Keene Housing

Keene Housing
Board of Commissioners Meeting
December 21, 2016

Central Square Terrace Craft Workshop

Meeting Location:
North and Gilsum Family Activity Center
32 North Street
Keene, NH 03431

Keene Housing

Board of Commissioners Meeting
Wednesday, December 21, 2016
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Keene Housing

BOARD OF COMMISSIONERS MEETING
WEDNESDAY, DECEMBER 21, 2016
12:00 P.M.
NORTH AND GILSUM FAMILY ACTIVITY CENTER
32 NORTH STREET, KEENE, NH

AGENDA

I. Call to Order

II. Roll Call

III. Approval of the November 23, 2016 Keene Housing Board Meeting Minutes

IV. Executive Director's Report

V. Management Report

VI. Finance Report

VII. Old Business

VIII. New Business

a. Approval of Fiscal Year 2017 Operating and Capital Budget (Resolution No. 562)

b. Approval of Bad Debt Write-offs for Fiscal Year 2016 (Resolution No. 563)

c. Approval of 2017 Voucher Payment Standard (Resolution No. 564)

d. Approval of Moving to Work (MTW) Administrative Plan (Resolution No. 565)

e. Approval of a Local Voucher Payment Standard MTW Plan Amendment (Resolution No. 566)

f. Approval of Amended 2015 – 2020 Strategic Plan (Resolution No. 567)

g. Informational Memo: Babies at Work

h. Review of Annual Conflict of Interest Statements

IX. Public Comment

X. Non-Public Session
Convene to Non-Public Session to discuss:
A personnel matter pursuant to RSA 91-A:3, II (a); and
The acquisition, sale, or lease of land pursuant to RSA 91-A:3, II (d).

XI. Adjournment

Minutes of the Keene Housing Board of Commissioners Meeting
Wednesday, November 23, 2016

Chairperson Robator called the Keene Housing Board of Commissioners meeting to order at 12:05 p.m. Secretary Meehan called the roll and declared a quorum present.

Commissioners in attendance:
- Lee Robator, Chairperson
- Tom Moses, Commissioner

Attendance via phone:
- Pam Slack, Commissioner
- Jennifer Marsh, Commissioner

Absent:
- J.B. Mack, Vice Chairperson

Also in attendance:
- Joshua Meehan, Secretary
- Amy Wright, Director of Administration
- Linda Griffin, Director of Finance

MINUTES:

Chairperson Robator called for approval of the October 19, 2016 Board of Commissioners meeting minutes. Commissioner Slack made a motion to approve the minutes. Commissioner Moses seconded the motion, which upon being put to vote, the minutes passed unanimously.

EXECUTIVE DIRECTOR'S REPORT:

Due to time limitations, no topics were presented.

MANGEMENT REPORT:

No topics were presented.

FINANCE REPORT:

No topics were presented.

OLD BUSINESS:

No topics were presented.

NEW BUSINESS:

Resolution No. 558 – Approval of Certificate of Vote

The Keene Housing Board of Commissioners authorizes the Executive Director to make agreements and sign contracts on behalf of Keene Housing and to provide a Certificate of Vote to that effect to the Administrator of the Region 1 Integrated Delivery Network (IDN), pursuant to the October 24, 2016 memorandum from Carolyn Crane, Director of Housing to Joshua R. Meehan, Executive Director. Commissioner Slack moved the motion to approve the resolution. Commissioner Moses seconded the motion, which upon being put to vote, was passed unanimously.

Resolution No. 559 – Approval of Banking Relationship

The Keene Housing Board of Commissioners authorizes the Executive Director to execute all necessary documents for the transfer of Keene Housing's primary banking relationship (all operating accounts, reserve account and escrow account currently at TD Bank) to Mascoma Bank and to execute all documents and transactions necessary to refinance three loans currently at TD Bank with Mascoma Bank at a fixed rate of 3.9% for a twenty year term and to finance an additional $1 million loan at a fixed rate of 3.9% for a twenty year term, pursuant to the November 17, 2016 memorandum from Linda Griffin, Director of Finance to Joshua Meehan, Executive Director. Commissioner Slack moved the motion to approve the resolution. Commissioner Moses seconded the motion, which upon being put to vote, was passed unanimously.

Resolution No. 560 – Approval of the 2017 Board of Commissioners Meeting Schedule

The Keene Housing Board of Commissioners approves an amendment to the 2017 Board of Commissioners Meeting Schedule pursuant to the November 3, 2016 memorandum from Amy Wright, Director of Administration to Joshua R. Meehan, Executive Director. The November 22, 2017 will be moved to November 15, 2017 to accommodate the Thanksgiving holiday. Commissioner Moses moved the motion to approve the resolution as amended. Commissioner Slack seconded the motion, which upon being put to vote, was passed unanimously.

Resolution No. 561 – Approval of Bad Debt Write-offs for Brookbend East for Fiscal Year Ending October 31, 2016

The Keene Housing Board of Commissioners authorizes the Finance Department to write-off tenant old accounts receivable for $6,807.52 as uncollectible bad debt for the fiscal year ending October 31, 2016, pursuant to the November 14, 2016 memorandum from Linda Griffin, Director of Finance to Joshua Meehan, Executive Director. Commissioner Moses moved the motion to approve the resolution. Commissioner Slack seconded the motion, which upon being put to vote, was passed unanimously.

Informational Memo: Draft Budget Fiscal Year 2017

No discussion. Chairperson Robator asked the Commissioners to contact Linda Griffin if they had any questions regarding the Fiscal Year 2017 Draft Budget.

Informational Memo: DRAFT Capital Planning Budget FY 2017

No discussion. Chairperson Robator asked the Commissioners to contact Linda Griffin if they had any questions regarding the Fiscal Year 2017 Draft Capital Planning Budget.

Review of Annual Conflict of Interest Statements

Review of the Annual Conflict of Interest Statements is being postponed to the December 2016 Board of Commissioners meeting.

PUBLIC COMMENT:

No members of the public were in attendance.

NON-PUBLIC SESSION:

No motion was made to move to Non-Public Session.

Commissioner Slack made a motion to adjourn the meeting. Commissioner Moses seconded the motion, which upon being put to vote, was passed unanimously. There being no further business, Chairperson Robator adjourned the Board meeting at 12:16 p.m.

