2026 Annual Plan**

To: Cathy Hoog and the Staff of the Salem Housing Authority

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

### **MAINTENANCE AND REPAIR RECOMMENDATIONS**

**1. INCREASED NUMBER OF RESIDENT PARKING SPACES.** For a building of 110 units, each occupied by elderly and handicapped individuals to have less than thirty-five available Resident Parking spaces available is unacceptable, not to mention unconscionable on the part of the Housing Authority. People with heart conditions and breathing difficulties, using walkers and canes should not have to feed parking meters and walk significant distances to reach the home for which they are paying rent to occupy, while significantly younger and able-bodied employees have reserved parking spaces on the premises.

**2. BETTER MAINTENANCE of PUBLIC FLOORING SURFACES.** This issue ranked second in our Capital Plan Survey. During the colder months, salt and sand being tracked in and remaining on the floors posed a danger to elderly and handicapped residents with limited mobility. Additionally, floors throughout the building are often marked and dirty for lengthy periods, defeating morale and raising health and safety concerns.

**3. DEFIBRILLATOR ON PREMISES/TRAINING SESSIONS.** Due to numerous recent incidents in which paramedics have been called, more than once when their help was too late, residents have chosen to request that a defibrillator be kept on the premises and that a training session be provided on how to use it. Even though the paramedics are just a few blocks away, the time that it takes for them to reach a resident in distress can be too long.

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

### **CAPITAL IMPROVEMENT RECOMMENDATIONS**

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

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

**3. Elevators Overhauled.** There were also other concerns raised by residents throughout the year, including proper elevator maintenance to put an end to the elevators not landing correctly, causing

people to trip on the way out or stumble on the way into the car. It is also suggested that spare parts be kept on the premises to avoid the prolonged outages that have taken place over the last few years.

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

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

Respectfully submitted,

The Charter Street Tenant Association

Steve Gagnon, President



Cathy Hoog, Executive Director

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

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

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The Salem Housing Authority's Board of Directors met at 6:00 p.m. on June 11, 2025 for their regularly scheduled meeting. The draft State Annual Plan was presented as an agenda item. The following is the only comment made:

Gene Collins of Pioneer Terrace:

One of the things I was wondering is that the renovations over at Bertram been on the books for 4 years. I don't see that there was some mention of it, but there was no really concerned as to addressing the issues over there. I'm not even going to talk about Pioneer Terrace because no one over there wanted to to get involved with this. So that's where we stand. I think that we need to address the plan a little bit more diligently. I think that there should be some more involvement into looking at some of the renovations that we asked for over the years. I would conclude by saying, as usual, Thank you.

Aaron Petermoster: Thanks, Gene

Cathy Hoog: Thanks Gene.



Equal Opportunity Employer



## **Resident Surveys – Background**

Since 2016 DHCD has been working with the Center for Survey Research (CSR) at the University of Massachusetts Boston to survey residents in the state public housing units it oversees. The surveys are confidential, mailed directly to residents, and returned to CSR by mail (or, starting in 2019, completed on-line). CSR surveys residents of elderly/disabled units (also known as Chapter 667) and family units (also known as Chapter 200 and Chapter 705).

During each round all units are mailed surveys, with one exception: in the case of the twelve housing authorities with more than 225 c.200 family units, a randomly selected group of 225 units was surveyed at each housing authority. This group was determined to be large enough to generate statistically useful results. In both rounds, responses from c.200 and c.705 residents are always combined.

### **Round One Surveys (2016 – 2018)**

In Round One of the surveys, CSR surveyed residents of elderly/disabled units (c.667) in three groups in the Fall of 2016, 2017 and 2018. CSR surveyed residents of family units (c.705 and c.200) in the Spring of 2016. (Note: there are many more c.667 units, so they were broken down into three groups).

### **Round Two Surveys (2019 – 2022)**

Round Two of the surveys began in 2019. CSR surveyed about one-third of the elderly/disabled units in Fall 2019, Fall 2021, and Fall 2022. CSR surveyed all family units in Fall 2020.

### **Round Three Surveys (2023 – 2027)**

Round Three of the surveys began in 2023. CSR surveyed about one-third of the elderly/disabled units and one-third of family units in Fall 2023.

# Salem Housing Authority

## Chapter 200 & Chapter 705 Family Housing

### Fall 2020

DHCD is working with the Center for Survey Research at the University of Massachusetts Boston to survey residents in the housing units it oversees.

In the Fall of 2020, surveys were sent to 10,163 family housing units (Chapters 200 and 705). 2,124 surveys were filled out and returned.

In the **Salem Housing Authority**, surveys were sent to a total of **194** Salem housing units, **38** surveys were completed.

This report provides some information about how the residents from the **Salem Housing Authority** answered the survey. It compares their answers to those from residents in the entire state and to those from large LHAs in Northeastern Massachusetts. These large LHAs in Northeast Massachusetts include: Gloucester, Lawrence, Peabody. (Please note that survey data may not have been received from each one of these nearby LHAs.)

## Communication

- **Communication with management:** Residents were asked about how they interacted with their Housing Authorities in the last 12 months. The table below shows what percentage of residents said they did each of the following:

	Salem Housing Authority	Large LHAs in Northeastern MA*	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted management.....	63%	72%	71%
Knew the Executive Director held a meeting with residents.....	30%	14%	15%

\* Large LHAs in Northeastern MA include: Gloucester, Lawrence, Peabody, Salem. (Please note that survey data may not have been received from each one of these nearby LHAs.)

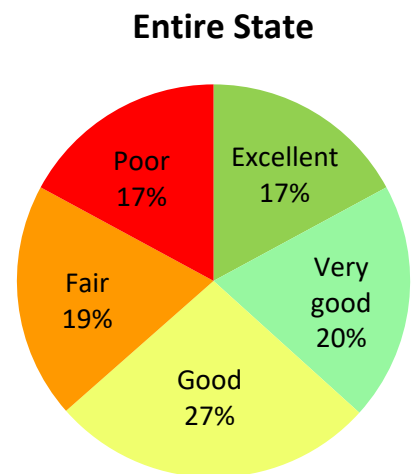
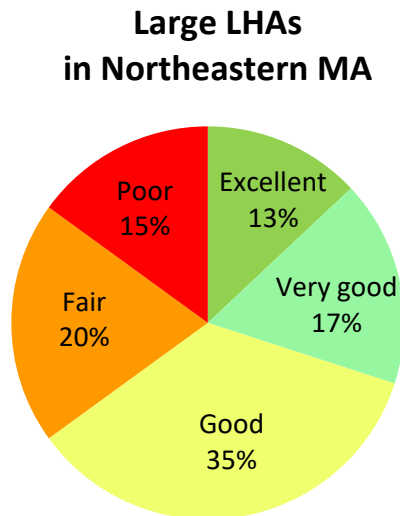
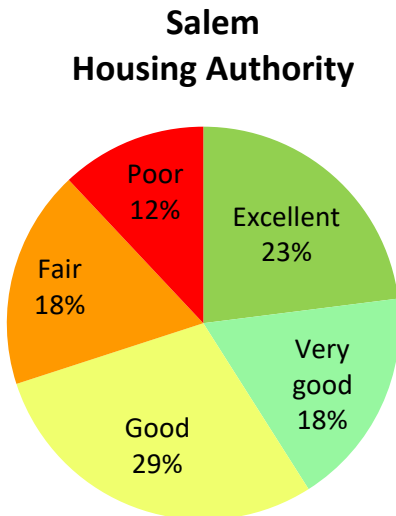
## Maintenance and Repair

- **Communication with maintenance staff:** Residents were asked about their interactions with the Salem Housing Authority maintenance staff in the last 12 months.

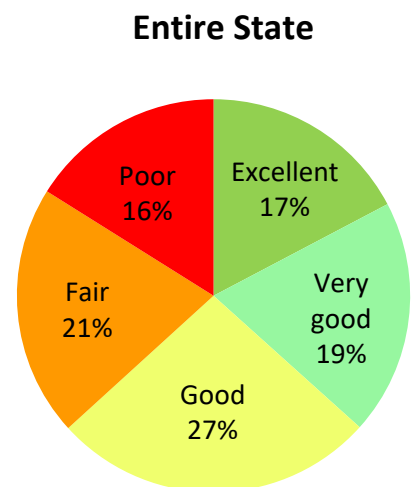
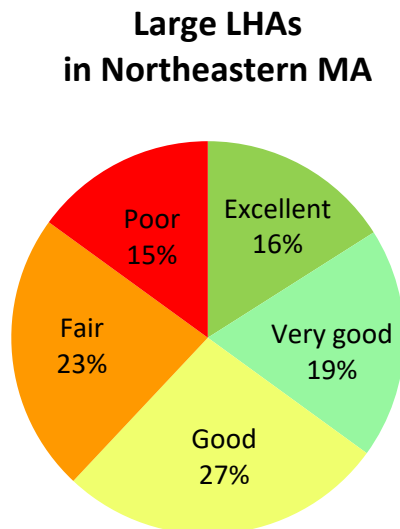
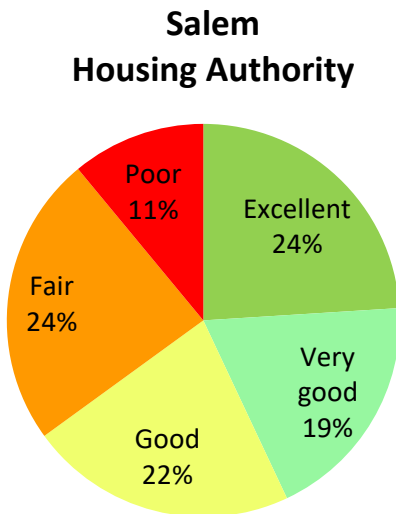
	Salem Housing Authority	Large LHAs in Northeastern MA	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted maintenance.....	76%	77%	75%
Were contacted by the Housing Authority before staff entered their apartment.....	92%	88%	86%

- **Overall maintenance:** Respondents were asked how they would rate overall building maintenance (such as clean halls and stairways and having lights and elevators that work) and outdoor space maintenance (such as litter removal and clear walkways) in the last 12 months.