Joshua Meehan, Secretary of Keene Housing Board of Commissioners

12/1/16
Date

Keene Housing

Resolution No. 562

REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item: 2017 Operating and Capital Budget

2. Date of Board Meeting: December 21, 2016

3. Proposed Board Resolution:

That the Keene Housing Board of Commissioners, authorizes the adoption of the proposed consolidated Keene Housing 2017 Operating and Capital Budget as presented, and further authorizes the Director of Finance to make necessary line item adjustment at the discretion of the Executive Director not to exceed a 10% increase or the aggregate total not to exceed $100,000, pursuant to the December 12, 2016 memorandum from Linda Griffin, Finance Director to Joshua Meehan, Executive Director.

4. All Backup Attached?

Yes X No ☐

If no, what is missing and when will it be submitted: _____

5. Department Head Approval Signature _____ Date: _____

6. Statement of availability of funds by Finance Manager

Funds Budgeted and Available Yes XX No __ Source _____

Account #_____

Finance Manager Approval Signature Linda Griffin Date: 12/12/2016

7. Executive Director Approval Signature _____ Date: 12/12/2016

Keene Housing

MEMORANDUM

To: Joshua R. Meehan, Executive Director
From: Linda Griffin, Finance Director
Subject: 2017 Consolidated Budget
Date: December 12, 2016

This memorandum recommends that the Keene Housing Board of Commissioners adopt the proposed consolidated 2017 budget and the capital budget 2017, as presented.

Developing the consolidated budget for the 2017 fiscal year consisted of a process that included the Executive Director, the Finance Director, Finance department accountants along with significant input from the Directors of Facilities & Assets, Administration, Program and Services and Housing. Detailed worksheets and analyses were prepared for each property and each line item. This data was rolled up into the consolidated budget.

Developing the capital budget for the 2017 fiscal year involved reviewing each property and Capital Needs Assessments with the Director Facilities & Assets. The documented needs were prioritized with the Executive Director, relevant Department Directors and Property Managers.

There are four reports attached 1) the summary of the consolidated operational income statement comparing 2016 projection to the 2017 budget 2) income statements for individual property or program budgets for 2017 3) a cash and replacement reserve balance projection for 2017 and 4) the capital improvement projects for 2017.

Assumptions used in the operating budgets are based on information known at the time along with an analysis of the fiscal year 2016 income and expenses.

The following are some assumptions worth noting:

- Funding for HUD programs to remain at current levels: MTW, NED and Mainstream
- Section 8 HAP disbursements were calculated to have a median value of $587/mo. The utilization of MTW vouchers are assumed to average 93% issued (excluding Transitional Housing Assisted Subsidies Program, Project MARCH and Special Purpose Vouchers).
- MTW funding for 2017 available for Non-HAP eligible expenses assumed at $485k.
- Rental Revenue is primarily based on Voucher Payment Standard (VPS) – will continue to use the 2010 VPS. The VPS has a direct correlation on overall HAP disbursements.
- No revenue from development fees for 2017.
- The expense allocation for administrative expenses and salaries/benefits methodology used was similar to the prior years which assigned costs to the properties and programs that incur them, a close review of all the allocations was done with Directors.
- Salary and Fringe budget has assumed a 5.6% increase. This includes increasing two positions from part year to full year, an elimination of one position, a new hire for Director of Housing, and an increase in benefit costs. There has been, and will continue to be, an effort to control overtime and stay within budget.
- Family Self Sufficiency (FSS) grant funds will be received again this year, confirmation has been received. The FSS grant supports two full time positions in Program & Services department.

- The capital improvement/purchases budget details total $2,935k. Additional funding will be received from CDBG $472k for Riverbend, MTW funds $250k for Riverbend, MTW funds $415k for KAHP, City of Keene $114k for Harper Acres and financing from Mascoma Bank $1m.
- Fixed prices negotiated for propane, natural gas and fuel oil.
- Flooring replacements at all properties are being expensed at turnover and not capitalized.

The Cheshire Housing Opportunities and Monadnock Housing Opportunities Boards held their annual meeting on November 14, 2016 and approved the budget for Emerald Street, Fairweather Lodge, and Ashbrook Apartments.

The board of Monadnock Affordable Housing Corporation will hold their annual meeting on December 21, 2016 to approve the budget for MAHC and Keene Affordable Housing Properties.

The Finance Director will continue to report on the monthly financial position of property and programs with actuals to budget.

RECOMMENDATION

Accordingly, I recommend that the Board consider this resolution, which states:

> **Resolution**:
>
> That the Keene Housing Board of Commissioners, authorizes the adoption of the proposed consolidated Keene Housing 2017 Operating and Capital Budget as presented, and further authorizes the Director of Finance to make necessary line item adjustment at the discretion of the Executive Director not to exceed a 10% increase or the aggregate total not to exceed $100,000, pursuant to the December 12, 2017 memorandum from Linda Griffin, Finance Director to Joshua Meehan, Executive Director.

KEENE HOUSING - CONSOLIDATED BUDGET 2017

	Totals 2016 Projected	Totals 2017 budget	(Decr)/Incr to 2017 from 2016 projection	
INCOME				
Rents, Tenants/Subsidy	$12,361,726	$12,574,139	1.7%	$212,413
Rents, Commercial	$240,075	$234,625	-2.3%	($5,450)
Admin Fee Income	$835,773	$817,895	-2.1%	($17,878)
Other Income	$237,110	$218,037	-8.0%	($19,073)
Development Fees	$0	$0	0.0%	$0
Management Fee Earned	$518,789	$518,789	0.0%	$0
Partnership Fees	$195,751	$175,000	-10.6%	($20,751)
Misc Tenant Income	$54,955	$59,565	8.4%	$4,610
LESS: Vacancy Loss	$40,629	$38,141	-6.1%	($2,489)
TOTAL INCOME	$14,403,550	$14,559,909	1.1%	$156,360

	Totals 2016 Projected	Totals 2017 budget	(Decr)/Incr to 2017 from 2016 projection	
EXPENSES				
Administrative	$1,259,537	$1,336,636	6.1%	$77,099
Payroll and Fringe	$2,536,825	$2,679,786	5.6%	$142,961
Utilities	$1,095,705	$1,061,817	-3.1%	($33,888)
Maintenance	$894,719	$944,268	5.5%	$49,549
Misc Equipment (not captial)	$56,840	$56,840	0.0%	$0
Property Taxes	$583,328	$595,264	2.0%	$11,936
Property/Liability Insurance	$384,413	$399,158	3.8%	$14,746
Interest Expense	$532,360	$570,061	7.1%	$37,701
MTW transfers	$622,862	$518,593	-16.7%	($104,269)
HAP disbursements	$4,886,675	$4,999,611	2.3%	$112,936
Tenant Programs	$204,354	$206,900	1.2%	$2,546
Partnership Fees	$206,710	$152,105	-26.4%	($54,605)
TOTAL EXPENSES	$13,264,328	$13,521,039	1.9%	$256,712
NET INCOME before depreciation	$1,139,222	$1,038,870		($100,352)