### Building maintenance:



### Outdoor maintenance:



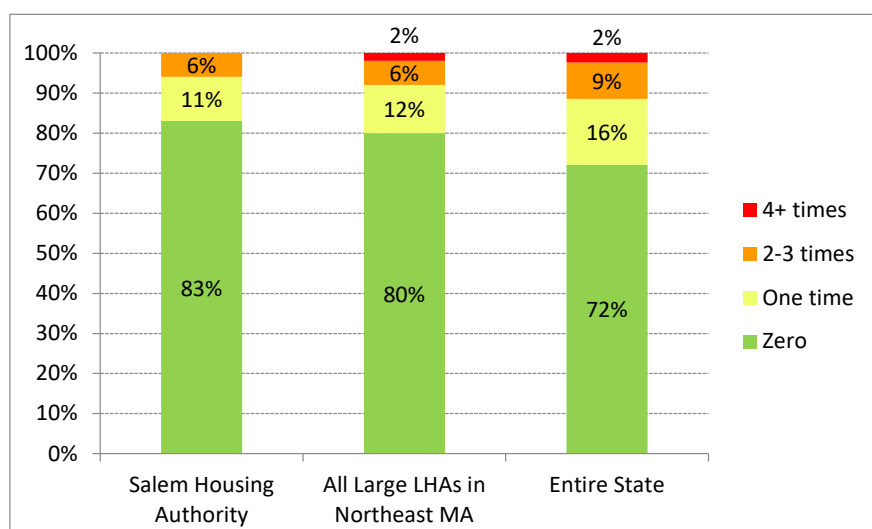
- **Heating and Water Problems:** One half of respondents had a problem with their heating and about four-fifths had a plumbing problem in the last 12 months.

	Salem Housing Authority	Large LHAs in Northeastern MA	Entire State
Had any heating problem.....	50%	57%	56%
Had any water problem.....	82%	75%	74%

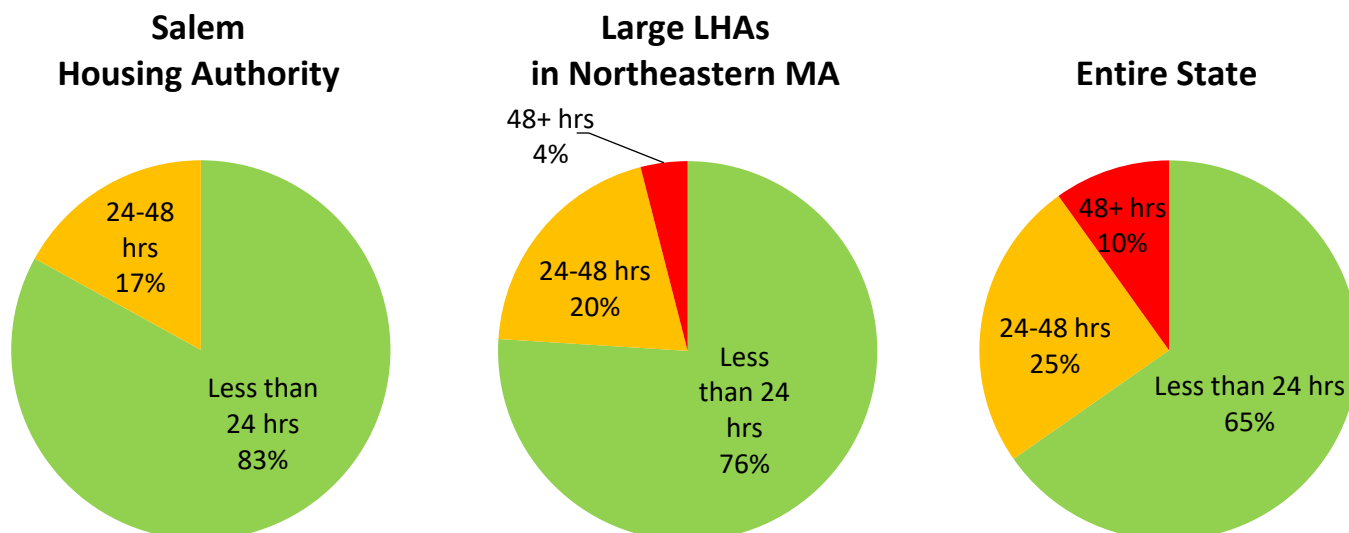
- **Heating Problems**

### How many times did residents completely lose heat?

The chart below shows how many times respondents had completely lost heat in the last 12 months. The green part of the bars shows what percentage of residents never completely lost heat. The yellow shows who lost heat one time. The orange shows those who lost heat 2-3 times. And the red shows those who lost heat 4 or more times in the last 12 months.



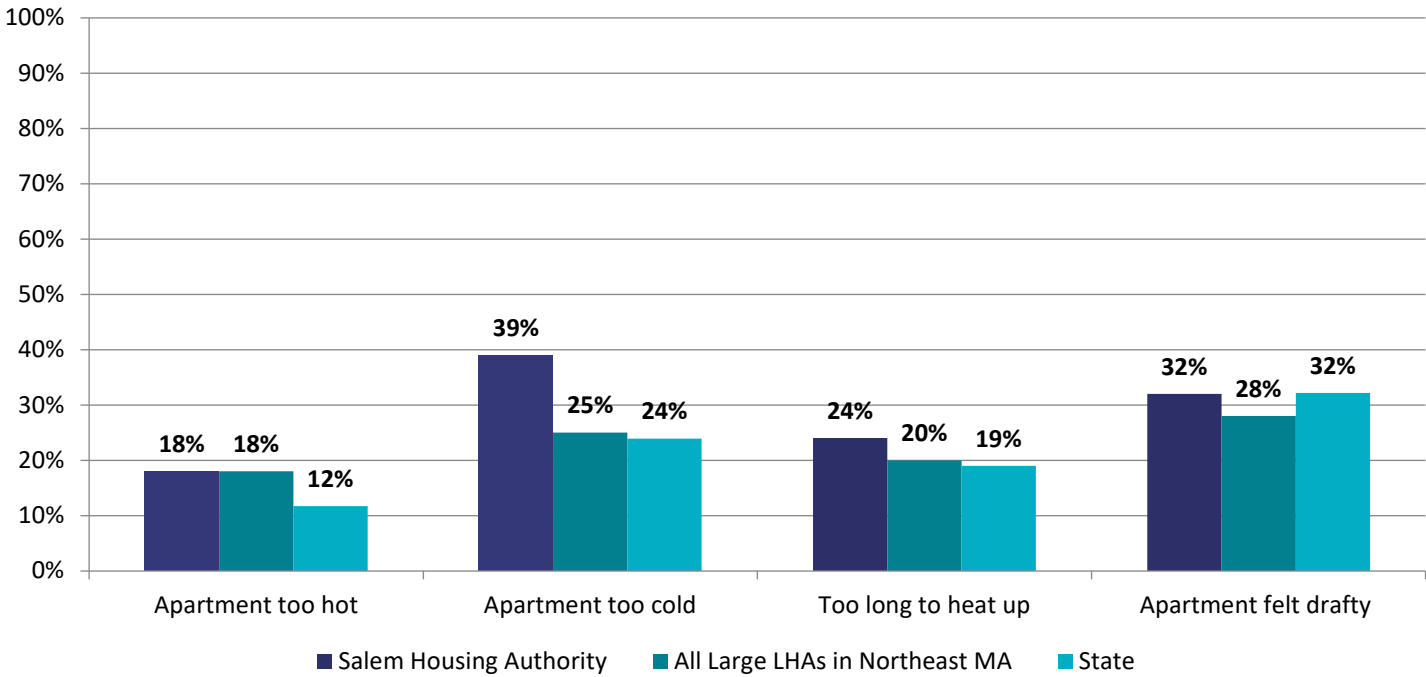
**How long did it usually take for heat to come back on?** For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



• Other Heating Problems

**In the last 12 months did residents have other heating problems?**

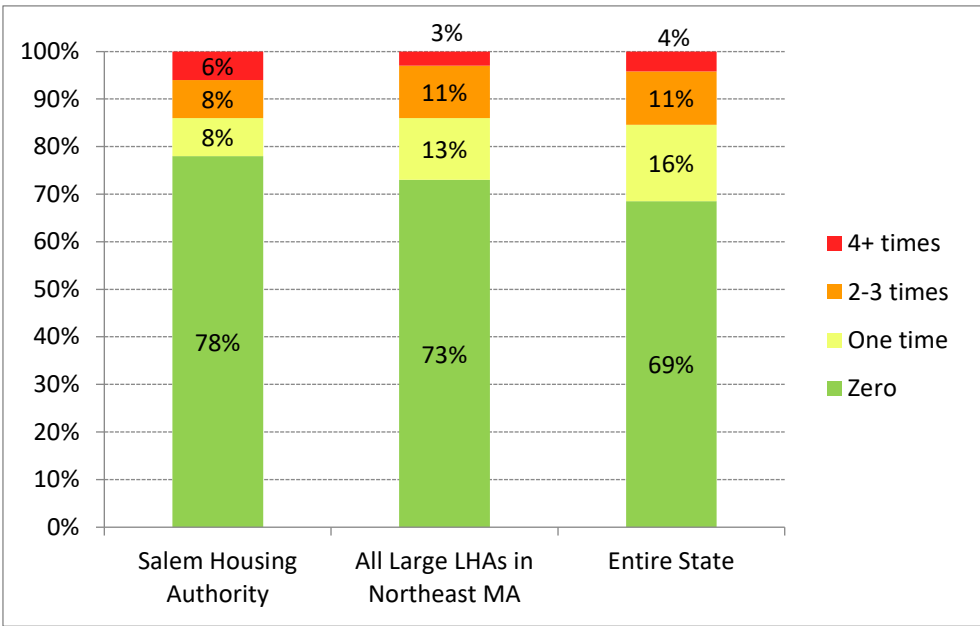
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