Keene Housing BUDGET 2017 - by Property

		PROGRAMS					PROPERTIES									MANAGED PROPERTIES				
Account Number	Totals 2017 budget	Locals	MAHC	MTW-Section 8	Main stream Voucher	Non-Elderly/ Disb	KAHP	Meadow Road	CST	Evergreen Knoll	Riverbend	Stone Arch Family	Stone Arch Senior	Brook Bend East	Brook Bend West	Cottage Street	Emerald Street	Fair weather Lodge	Ashbrook Apt	Roxbury St Shelter
INCOME																				
Rents Tenants	$12,574,139	$0	$0	$4,602,530	$323,885	$666,000	$2,523,080	$244,632	$1,218,696	$423,912	$302,400	$286,560	$352,678	$656,484	$568,068	$37,464	$101,700	$32,460	$233,590	$0
Rental, Commercial	$234,625	$0	$103,320	$0	$0	$0	$48,459	$0	$53,026	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$29,820
MTW transfers	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Admin Fee Income - HUD	$817,895	$0	$0	$690,162	$44,290	$83,443	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Income /Grants	$218,037	$70,325	$17,000	$130,104	$0	$0	$500	$0	$0	$0	$0	$84	$12	$0	$0	$0	$0	$12	$0	$0
Development Fee Income	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Management Fee Earned	$518,789	$498,774	$20,015	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Incentive Management Fee	$175,000	$175,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Misc Tenant Income	$59,565	$0	$0	$0	$0	$0	$18,831	$0	$12,108	$8,200	$715	$5,900	$4,701	$3,199	$3,633	$0	$0	$0	$2,278	$0
LESS: Vacancy Loss	$38,141	$0	$0	$0	$0	$0	$3,755	$0	$18,594	$4,800	$1,668	$0	$0	$2,756	$4,791	$0	$0	$0	$1,778	$0
TOTAL INCOME	**$14,559,909**	**$744,099**	**$140,335**	**$5,422,797**	**$368,175**	**$749,443**	**$2,587,116**	**$244,632**	**$1,265,236**	**$427,312**	**$301,447**	**$292,544**	**$357,391**	**$656,928**	**$566,910**	**$37,464**	**$101,700**	**$32,472**	**$234,090**	**$29,820**
EXPENSES																				
Administrative Exp	$1,336,636	$136,463	$57,800	$259,497	$16,948	$25,638	$355,610	$32,793	$106,078	$44,404	$37,376	$41,438	$50,634	$57,548	$59,036	$5,247	$13,863	$8,379	$27,884	$0
Salaries and Fringe	$2,679,786	$524,199	$14,139	$573,732	$29,566	$59,818	$655,209	$53,889	$227,837	$82,268	$75,026	$55,000	$75,979	$96,615	$85,209	$4,017	$15,009	$4,012	$48,264	$0
Utilities	$1,061,817	$0	$12,566	$0	$0	$0	$473,235	$30,384	$167,875	$81,927	$31,387	$37,798	$56,094	$52,343	$42,864	$8,528	$16,397	$8,173	$29,551	$12,694
Maintenance Expenses	$1,001,108	$1,250	$25,535	$0	$0	$0	$402,659	$46,091	$101,264	$75,481	$67,779	$39,061	$59,117	$59,660	$55,997	$9,613	$18,296	$2,797	$33,509	$2,998
Property Taxes	$595,264	$0	$38,668	$0	$0	$0	$56,329	$22,572	$204,942	$49,667	$32,177	$30,942	$34,021	$51,205	$57,459	$3,728	$5,549	$804	$7,200	$0
Insurance Expense	$399,158	$25,393	$4,334	$2,011	$0	$0	$143,500	$29,170	$76,491	$11,814	$8,909	$12,854	$12,452	$21,011	$21,235	$3,469	$4,899	$4,091	$11,761	$5,763
Interest Expense	$570,061	$57	$20,319	$0	$0	$0	$202,800	$7,052	$173,596	$37,000	$12,831	$2,894	$13,813	$27,437	$23,482	$0	$7,286	$0	$41,299	$195
MTW transfers	$518,593	$0	$0	$518,593	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Gains on Sale of Property	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
HAPS Disbursed	$4,999,611	$0	$0	$4,013,964	$321,661	$663,986	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Tenant Programs	$206,900	$30,850	$0	$55,000	$0	$0	$88,650	$9,130	$4,000	$730	$4,000	$11,320	$1,180	$750	$750	$0	$0	$0	$540	$0
Incentive Management Fee	$152,105	$0	$0	$0	$0	$0	$0	$0	$0	$2,105	$0	$30,000	$10,000	$60,000	$50,000	$0	$0	$0	$0	$0
TOTAL EXPENSES	**$13,521,038**	**$718,211**	**$173,361**	**$5,422,796**	**$368,174**	**$749,442**	**$2,377,993**	**$231,081**	**$1,062,083**	**$385,396**	**$269,485**	**$261,306**	**$313,290**	**$426,570**	**$396,032**	**$34,603**	**$81,300**	**$28,256**	**$200,008**	**$21,650**
NET INCOME Before depreciation	**$1,038,871**	**$25,888**	**($33,026)**	**$0**	**$0**	**$0**	**$209,123**	**$13,551**	**$203,152**	**$41,916**	**$31,962**	**$31,238**	**$44,101**	**$230,358**	**$170,878**	**$2,861**	**$20,400**	**$4,216**	**$34,082**	**$8,170**

CASHFLOW PROJECTION

2017	Locals	MAHC	MTW-Block Grant	MTW-Section 8	Main stream Voucher	Non-Elderly/Disb	KAHP	Meadow Road	CST	Evergreen Knoll	Riverbend	Stone Arch Family	Stone Arch Senior	Brook Bend East	Brook Bend West	Cottage Street	Emerald Street	Fairweather Lodge	Ashbrook Apt	Roxbury St Shelter
Replacement Reserves Balance																				
Beginning Balance 1/2017	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$608,428**	**$56,156**	**$153,208**	**$143,174**	**$48,856**	**$65,127**	**$104,943**	**$154,646**	**$77,077**	**$11,448**	**$56,290**	**$14,743**	**$52,500**	**$0**
Deposit to Reserves 2017	$0	$0	$0	$0	$0	$0	$76,111	$3,144	$63,696	$30,804	$14,404	$9,984	$13,704	$21,420	$11,472	$2,400	$3,744	$2,100	$8,400	$0
Withdrawls from Reserves 2017	$0	$0	$0	$0	$0	$0	$0	($41,600)	($128,010)	$0	($34,454)	($40,000)	($6,430)	($11,354)	($11,354)	$0	$0	$0	$0	$0
Ending Balance 12/2017	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$684,539**	**$17,700**	**$88,894**	**$173,978**	**$28,806**	**$35,111**	**$112,217**	**$164,712**	**$77,195**	**$13,848**	**$60,034**	**$16,843**	**$60,900**	**$0**
Cash Balance																				
Beginning Balance 1/2017	**$1,343,535**	**$277,297**	**$1,125,194**	**$32,259**	**$135,533**	**$38,027**	**$631,036**	**$11,804**	**$101,224**	**$29,672**	**$198,275**	**$141,652**	**$35,813**	**$136,309**	**$108,072**	**$6,686**	**$1,435**	**($5,603)**	**$15,875**	**$7,207**
INCOMING CASH:																				
Operating Surplus/(Deficit) 2017	$25,888	($33,026)	$0	$0	$0	$0	$209,123	$13,551	$203,152	$41,916	$31,962	$31,238	$44,101	$230,358	$170,878	$32,861	$20,400	$4,215	$34,082	$8,170
Cash from Reserves or Financing	$0	$0	$0	$0	$0	$0	$1,114,390	$41,600	$128,010	$0	$472,000	$40,000	$6,430	$11,354	$11,354	$0	$0	$0	$0	$0
MTW funding 2017 for NON-HAP	$0	$0	$0	$522,830	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
MTW transfers for Cap Impr & KHKC	$0	$0	$0	($555,089)	$2,224	$2,014	$492,852	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
OUTGOING CASH:																				
CASH outlay 2017 (principal)	$39,134	($17,241)	$0	$0	$0	$0	($247,044)	($31,902)	($152,624)	($23,078)	($10,881)	($4,768)	($10,963)	($4,866)	($4,461)	$0	($16,968)	$0	($27,617)	($1,585)
Capital Improvements 2017 proposed	($42,800)	($1,500)	$0	$0	$0	$0	($1,929,543)	($41,600)	($128,010)	$0	($594,450)	($40,000)	($6,430)	($11,354)	($11,354)	$0	$0	$0	$0	$0
Cash to Reserves	$0	$0	$0	$0	$0	$0	($76,111)	($3,144)	($63,696)	($30,804)	($14,404)	($9,984)	($13,704)	($20,616)	($10,836)	($2,400)	($3,744)	($2,100)	($8,400)	$0
Ending Balance 12/2017	**$1,365,757**	**$225,530**	**$1,125,194**	**$0**	**$137,757**	**$40,041**	**$194,704**	**($9,691)**	**$88,056**	**$17,706**	**$82,502**	**$158,137**	**$55,246**	**$341,185**	**$263,654**	**$7,147**	**$1,124**	**($3,487)**	**$13,940**	**$13,793**

Capital Purchases/Renovations details 2017 budget		12/9/2016
Description	**Location**	**Original budget 2017**
Lighting Retrofit	KAHP-Harper Acres	$53,063
Sidewalk/Curbs/Drainage/Electric wiring under road (Engin	KAHP-Harper Acres	$25,000
Sidewalk/Curbs/Drainage/Electric(less City $114k)	KAHP-Harper Acres	$519,000
Windows (538 units/roof repair) plus contingency	KAHP-Harper Acres	$993,000
Windows (538 units/roof repair) Engineering	KAHP-Harper Acres	$16,800
Warming Oven (Commerical Kitchen #105)	KAHP-Harper Acres	$5,000
Smoke alrams (HC units and bedrooms)	KAHP-Harper Acres	$26,200
Door Strike Transformers ($1300 @ 100 units)	KAHP-Harper Acres	$130,000
Unplanned	KAHP-Harper Acres	$10,000
Central Air To FAC	KAHP-Forest View	$15,000
Unplanned	KAHP-Forest View	$10,000
Doors/Siding	KAHP-North & Gilsum	$8,000
Meter Stacks	KAHP-North & Gilsum	$31,720
Water line to gardens	KAHP-North & Gilsum	$2,500
Unplanned	KAHP-North & Gilsum	$10,000
Remediation Of Ground Soil	KAHP-Bennett	$15,260
Renovation of Building (Arch and Eng Fees)	KAHP-Bennett	$50,000
Back Door (6@ $500ea)	KAHP-Damon Ct	$3,000
Steps (two sets) and railings	KAHP-West St	$6,000
	TOTAL KAHP	**$1,929,543**
Renovation Project: exterior walls/siding/roof, windows, doo	Riverbend Apartments	$472,500
Renovation Project: boilers, water filtration, door overhangs	Riverbend Apartments	$190,000
Renovation Project: Architect fees	Riverbend Apartments	$60,000
Playground (need additionals info to expand)	SAV F	$40,000
Heat units in offices	SAV Senior	$6,430
Blinds for Hallway (6 floors @ 5k ea)	CST	$30,000
Exterior Doors (4)	CST	$4,000
Replace slate roof (7th floor roof, roxbury st side)	CST	$58,000
Access panels (Giguer quote 12/15)	CST	$10,550
Lever handles or dead bolts (90 apt @ 200 ea)	CST	$18,000
Heat vents/Wall grilles (180)	CST	$2,460
Skylights (2 not working)	CST	$5,000
Landscaping	Meadow Rd	$20,000
Heaters in Entry Halls	Meadow Rd	$18,000
smoke alarms (18)	Meadow Rd	$3,600
Fire alarm panel and addressable devices	Brookbend West	$11,354
Fire alarm panel and addressable devices	Brookbend East	$11,354
Sander	Locals	$4,800
Vehicles (2 new and 2 trade ins)	Locals	$25,000
Snowblower for the Bobcat	Locals	$8,000
V Plow for truck	Locals	$5,000
Hot water tank	MAHC-SAV office	$1,500
	Ashbrook	$0
	Emerald	$0
total capital purchases/renovations	**GRAND TOTAL**	**$2,935,091**
MTW Funding (non-HAP current year)	KAHP	($415,000)
CDBG Funds	Riverbend	($472,500)
MTW Funding (block grant)	Riverbend	($250,000)
City of Keene (HA roadway)	KAHP	($114,390)
Bank Financing (HA window project)	KAHP	($1,000,000)
	Cash outlay	**$683,201**

Keene Housing

Resolution No. 563

REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item: Bad Debt – write offs for 2016

2. Date of Board Meeting: December 21, 2016

3. Proposed Board Resolution:

That the Keene Housing Board of Commissioners, authorizes the Finance Department to write-off tenant's old accounts receivable for $28,678 as uncollectible bad debt for the fiscal year ending December 31, 2016 pursuant to the December 14, 2016 memorandum from Linda Griffin, Finance Director to Joshua R. Meehan, Executive Director.