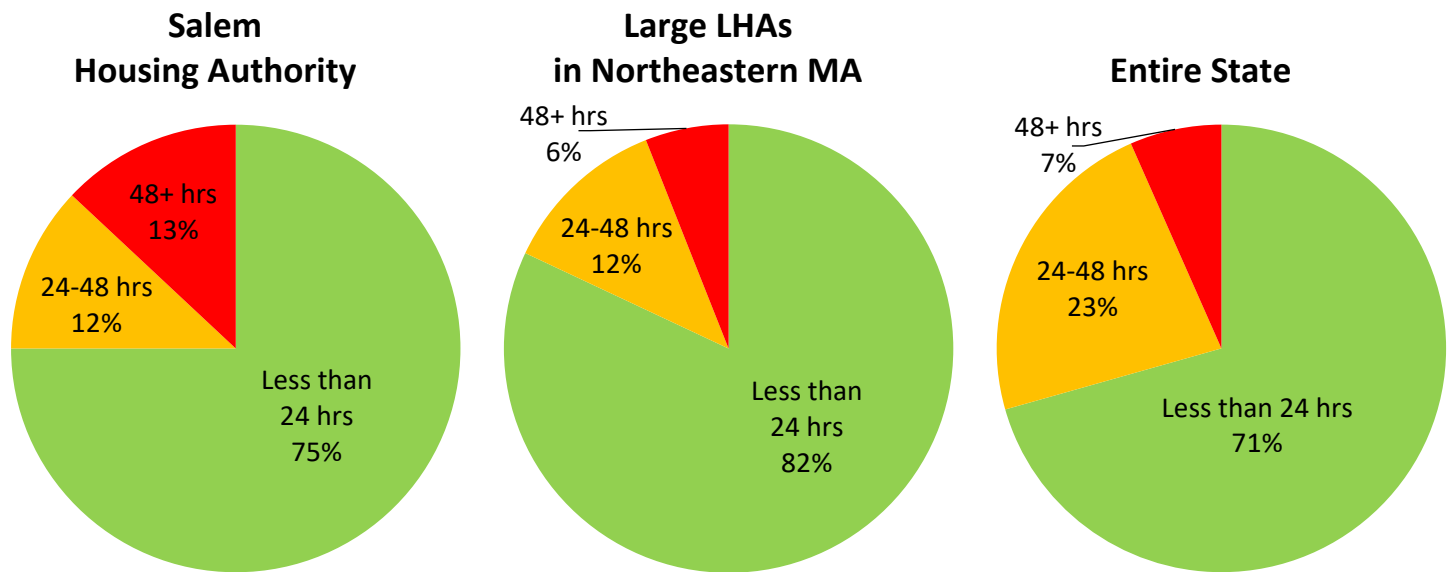
• Water or Plumbing Problems

**How many times did residents have no hot water in their apartment?**

The chart below shows how many times respondents did not have hot water in their apartment in the last 12 months. The green part of the bars shows what percentage of residents never had this problem. The yellow shows who lost hot water one time. The orange shows those who lost hot water 2-3 times. And the red shows those who lost hot water 4 or more times in the last 12 months.



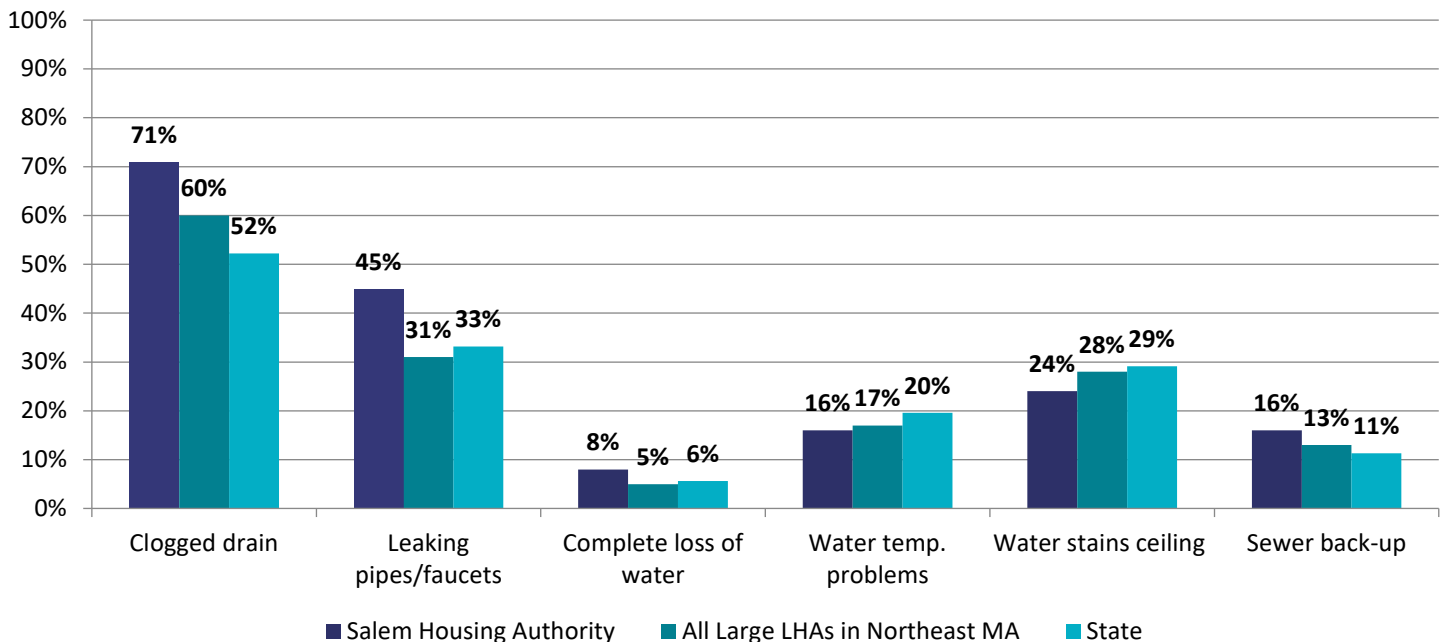
**How long did it usually take for hot water to come back on?** For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



## • Other Water or Plumbing Problems

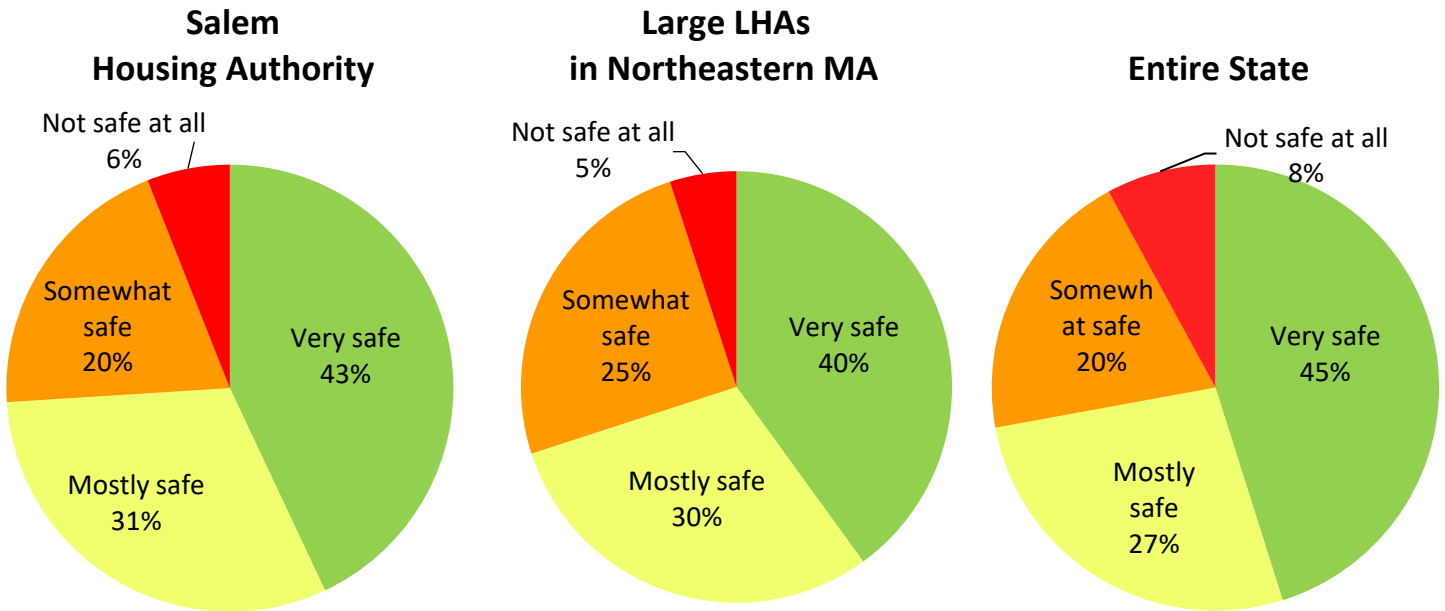
**In the last 12 months did residents have other water or plumbing problems?**

The chart below shows what percentage of residents experienced other water or plumbing problems in the last 12 months.