4. All Backup Attached?

Yes X No ☐

If no, what is missing and when will it be submitted: _____

5. Department Head Approval Signature _____ Date: _____

6. Statement of availability of funds by Finance Manager

Funds Budgeted and Available Yes ☐ No X Source _____

Account #_____

Finance Manager Approval Signature Linda Griffin Date: 12/14/2016

7. Executive Director Approval Signature _____ Date: 12/14/2016

Keene Housing

MEMORANDUM

To: Joshua R. Meehan, Executive Director
From: Linda Griffin, Finance Director
Subject: Bad Debt - write offs for 2016
Date: December 14, 2016

This memorandum recommends that the Keene Housing Board of Commissioners authorizes the Finance Department to write-off tenants' old accounts receivable for approximately $28,678 for the fiscal year ending December 31, 2016.

The Finance Department and the Housing Department have completed a review of the inactive tenants' accounts and have identified accounts that are deemed uncollectible and are to be written off to bad debt. These accounts consist of unpaid rent, damages, late fees and work order charges for tenants that have moved out and have no payment plan setup. All of these accounts will be sent to a collection agency for further collection efforts. During 2016, there was $997 collected from previous bad debt write offs.

The comparison of total write-offs per year are as follows:
2016=$28,678 2015= $43,926 2014=$38,905 2013=$40,089 2012=$33,936

Summary of write-off per property are as follows:

PROPERTIES	Rent	Damages only	Fees
Keene Affordable Housing			
Forest View	870.04	1,040.00	184.48
North & Gilsum	200.75	442.79	15.00
Bennett Block		3,921.56	
Harper Acres	865.84	2,951.89	135.25
Scattered sites		716.99	60.15
Brookbend West	1,275.00	2,378.11	194.48
Central Square Terrace	216.00	3,091.20	5.00
Evergreen Knoll	1,864.45	1,860.89	319.56
Riverbend Apartments		264.92	
Meadow Road			301.68
Stone Arch Village Family		5,502.12	
Stone Arch Village Senior			
TOTALS	5,292.08	22,170.47	1,215.60

KH staff has increased their efforts in working with current tenants to keep their accounts up to date and this is a way to avoid large unpaid balances especially at time of move out. However, during an eviction process there may be increased unpaid fees due to the difficulty working with those tenants. KH will work with tenants who have contacted KH with financial hardship and payback arrangements are setup to pay off the overdue balance.

RECOMMENDATION

Accordingly, I recommend that the Board consider this resolution, which states:

Resolution:

That the Keene Housing Board of Commissioners, authorizes the Finance Department to write-off tenant's old accounts receivable for approximately $28,678 as uncollectible bad debt for the fiscal year ending December 31, 2016 pursuant to the December 14, 2016 memorandum from Linda Griffin, Finance Director to Joshua Meehan, Executive Director.

Keene Housing

Resolution No. 564

REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item

   Approval of 2017 Voucher Payment Standard (VPS)

2. Date of Board Meeting: December 21, 2016

3. Proposed Board Resolution:

   That the Keene Housing Board of Commissioners, approves the Voucher Payment Standards for FY 2017, pursuant to the December 12, 2016 memorandum from Director of Programs and Services Denise C. Pratt to Executive Director Joshua R. Meehan.

4. All Backup Attached?

   Yes X No ☐

   If no, what is missing and when will it be submitted: _____

5. Department Head Approval Signature _____ Date: _____

6. Statement of availability of funds by Finance Manager

   Funds Budgeted and Available Yes ☐ No ☐ Source _____

   Account #_____

   Finance Manager Approval Signature _____ Date: _____

7. Executive Director Approval Signature _____ Date: 12/15/2016

Keene Housing

MEMORANDUM

To: Joshua Meehan, Executive Director
From: Denise Pratt, Director of Programs and Services
Subject: 2017 Voucher Payment Standard Approval
Date: December 12, 2016

This memorandum recommends that the Board of Commissioners adopt the proposed 2017 Voucher Payment Standard (VPS) for the MTW Housing Choice Voucher & Project-Based Voucher, Mainstream-5 Voucher, and Non-Elderly Disabled Voucher programs.

Annually, KH establishes Voucher Payment Standards (VPS) informed by the Fair Market Rents (FMR) published by the US Department of Housing and Urban Development (HUD) for Cheshire County. The VPS is the maximum subsidy KH can provide toward the gross rent (contract rent plus utility allowance for utilities paid by the tenant). If the gross rent (contract rent plus utility allowance) is more than the VPS, the family must make up the difference out of its own pocket. The VPS not only establishes maximum subsidy allowed but is also the basis for the subsidy on our Stepped Subsidy program.

Currently, Keene Housing's VPS is set to 110% of the 2010 FMR for Cheshire County. HUD's final FY 2017 FMRs are an average 3% less than KHs current VPS for all bedroom sizes.

FAIR MARKET RENT COMPARISON BY BEDROOM					
	# of Bedrooms				
	0BR	1BR	2BR	3BR	4BR
KH 2016 FY VPS	$797	$851	$1,067	$1,287	$1,566
HUD 2017 FY FMR	$677	$807	$1,033	$1,338	$1,469
$ Change	($120)	($44)	($34)	$51	($97)
% Change	-18%	-5%	-3%	3%	-7%

Over 80%, or 546, of the families assisted by KH rent 0, 1, or 2 bedroom units. Decreasing the VPSs based upon the new FMRs would significantly increase the rent burdens for these families and negatively impact new voucher holders' ability to find units they can afford. Therefore, no changes in the VPSs in FY 2017 are proposed.

VOUCHER UTILIZATION BY BEDROOM					
	# of Bedrooms				
	0BR	1BR	2BR	3BR	4BR
Moving to Work (MTW)	55	218	148	109	13
Mainstream	1	30	12	5	3
Non-elderly Disabled	7	48	27	11	3
TOTAL VOUCHERS	63	296	187	125	19

RECOMMENDATION

Accordingly, I recommend that the Board consider this resolution, which states:

Resolution: That the Keene Housing Authority Board of Commissioners, approves the Voucher Payment Standards for FY 2017, pursuant to the December 12, 2016 memorandum from the Director of Programs and Services Denise C. Pratt to Executive Director Joshua R. Meehan.

Keene Housing

Resolution No. 565

REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item

   Approval of Moving to Work Administrative Plan

2. Date of Board Meeting: December 21, 2016

3. Proposed Board Resolution:

   Resolution: That the Keene Housing Board of Commissioners approves revisions to the Moving to Work Administrative Plan for the Moving to Work Housing Choice Voucher Program; and further authorizes the Executive Director to make any corrections necessary, pursuant to the December 13, 2016 memorandum from Special Assistant to the Executive Director April A. Buzby to Executive Director Joshua R. Meehan.

4. All Backup Attached?

   Yes X No ☐

   If no, what is missing and when will it be submitted: _____

5. Department Head Approval Signature _____ Date: _____

6. Statement of availability of funds by Finance Manager

   Funds Budgeted and Available Yes ☐ No ☐ Source _____

   Account #_____

   Finance Manager Approval Signature _____ Date: _____

7. Executive Director Approval Signature _____ Date: 12/14/2016

Keene Housing

MEMORANDUM

To: Joshua Meehan, Executive Director
From: April A. Buzby, Planning and Policy Analyst
Subject: Approval of Moving to Work Administrative Plan
Date: December 13, 2016

This memorandum recommends that the Board of Commissioners approve revisions to the Moving to Work Administrative Plan for the Moving to Work Housing Choice Voucher Program.

BACKGROUND

The Department of Housing and Urban Development (HUD) requires that Keene Housing maintains a Moving to Work Administrative Plan (Admin Plan) that describes all policies affecting KH's various voucher programs (MTW Housing Choice Voucher, MTW Project Based Voucher, Non Elderly Disabled, Affordable Housing Preservation Program (AHPP), and the Home Ownership Voucher programs). Staff, participants, applicants, HUD staff, and advocates looking for information about how KH administers the various programs refer to the Admin Plan. The Admin Plan also includes KH's agency-wide policies related to the Violence Against Women Act (VAWA), Reasonable Accommodation, and the Agency's Language Assistance Plans.

In 2013, KH adopted an annual review process for all policy documents as part of our best practices. This review process provides us the ability to respond to changes in, and unanticipated consequences of, our policies as well as any relevant regulatory changes that occur during the year. For the Admin Plan, the review also gives us the opportunity to make any policy changes necessary for implementation of our MTW Annual Plan which is effective the first of every year, subject to HUD approval.

PROPOSED REVISIONS

The attached changes are primarily technical changes to further clarify policy or align the Admin Plan with regulatory or internal policy changes. Changes include: added HUD definitions of all household member categories for ease in determining voucher legacy; added new social security number and student eligibility policies; updated preferences; clarified removal of the waitlist policies for newly leased participants; updated criminal record policies to specify "convictions" rather than "arrests" as directed by HUD's Office of General Counsel.

There are, however, two major MTW activity changes included in this year's update. These changes are required to implement these activities– changed the criteria for $0 HAP Threshold eligibility from gross rent to the lower of gross rent or eligible voucher payment standard and added Project MARCH to the Special Programs Chapter. Please refer to the September 14, 2016 Fiscal Year 2017 Moving to Work Annual Plan memo in the September 21, 2016 packet for a review of these policy revisions.

CONCLUSION

This year's revisions reflect a careful review of both staff feedback as well as programmatic and regulatory changes that we anticipate for 2017. As some of the changes are significant deviations from past KH practice we expect a period of adjustment for both staff and participants. We will carefully monitor these changes, as we do all policy, to adjust as any additional HUD guidance, data analysis, or staff or participant feedback is received.

RECOMMENDATION

Accordingly, I recommend that the Board consider this resolution, which states:

Resolution: That the Keene Housing Board of Commissioners approves revisions to the Moving to Work Administrative Plan for the Moving to Work Housing Choice Voucher Program; and further authorizes the Executive Director to make any corrections necessary, pursuant to the December 13, 2016 memorandum from Planning and Policy Analyst April A. Buzby to Executive Director Joshua R. Meehan.

Keene Housing

Resolution No. 566

REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item

   Approval of Local Voucher Payment Standard MTW Plan Amendment

2. Date of Board Meeting: December 21, 2016

3. Proposed Board Resolution:

   Resolution: That the Keene Housing Board of Commissioners authorize the Executive Director to submit an amendment to the Fiscal Year 2016 Moving to Work Annual Plan requesting approval of a local voucher payment standard initiative, pursuant to the December 13, 2016 memorandum from Planning and Policy Analyst April A. Buzby to Executive Director Joshua R. Meehan.

4. All Backup Attached?

   Yes X No ☐

   If no, what is missing and when will it be submitted: _____

5. Department Head Approval Signature _____ Date: _____

6. Statement of availability of funds by Finance Manager

   Funds Budgeted and Available Yes ☐ No ☐ Source _____

   Account #_____

   Finance Manager Approval Signature _____ Date: _____

7. Executive Director Approval Signature _____ Date: 12/14/2016

Keene Housing

MEMORANDUM

To:	Joshua Meehan, Executive Director
From:	April A. Buzby, Planning and Policy Analyst
Subject:	Approval of Local Voucher Payment Standard MTW Plan Amendment
Date:	December 13, 2016

This memorandum recommends that the Board of Commissioners authorize the Executive Director to submit an amendment to the Fiscal Year 2016 Moving to Work Annual Plan to permit Keene Housing (KH) to develop a local voucher payment standard.

BACKGROUND

Currently, KH establishes Voucher Payment Standards (VPS) within a range of 90% - 110% of the Department of Housing and Urban Development (HUD) Fair Market Rents (FMRs), consistent with existing regulation. However, KH often finds HUD's FMRs to be well below market rates. For example, a recent Rent Comparability Study found that HUD's FMRs were 38% below the actual fair market rent for a three bedroom apartment and 46% below the fair market rent for a two bedroom apartment at a KH affiliate owned affordable development in West Keene.