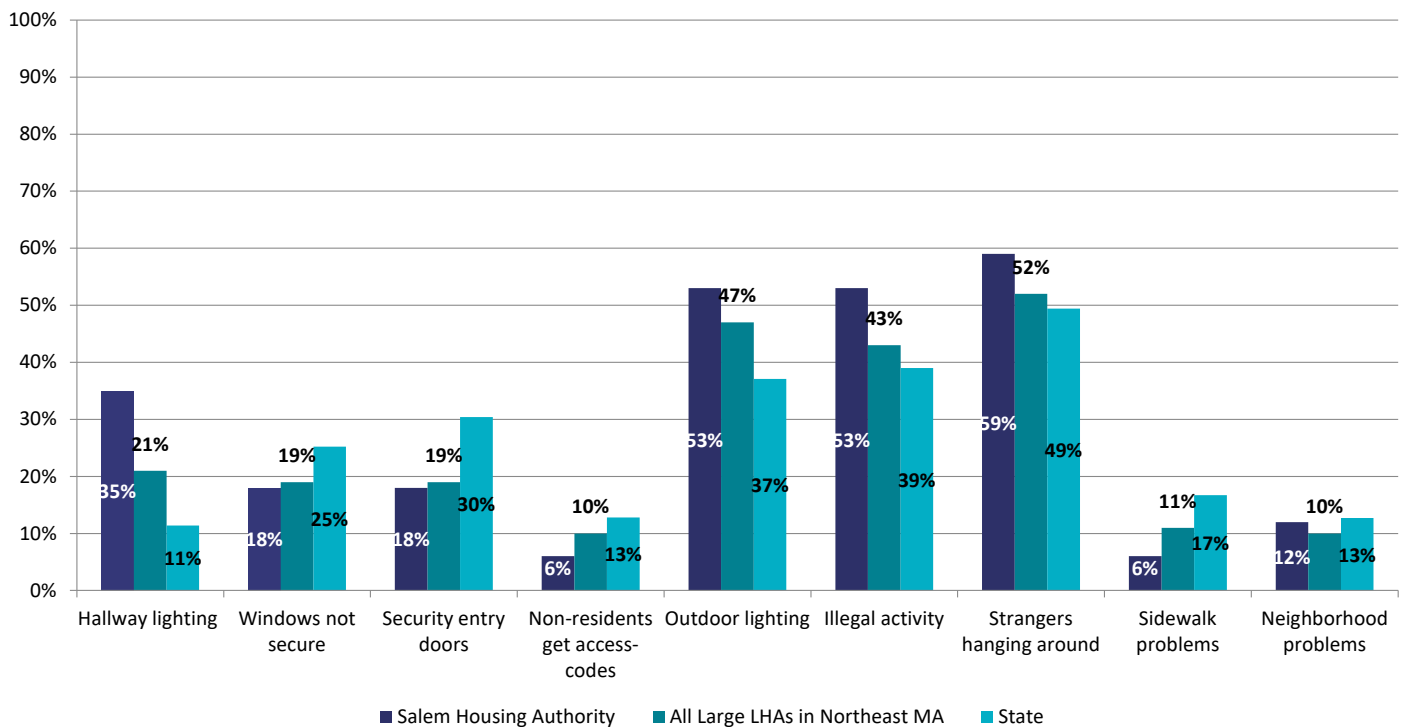


## Safety

**Respondents were asked how safe they felt in their development.** The charts below show what percentage of residents said they felt *very safe*, *mostly safe*, *somewhat safe*, or *not safe at all* in their development in the last 12 months.



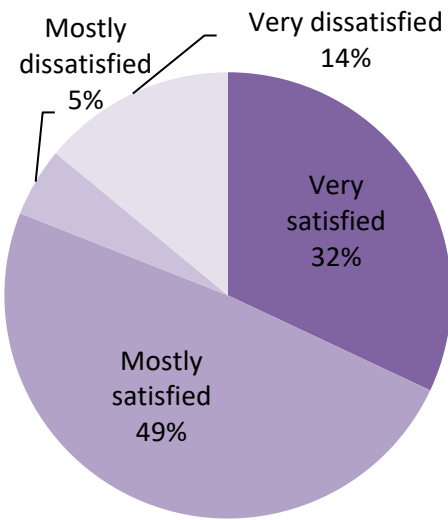
**Reasons why respondents felt unsafe in their development:** Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



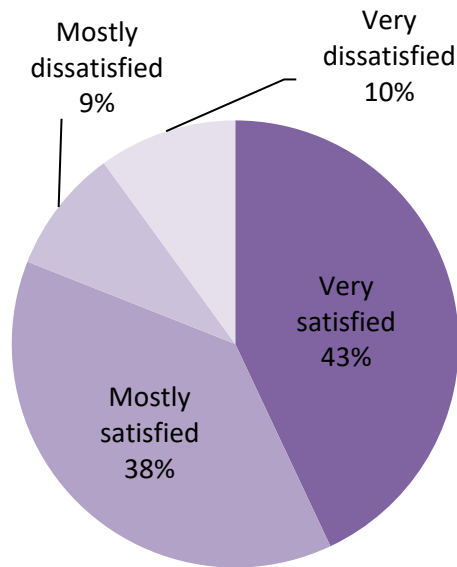
## Overall Satisfaction

Respondents were asked about their overall satisfaction living in their development. The chart below shows what percentage of people said they were *very satisfied*, *mostly satisfied*, *mostly dissatisfied*, or *very dissatisfied*.

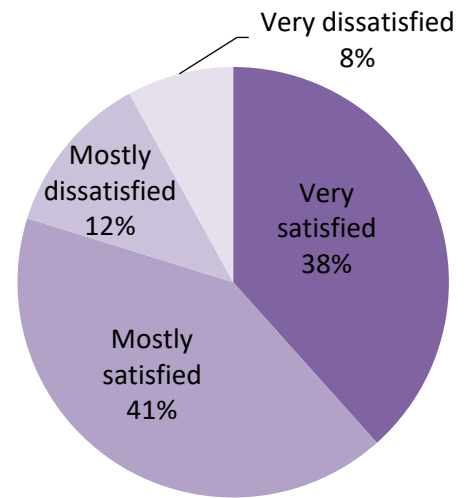
**Salem  
Housing Authority**



**Large LHAs  
in Northeastern MA**



**Entire State**





Resident Survey  
**SALEM HOUSING AUTHORITY**  
Chapter 200 & Chapter 705 Housing  
Fall 2020

**NOTE**

This copy of the survey shows the percentage of respondents who chose each answer. DHCD also collected demographic information from survey respondents, such as gender, race, education, and age. The responses to these demographic questions are not included in this report in order to protect the anonymity of respondents.

In the fall of 2020, surveys were sent to **194** housing units (Chapter 200 & Chapter 705) in the Salem Housing Authority. **38** surveys were completed. The percentages presented here are based on that number.

**1.** How many years have you lived in your current apartment?

- 11%** Less than 2 years
- 39%** 2 to 5 years
- 16%** 6 to 10 years
- 34%** More than 10 years

**Maintenance & Repair**

**8.** In the last 12 months, how often were you treated with courtesy and respect by the maintenance staff of your development??

- 8%** Never
- 16%** Sometimes
- 26%** Usually
- 50%** Always

**9.** Does the Housing Authority let you know before they enter your apartment??

- 92%** Yes
- 5%** No
- 3%** Don't Know

**10.** "Building maintenance" includes things such as clean halls and stairways and having lights and elevators that work. In the last 12 months, how would you rate the overall building maintenance??

- 12%** Poor
- 18%** Fair
- 29%** Good
- 18%** Very Good
- 23%** Excellent

**11.** In the last 12 months, how would you rate how well the outdoor space is maintained at your development (such as litter removal and clear walkways)?

- 11%** Poor
- 24%** Fair
- 22%** Good
- 19%** Very Good
- 24%** Excellent

**12.** In the last 12 months, how many times did you completely lose heat in your apartment?

- 83%** Never → **If Never, go to #14**
- 11%** Once
- 6%** 2 or 3 times
- 0%** 4 times or more

13. How long did it usually take for your heat to come back on?

**83%** Less than 24 hours

**17%** 24 to 48 hours

**0%** More than 48 hours

14. In the last 12 months, did you have any of these other heating problems?

	Yes
a. Apartment was too hot	<b>18%</b>
b. Apartment was too cold	<b>39%</b>
c. Took too long for apartment to heat up	<b>24%</b>
d. Apartment felt too drafty	<b>32%</b>

15. In the last 12 months, how many times did you have no hot water in your apartment?

**78%** Never → **If Never, go to #17**

**8%** Once

**8%** 2 or 3 times

**6%** 4 times or more

16. How long did it usually take for the hot water to come back on?

**75%** Less than 24 hours

**12%** 24 to 48 hours

**13%** More than 48 hours

17. In the last 12 months, did you have any of these other water or plumbing problems?

	Yes
a. Clogged drains (sink, toilet, shower)	<b>71%</b>
b. Leaking pipes or faucets	<b>45%</b>
c. Complete loss of water	<b>8%</b>
d. Water temperature problems (too hot, too cold, unreliable)	<b>16%</b>
e. Water stains on the ceiling	<b>24%</b>
f. Sewer backed-up into your apartment	<b>16%</b>

### Communication

18. In the last 12 months, has the Executive Director at your development held any meetings with residents??

**30%** Yes

**22%** No

**48%** Don't remember

19. In the last 12 months, how often were you treated with courtesy and respect by the management office of your development?

**16%** Never

**21%** Sometimes

**26%** Usually

**37%** Always

### Safety

20. In the last 12 months, in general, how safe did you feel in your development?

**43%** Very safe → **If Very safe, go to #22**

**31%** Mostly safe

**20%** Somewhat safe

**6%** Not at all safe

21. For those who felt not at all, somewhat, or mostly safe: Why do you feel unsafe in your development? (Check all that apply.)

### Building/Indoor Concerns

**35%** Not enough lighting in the hallways

**18%** Windows are not secure

**18%** Security of entry doors

**6%** Other tenants give door access code to non-residents

### Outdoor Concerns

**53%** Not enough outdoor lights

**53%** Illegal activity in the development

**59%** Strangers hanging around who should not be there

**6%** Sidewalks are difficult to walk on

### Other Concerns

**12%** The neighborhood/area the development is in

**35%** Another reason

22. Overall, how satisfied are you living in your development?

**32%** Very satisfied

**49%** Mostly satisfied

**5%** Mostly dissatisfied

**14%** Very dissatisfied

# Salem Housing Authority

## Chapter 667 Housing Summary 2019 – 2022

DHCD is working with the Center for Survey Research at the University of Massachusetts Boston to survey residents in the housing units it oversees.

### Fall 2019:

- Surveys were sent to 6955 housing units (Chapter 667). 3352 surveys were filled out and returned.

### Fall 2021:

- Surveys were sent to 8350 housing units (Chapter 667). 3787 surveys were filled out and returned.

### Fall 2022:

- Surveys were sent to 9118 housing units (Chapter 667). 3951 surveys were filled out and returned.
- In the **Salem Housing Authority**, surveys were sent to a total of **200** Salem housing units (Chapter 667); **72** surveys were completed.

This report provides some information about how the residents from the **Salem Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from large LHAs in Northeastern Massachusetts. These large LHAs in Northeastern Massachusetts include: Gloucester, Lawrence, Peabody, and Salem.

## Communication

- **Communication with management:** Residents were asked about how they interacted with their Housing Authorities in this peer group in the last 12 months. The table below shows what percentage of residents said they did each of the following:

	Salem Housing Authority	Large LHAs in Northeast MA *	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted management.....	82%	83%	83%
Knew the Executive Director held a meeting with residents.....	42%	43%	42%

\* Large LHAs in Northeastern Massachusetts: Gloucester, Lawrence, Peabody, and Salem.

## Maintenance and Repair

- Communication with maintenance staff:** Residents were asked about their interactions with the Salem Housing Authority maintenance staff in the last 12 months.

	Salem Housing Authority	Large LHAs in Northeast MA	Entire State
Felt they were treated with courtesy and respect when they contacted maintenance.....	90%	88%	87%
Were contacted by the Housing Authority before entering their apartment.....	84%	90%	91%

- Overall maintenance** Respondents were asked how they would rate overall building maintenance (such as clean halls and stairways and having lights and elevators that work) and outdoor space maintenance (such as litter removal and clear walkways) in the last 12 months.

### Building maintenance:

**Salem Housing Authority**



**Large LHAs in Northeast MA**



**Entire State**

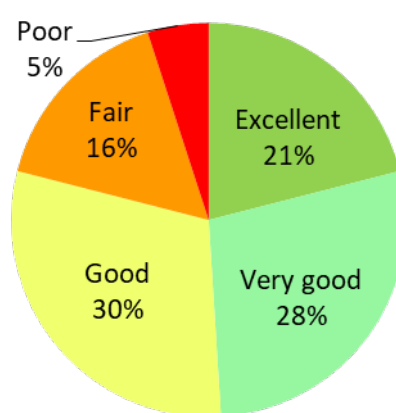


### Outdoor maintenance:

**Salem Housing Authority**



**Large LHAs in Northeast MA**



**Entire State**



- **Heating and Water Problems:** More than one-third of respondents had a problem with their heating and about two-thirds had a plumbing problem in the last 12 months.

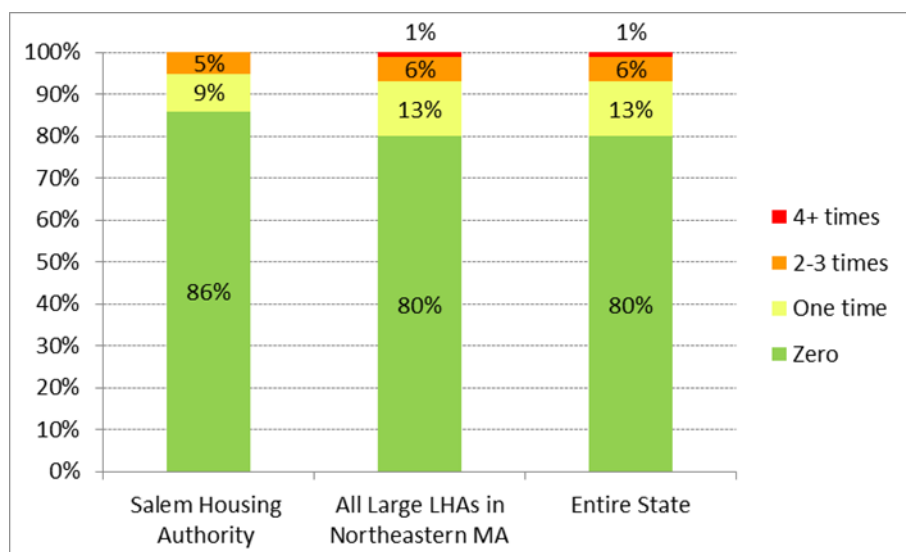
	Salem Housing Authority	Large LHAs in Northeast MA	Entire State
Had any heating problem.....	42%	41%	37%
Had any water problem.....	69%	61%	58%

- **Heating Problems**

### How many times did residents completely lose heat?

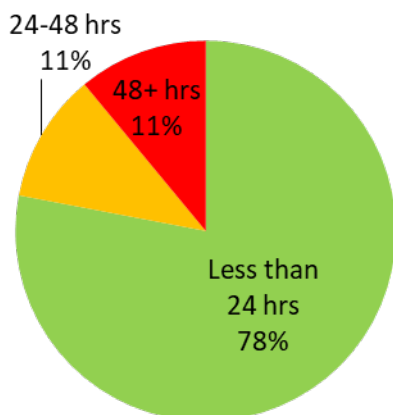
The chart below shows how many times respondents had completely lost heat in the last 12 months.

The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows those who had the problem 2-3 times. And the red shows those who had the problem 4 or more times in the last 12 months.