Our inability to, when necessary, establish payment standards in excess of 110% of HUD's FMRs hinders our capacity to increase housing opportunities for those we serve in two ways. First, the 110% payment standard ceiling can make it difficult for some voucher holders to find quality units in neighborhoods close to the resources they need, like jobs, medical providers, shopping and schools. Second, the payment standard ceiling prevents us from providing competitive rents in our Project Based Voucher program, thereby reducing the feasibility of future affordable housing development in the region's most desirable neighborhoods, and impacting the long-term viability of existing affordable housing developments that rely on Project Based Voucher rents keeping pace with the local market to meet their increasing operating expenses.

PROGRAM DESCRIPTION

To remedy these disadvantages, KH will use this activity to set its own Local Payment Standards based on actual market data, rather than HUD's FMRs. The Local Payment Standard activity waives the regulatory Payment Standard cap, waives the requirement to utilize HUD's FMRs when determining the agency's Payment Standards, and allows KH to self-approve rents exceeding its Board-approved VPS, when necessary.

PUBLIC COMMENT

As required by our MTW Agreement, KH held a public comment period from November 9, 2016 to December 9, 2016 and a public hearing on December, 1, 2016. KH received no comments during the public comment period and had no attendees at the hearing.

RECOMMENDATION

Accordingly, I recommend that the Board consider this resolution, which states:

Resolution: That the Keene Housing Board of Commissioners authorize the Executive Director to submit an amendment to the Fiscal Year 2016 Moving to Work Annual Plan requesting approval of a local voucher payment standard initiative, pursuant to the December 13, 2016 memorandum from Planning and Policy Analyst April A. Buzby to Executive Director Joshua R. Meehan.

Keene Housing

Resolution No. 567

REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item: Approval of Amended 2015-2020 Strategic Plan

2. Date of Board Meeting: December 21, 2016

3. Proposed Board Resolution:

That the Keene Housing Board of Commissioners approves revisions to the 2015-2020 Strategic Plan pursuant to the December 15, 2016 Memorandum from Joshua R. Meehan, Executive Director to the Keene Housing Board of Commissioners.

4. All Backup Attached? Yes X No ☐

If no, what is missing and when will it be submitted: _____

5. Department Head Approval Signature _____ Date: _____

6. Statement of availability of funds by Director of Finance

Funds Budgeted and Available Yes ☐ No ☐ Source _____

Account # _____

Director of Finance Approval Signature _____ Date: _____

7. Executive Director Approval Signature _____ Date: 12/15/2016

Keene Housing

MEMORANDUM

To: Board of Commissioners
From: Joshua R. Meehan, Executive Director
Subject: Approval of Strategic Plan revisions
Date: December 15, 2016

This memorandum recommends that the Board of Commissioners approve revisions to the 2015-2020 Strategic Plan.

During the Strategic Planning process that took place in 2014, the Board made clear that they did not see the Strategic Plan as a static document, but rather a living one that should be reviewed, and when necessary, updated during its lifetime. It is the Board's, and staff's, belief that a strategic plan is only useful if it remains relevant and responsive to conditions "on the ground". To that end, the Board and staff are committed to periodically checking-in with the Strategic Plan to explore areas for revision, deletion or addition as necessitated by emerging challenges and opportunities affecting Keene Housing's long-term plans and objectives.

To honor that commitment, the Board of Commissioners and Keene Housing Senior Staff met on December 2, 2016 to review the progress we have made towards meeting the Goals described in the 2015-2020 Strategic Plan. After a lengthy discussion of each Strategic Goal and related Objective and Priority Project, the Board and staff were encouraged to find that we have already completed many of our Priority Projects and are well on the way to completing several others.

As expected, however, changes to the affordable housing landscape that have occurred over the past two years require us to make some deletions, additions and revisions to the Strategic Plan. These changes were discussed and agreed to by all in attendance. A catalog of revisions and deletions is presented on pages 4 and 5 of the attached, revised, Strategic Plan and where appropriate, notes are added within the body of the Plan on pages 10 – 20.

It is our expectation that we will check-in with the Plan again in the next two years and again at the end of 2020.

RECOMMENDATION

Accordingly, I recommend that the Board consider this resolution, which states:

Resolution: That the Keene Housing Board of Commissioners approves revisions to the 2015-2020 Strategic Plan pursuant to the December 15, 2016 Memorandum from Joshua R. Meehan, Executive Director to the Keene Housing Board of Commissioners.

Keene Housing

INFORMATIONAL MEMORANDUM

To: Joshua R. Meehan, Executive Director
From: Amy Wright, Director of Administration
Subject: Babies at Work
Date: December 12, 2016

Keene Housing has implemented a number of family friendly work policies because it values the importance of work/life balance. A recent study by Pew Research Center found that 50% of working fathers and 56% of working mothers reported that it is "very" or "somewhat" difficult to balance family and work responsibilities. Keene Housing is expanding its family friendly work policies to include a Babies at Work Program.

BACKGROUND

Keene Housing offers staff a comprehensive paid time off benefit package, paid parental leave, flexible work schedule and is committed to paying all regular full and part time employees a living wage based on research conducted by the Healthy Monadnock Living Wage Work Group. Keene Housing became interested in creating an opportunity for employees with newborns to bring their babies to work after learning about W.S. Badger Company, Inc.'s Babies at Work Program. After a discussion with Badger staff we visited their worksite to learn more about their success.

The Babies at Work Program encourages bonding between the new parent and baby's most critical time, the first six months of life. Most short-term disability benefits regarding pregnancies end after just six weeks, leaving the parent to find childcare as he/she returns to the workplace. W.S. Badger's program allows eligible parents to bring their children to work until, in most cases, the baby is six months old or begins crawling. W.S. Badger shared their program guidelines, which Keene Housing used as a guide for designing our own program.

The Babies at Work Program is not an employee benefit; it is considered an opportunity that can only be offered in appropriate situations. Not all positions at Keene Housing can accommodate babies because of safety concerns or proximity to other employees. Each request will be reviewed by the Director of Administration and the Department Director. If approved, a Memorandum of Understanding for Newborns in the Workplace (see attachment) will be executed by the parent-to-be and Keene Housing.