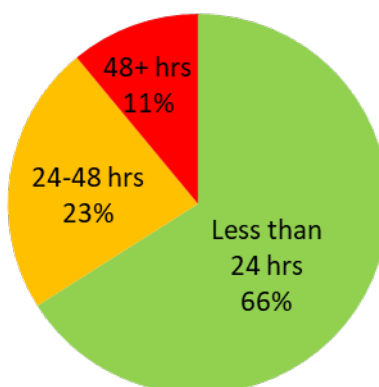


**How long did it usually take for heat to come back on?** For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.

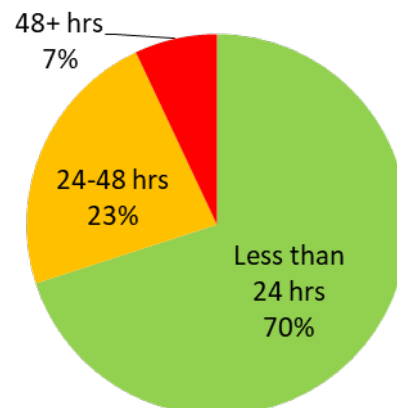
### Salem Housing Authority



### Large LHAs in Northeast MA



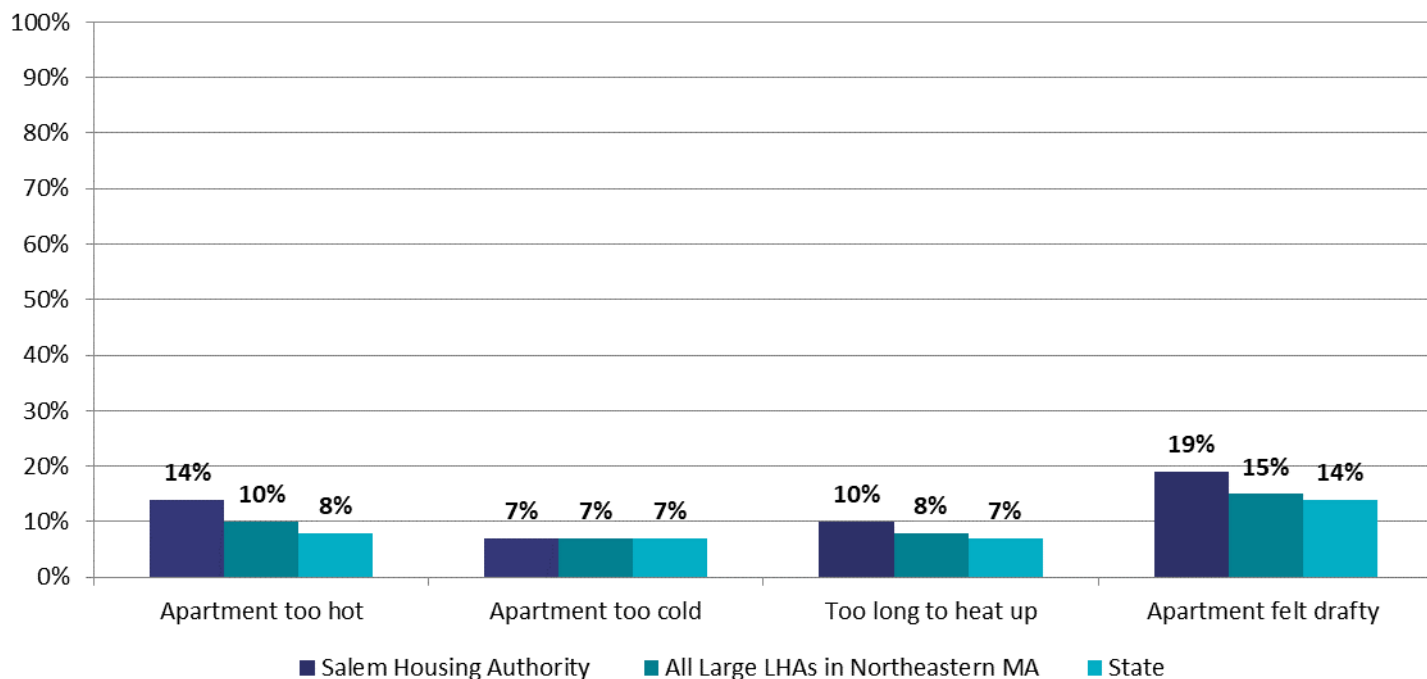
### Entire State



- Other Heating Problems

**In the last 12 months did residents have other heating problems?**

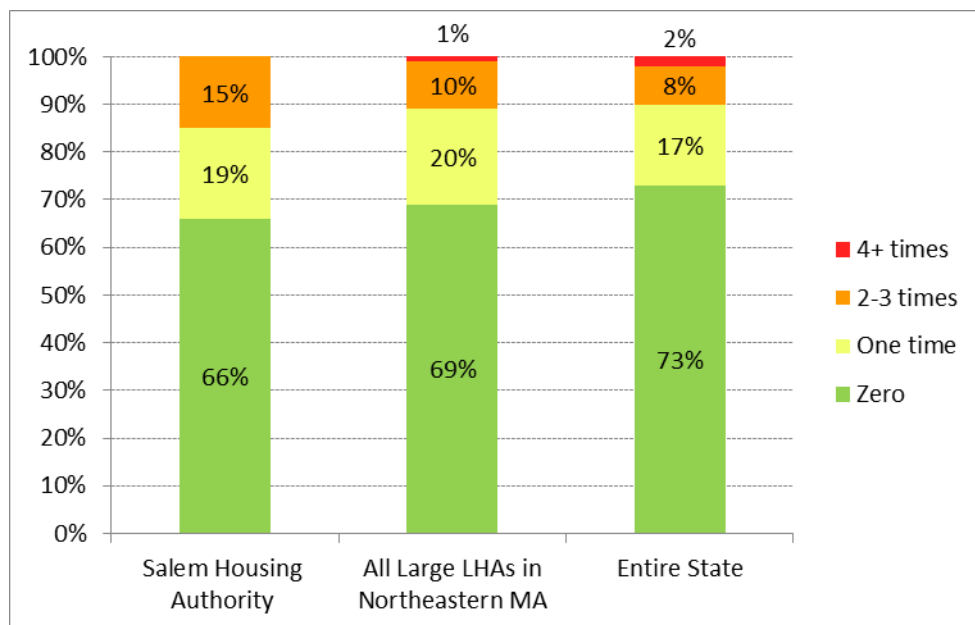
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



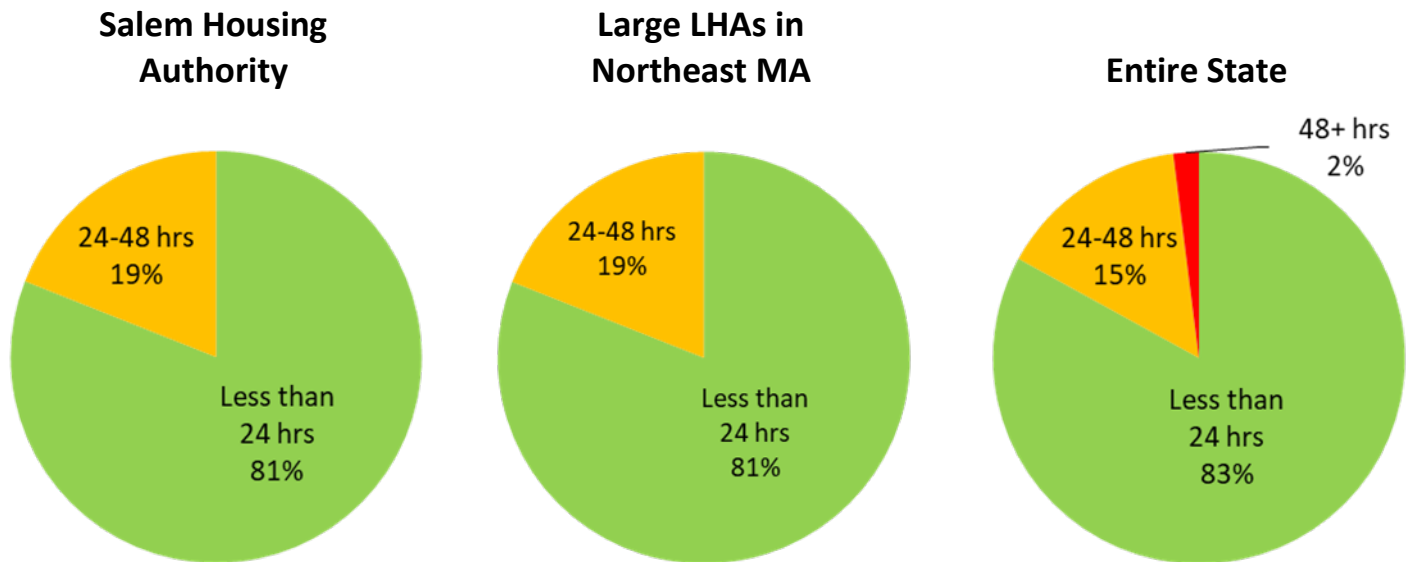
- Water or Plumbing Problems

**How many times did residents have no hot water in their apartment?**

The chart below shows how many times respondents did not have no hot water in their apartment in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows those who had the problem 2-3 times. And the red shows those who had the problem 4 or more times in the last 12 months.



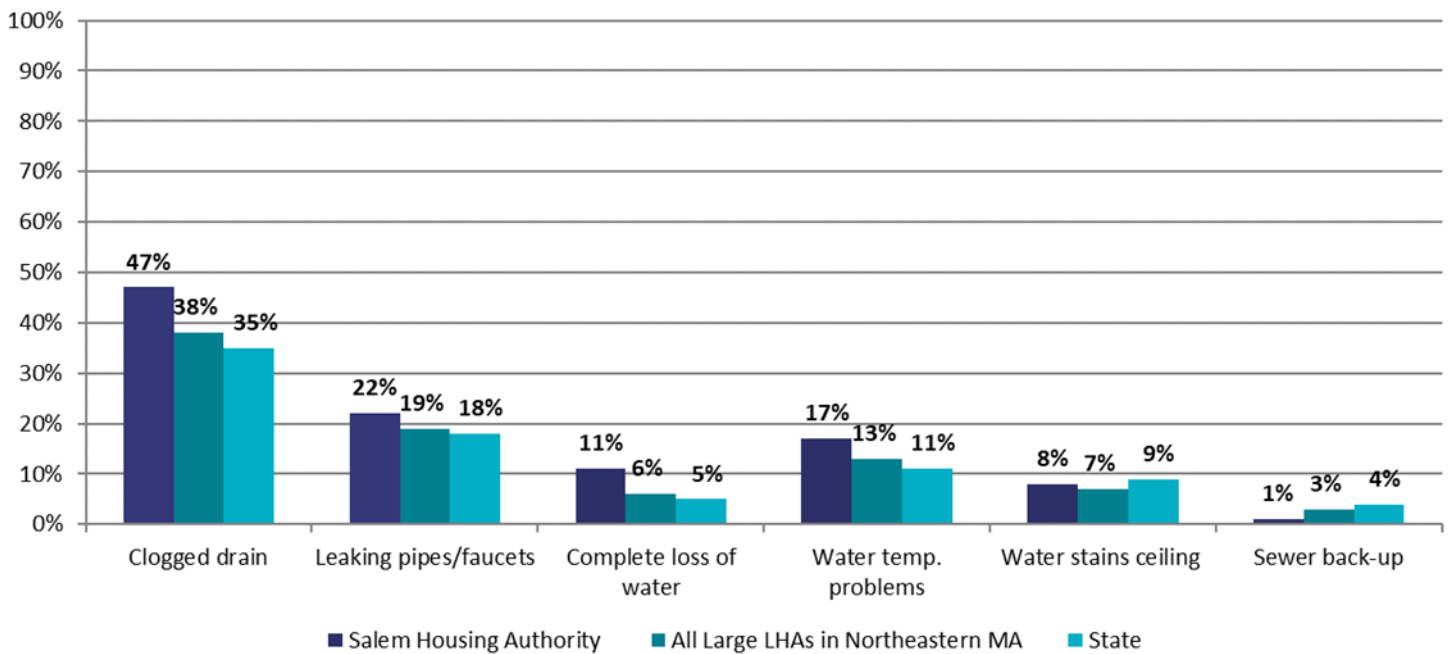
**How long did it usually take for hot water to come back on?** For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



- Other Water or Plumbing Problems**

**In the last 12 months did residents have other water or plumbing problems?**

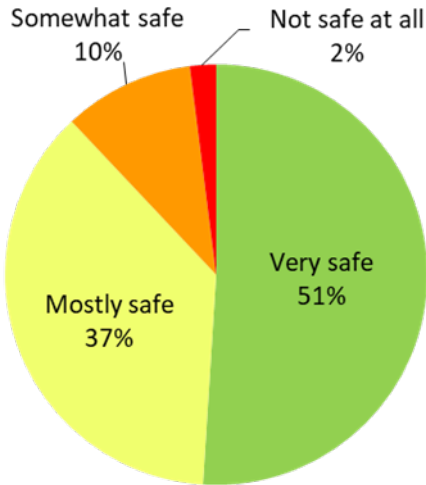
The chart below shows how many times respondents had other water or plumbing problems in the last 12 months.



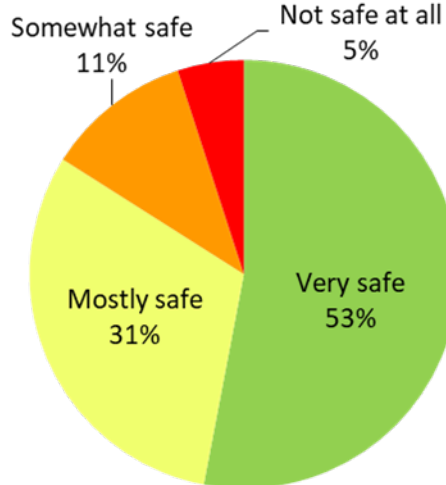
## Safety

**Respondents were asked how safe they felt in their development.** The charts below show what percentage of residents said they felt “very safe”, “mostly” safe, “somewhat safe”, or “not safe at all” in their development in the last 12 months.

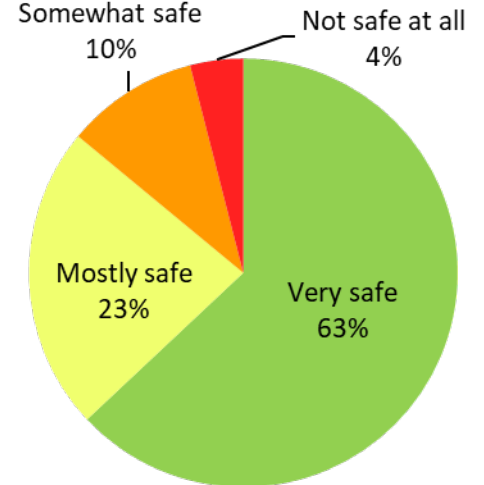
**Salem Housing Authority**



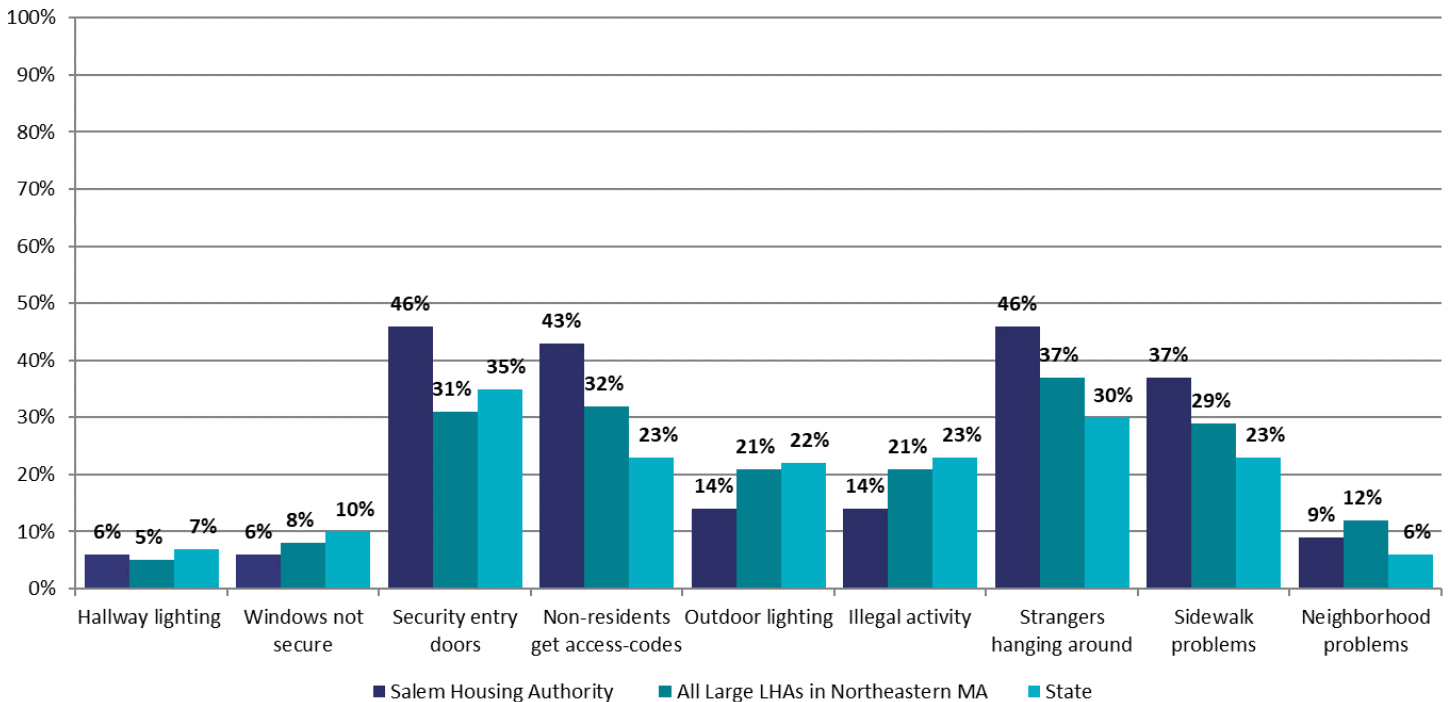
**Large LHAs in Northeast MA**



**Entire State**



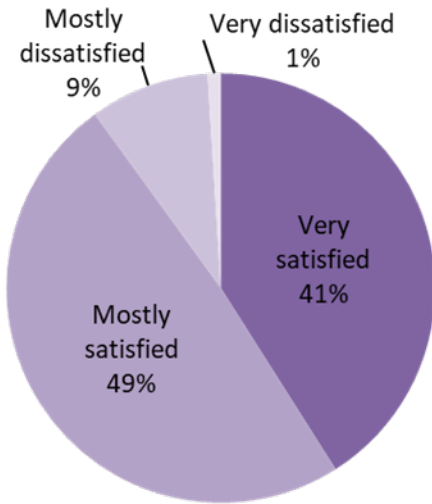
**Reasons why respondents felt unsafe in their development:** Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



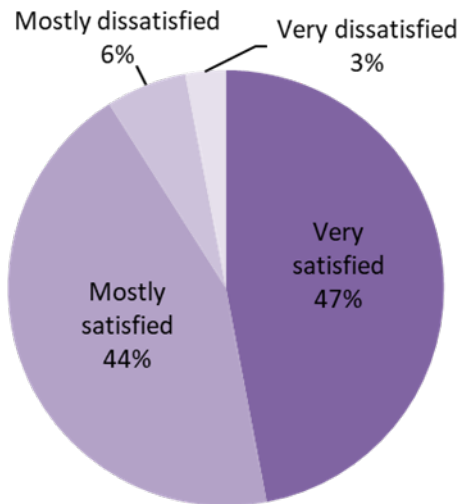
## Overall Satisfaction

Respondents were asked about their overall satisfaction living in their development. The chart below shows what percentage of people said they were “very satisfied”, “mostly satisfied”, “mostly dissatisfied”, or “very dissatisfied”.

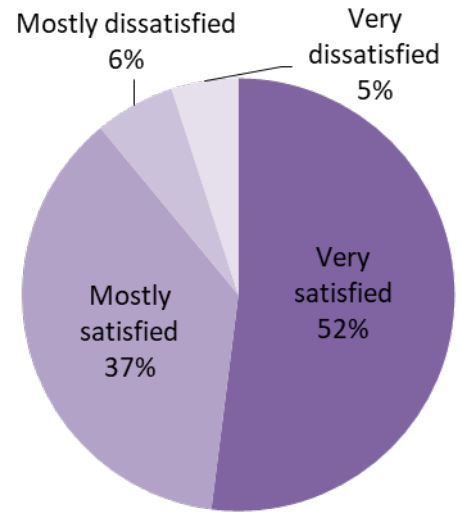
**Salem Housing Authority**



**Large LHAs in Northeast MA**



**Entire State**





Resident Survey  
**SALEM HOUSING AUTHORITY**  
Chapter 667 Housing  
Fall 2022

**NOTE**

This copy of the survey shows the percentage of respondents who chose each answer. DHCD also collected demographic information from survey respondents, such as gender, race, education, and age. The responses to these demographic questions are not included in this report in order to protect the anonymity of respondents.

In the fall of 2022, surveys were sent to **200** housing units (Chapter 667) in the Salem Housing Authority. **72** surveys were completed. The percentages presented here are based on that number.

**1. How many years have you lived in your current apartment?**

- 17%** Less than 2 years
- 28%** 2 to 5 years
- 14%** 6 to 10 years
- 42%** More than 10 years

**Maintenance & Repair**

- 8. In the last 12 months, how often were you treated with courtesy and respect by the maintenance staff of your development??**
- 3%** Never
  - 6%** Sometimes
  - 24%** Usually
  - 67%** Always
- 9. Does the Housing Authority let you know before they enter your apartment?**
- 84%** Yes
  - 6%** No
  - 10%** Don't Know
- 10. "Building maintenance" includes things such as clean halls and stairways and having lights and elevators that work. In the last 12 months, how would you rate the overall building maintenance?**
- 17%** Poor
  - 22%** Fair
  - 21%** Good
  - 28%** Very Good
  - 12%** Excellent
- 11. In the last 12 months, how would you rate how well the outdoor space is maintained at your development (such as litter removal and clear walkways)?**
- 6%** Poor
  - 14%** Fair
  - 35%** Good
  - 30%** Very Good
  - 15%** Excellent
- 12. In the last 12 months, how many times did you completely lose heat in your apartment?**
- 86%** Never → **If Never, go to #14**
  - 9%** Once
  - 5%** 2 or 3 times
  - 0%** 4 times or more

13. How long did it usually take for your heat to come back on?

**78%** Less than 24 hours

**11%** 24 to 48 hours

**11%** More than 48 hours

14. In the last 12 months, did you have any of these other heating problems?

	Yes
a. Apartment was too hot	<b>14%</b>
b. Apartment was too cold	<b>7%</b>
c. Took too long for apartment to heat up	<b>10%</b>
d. Apartment felt too drafty	<b>19%</b>

15. In the last 12 months, how many times did you have no hot water in your apartment?

**66%** Never → If Never, go to #17

**19%** Once

**15%** 2 or 3 times

**0%** 4 times or more

16. How long did it usually take for the hot water to come back on?

**81%** Less than 24 hours

**19%** 24 to 48 hours

**0%** More than 48 hours

17. In the last 12 months, did you have any of these other water or plumbing problems?

	Yes
a. Clogged drains (sink, toilet, shower)	<b>47%</b>
b. Leaking pipes or faucets	<b>22%</b>
c. Complete loss of water	<b>11%</b>
d. Water temperature problems (too hot, too cold, unreliable)	<b>17%</b>
e. Water stains on the ceiling	<b>8%</b>
f. Sewer backed-up into your apartment	<b>1%</b>

### Communication

18. In the last 12 months, has the Executive Director at your development held any meetings with residents?

**43%** Yes

**27%** No

**30%** Don't remember

19. In the last 12 months, how often were you treated with courtesy and respect by the management office of your development?

**4%** Never

**10%** Sometimes

**28%** Usually

**58%** Always

### Safety

20. In the last 12 months, in general, how safe did you feel in your development?

**51%** Very safe → If Very safe, go to #22

**37%** Mostly safe

**10%** Somewhat safe

**2%** Not at all safe

21. For those who felt not at all, somewhat, or mostly safe: Why do you feel unsafe in your development? (Check all that apply.)

#### Building/Indoor Concerns

**6%** Not enough lighting in the hallways

**6%** Windows are not secure

**46%** Security of entry doors

**43%** Other tenants give door access code to non-residents

#### Outdoor Concerns

**14%** Not enough outdoor lights

**14%** Illegal activity in the development

**46%** Strangers hanging around who should not be there

**37%** Sidewalks are difficult to walk on

#### Other Concerns

**9%** The neighborhood/area the development is in

**26%** Another reason

22. Overall, how satisfied are you living in your development?

**41%** Very satisfied

**49%** Mostly satisfied

**9%** Mostly dissatisfied

**1%** Very dissatisfied

# **SALEM HOUSING AUTHORITY**

## **Performance Management Review (PMR) Report**

**Fiscal Year End 9/30/2023**

\*For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority

<b>Executive Office of Housing and Livable Communities (EOHLC)</b> <b>PMR Desk Audit Ratings Summary</b> <b>Official Published PMR Record</b> For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority	
Housing Authority	SALEM HOUSING AUTHORITY
Fiscal Year Ending	Sep 2023
Housing Management Specialist	Melanie Loveland-Hale
Facilities Management Specialist	Todd Lawson

Criteria	Score/Rating			
	Management			
Occupancy Rate	c.667	c.705	c.200	Cumulative
	No Findings	No Findings	No Findings	No Findings
Tenant Accounts Receivable (TAR)	c.667	c.705	c.200	Cumulative
	No Findings	Operational Guidance	Operational Guidance	No Findings
Board Member Training	No Findings			
Certifications and Reporting Submissions	No Findings			
Annual Plan	No Findings			
	Financial			
Adjusted Net Income	No Findings			
Operating Reserves	No Findings			

EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC) Staff Certification & Training Rating	
LHA Name	SALEM HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Melanie Loveland-Hale
FMS Name	Todd Lawson
Criteria	Rating
Staff Certification and Training	No Findings

EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC) CFA Submission	
LHA Name	SALEM HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Melanie Loveland-Hale
FMS Name	Todd Lawson

CFA Submission (Planning Year)

Rating: No Rating

Recommendations: 1. No Recommendations

# EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)

## PMR Desk Audit Recommendations Report

LHA Name	SALEM HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Melanie Loveland-Hale
FMS Name	Todd Lawson

### Occupancy

Rating All: No Findings  
Rating 667: No Findings  
Rating 705: No Findings  
Rating 200: No Findings

1. No Recommendations

### Tenant Accounts Receivable (TAR)

Rating All: No Findings  
Rating 667: No Findings  
Rating 705: Operational Guidance  
Rating 200: Operational Guidance

1. No Recommendations

### Board Member Training

Rating: No Findings

1. No Recommendations

### Certifications and Reporting Submissions

Rating: No Findings

1. No Recommendations

### Annual Plan Submission

Rating: No Findings

1. No Recommendations

### Adjusted Net Income/Revenue

Rating: No Findings

#### Revenue

1. No Recommendations

#### Expense

##### Salaries

1. No Recommendations

##### Legal

1. No Recommendations

##### Utilities

1. No Recommendations

##### Maintenance

1. No Recommendations

**Other**

1. No Recommendations

**Operating Reserve**

Rating: No Findings

1. No Recommendations

# EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)

## CHAMP Close Out Report

LHA Name	SALEM HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Melanie Loveland-Hale
FMS Name	Todd Lawson

### CHAMP Criteria 1a

Rating: No Findings

Recommendations: 1. No Recommendations

### CHAMP Criteria 1b

Rating: Corrective Action

Recommendations: 1. Ensure that all date and timestamps are legible on paper applications. Ensure that all PMR documents are uploaded by the required submission date which in FY2023 was December 14, 2023.

### CHAMP Criteria 1c

Rating: No Findings

Recommendations: 1. No Recommendations

### CHAMP Criteria 2a

Rating: Operational Guidance

Recommendations: 1. Ensure that all vacancies are recorded in the EOHLC Housing Apps Vacancy Reporting System within 30 days of the vacancy date.  
2. Establish reoccurring calendars reminders to help ensure vacancy data is entered into the EOHLC Housing Apps Vacancy Reporting System within 30 days.

### CHAMP Criteria 2b

Rating: No Findings

Recommendations: 1. Ensure that all unit offer data is correctly entered into the EOHLC Housing Apps Vacancy Reporting System (Including Application ID, List Pull ID, Applicant Priority/Preference, and Lease Start date)  
2. Ensure that all unit offers are recorded in the EOHLC Housing Apps Vacancy Reporting System, including offer refusals. In addition, ensure that occupancies recorded in CHAMP reflect the correct unit.

CHAMP Criteria 3a

Rating: No Findings

Recommendations: 1. No Recommendations

CHAMP Criteria 3b (Planning Year)

Rating: No Rating

Recommendations: 1. No Recommendations

CHAMP Criteria 3c (Planning Year)

Rating: No Rating

Recommendations: 1. No Recommendations

**EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)**  
**PMR Physical Condition Report**

**For any questions on your FMS PMR Ratings, please contact your FMS.**

LHA Name	SALEM HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Melanie Loveland-Hale
FMS Name	Todd Lawson

Criteria 1: 100% of units inspected during FYE under review

Rating: No Findings

Recommendations: 1. No Recommendations

Criteria 2: Unit inspection Reports create, track, and report Work Orders for inspection repairs, and Work Orders are completed within 30 days or added to DM/CIP

Rating: No Findings

Recommendations: 1. No Recommendations

Criteria 3: Unit Inspection Reports accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. No Recommendations

Criteria 4: Work Orders created for every vacancy and completed within 30 days (or waiver requested)

Rating: No Findings

Recommendations: 1. No Recommendations

Criteria 5: Vacancy Turnover Work Orders accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. No Recommendations

Criteria 6: LHA Preventive Maintenance Plan accurately reflects all necessary work to maximize life of LHA components

Rating: No Findings

Recommendations: 1. No Recommendations

Criteria 7: All emergency work orders are created, tracked, reported and completed within 48 hours

Rating: No Findings

Recommendations: 1. No Recommendations

Criteria 8: All requested work orders are created, tracked, reported and completed within 14 days or added to DM/CIP

Rating: No Findings

Recommendations: 1. No Recommendations

**Health & Safety Deficiencies**

Inspection reports were provided to the LHA at the time of the EOHLC site visit. Health and safety deficiencies were identified during the PMR Inspection. These items must be completed or initiated within 48 hours. Following completion of these health and safety deficiencies, the Executive Director must login to the FMS software application and certify, by electronic signature, that all health and safety deficiencies have been completed. Please contact your assigned FMS for further assistance.