According to The Parenting in the Workplace Institute (PIWI), there are many benefits associated with family friendly work policies:

BENEFITS FOR BUSINESSES

Employees Return to Work Sooner
Increased Retention / Lower Turnover Costs
Higher Morale and Productivity
Increased Teamwork and Collaboration
Increased Employee Recruitment
Babies Attract New Customers / Increased Customer Loyalty
Positive Publicity
Lower Health Care Costs From Increased Breastfeeding Rates

BENEFITS FOR FAMILIES

Lower Day Care Costs
Socialized Babies
Lower Stress for Parents
More Options for Women
Enables Working Fathers to be
More Involved with Their Babies

Better Financial Stability
Social Network / Support for Parents
Increased Bonding
Easier Breastfeeding
Responsive Care Means
Happier Babies and Parents

Keene Housing is a recognized leader in the community for its culture of thoughtful business practices. The addition of a Babies at Work Program expands Keene Housing's family friendly policies and helps attract and keep talented workers.

Keene Housing
Memorandum of Understanding for Newborns in Keene Housing's Workplace
Babies at Work

This is a Memorandum of Understanding between Keene Housing and EMPLOYEE regarding the opportunity to bring her/his CHILD to the office, as a visitor to our workplace. This Memorandum explains Keene Housing's guidelines, work expectations and the in-office care of CHILD. This document is meant to create an understanding about this opportunity for the parent. Keene Housing's desire is to support as much as possible this special opportunity for the bonding time between the parent and the newborn, who will be in Keene Housing's workplace as a guest. While every job situation here at Keene Housing will not be able to meet the needs of each new parent and child for safety and comfort, as well as Keene Housing's expectations for the parent to perform their job, it is the Agency's desire to extend the opportunity to an employee when appropriate.

Bringing a newborn to the workplace is not a Keene Housing employee benefit. Rather it is considered an opportunity that can only be offered in appropriate situations. Keene Housing must evaluate the parent's workspace, determine whether the job description permits the employee to work while caring for the infant, and whether the employee's Department Director is in agreement that the child at work will be a positive experience for all.

The following are terms and conditions of this Memorandum of Understanding:

1. Case-by-case Decision by Keene Housing

The Keene Housing parent-to-be who would like to bring her/his newborn to work needs to begin the process by contacting the Director of Administration and the Department Director. They will decide if the physical departmental space where the baby will be is safe, nurturing and appropriate. Not all positions at Keene Housing can accommodate babies because of safety and environmental concerns, or proximity to other employees.

Next, the Director of Administration and Department Director will review the mother/father's job description to make sure that it is conducive to taking care of a visiting infant while doing her/his job. And finally, the Department Director must agree that the arrangement will work. A decision will be documented and discussed with the parent making the request.

2. Duration of Agreement

The exact date the parent may begin to bring her/his child to work is determined in conversation with the Department Director, the parent-to-be and the Director of Administration. Keene Housing cannot accommodate babies in the workplace after the child is 6 months old, or crawling, whichever occurs first.

Keene Housing does not consider this Memorandum of Understanding to be an agreement guaranteeing that the parent may bring his or her child to work daily from the ages of 6 weeks to 6 months. Rather, due to the nature of our business and office spaces, as well as variables including but not limited to, the Agency's need for a quiet work environment, the importance of safety, changes in the child's routine or personal needs, or the child's need for a healthy environment, this is a Memorandum of Understanding establishing guidelines and parameters. Events may occur or change that would require this opportunity to be withdrawn.

Keene Housing reserves the right to withdraw its invitation to the parent without prior notice. Keene Housing requires all parents have a suitable backup for adequate childcare in place before we extend the offer to allow

a baby to join us. This backup must be regularly available to permit the parent to continue to work in the event that bringing their child to work can no longer be considered an alternative.

3. Work Hours and Schedules

Keene Housing recognizes that a parent who brings their child to work cannot be expected to devote a full 7.5 hours to her/his job within the regular work day, even if the parent is spending all 7.5 hours in the workplace. The parent must respond to her/his own needs and the needs of the child, which includes holding and comforting the baby when it is fussy, feeding a hungry infant, and changing diapers. These are priorities which must be honored by the parent and Keene Housing co-workers, even when there may be other deadlines. When needed, the parent may limit access to her/his office with a sign on the door.

Keene Housing assumes and expects the parent will take one to two hours each day to tend to the child's needs. Hours taken to care for the child are non-compensable and need to be tracked, regardless of the parent's employment status of exempt or non-exempt.

The parent and Department Director, along with the Director of Administration, will create an optimal work schedule.

4. Use of Available Paid Time Off (PTO)

Keene Housing recognizes that being a parent of a newborn is a complete job in itself that competes for her/his valuable time as a Keene Housing employee. A parent who brings their newborn to Keene Housing's office may use any accrued paid leave or take leave without pay when the needs of the infant prevent the parent from working a full workday. Paid leave may also be used if the infant is sick or needs to see a doctor.

Questions about salary adjustments for fewer hours worked, use of paid time off, or work schedules must be addressed before the parent begins bringing the baby to work at Keene Housing. Discussion about length of time needed away from work and project deadlines need to occur on a weekly basis with the Department Director and the Director of Administration.

5. Location of Care at the Office.

The child is to be cared for by the parent in her/his office or workspace. The child will be in the direct care and supervision of the parent, or a previously arranged substitute when the parent needs to be away from their desk. The parent needs to bring their own suitable container for diaper storage or disposal.

6. Alternate Child Care Providers.

The parent will designate 2 Keene Housing co-workers as alternate care providers for her/his child. These alternates will be co-workers who voluntarily agree to care for the infant when the parent is unavailable due to a meeting, a telephone call, or other event. Any time the parent has a meeting, it is expected that the baby will be under the care of an alternate care provider. A Keene Housing employee must get the approval of his or her Director before agreeing to be an alternate. If a parent is going to be unavailable for a period less than 1.5 hours within an 8-hour period, the parent needs to notify a Keene Housing alternate care provider and place the infant in the provider's care. If the parent is going to be unavailable for a period exceeding 1.5 hours within an 8-hour period, the parent must make arrangements for the child's care outside of Keene Housing. The parent needs to be respectful of her/his co-workers schedules and make requests with as much advance notice as possible. Please understand that alternates may not be available to cover each request.

7. Office Disruptions or Coworker Conflicts.

When conflicts or complaints arise, the Department Director, the parent, and the Director of Administration will meet promptly to address the problem. If necessary or appropriate, the co-worker or team member who shared the complaint will be asked to join the meeting. The Director of Administration will always separately

discuss the co-worker's concern with him or her before the meeting. If conflicts or disruptions continue or cannot be resolved, Keene Housing may terminate this Baby at Work arrangement.

Keene Housing co-workers are encouraged to bring any concerns or complaints about the child's presence at Keene Housing to the Director of Administration.

8. Safety.

The safety and welfare of the baby in Keene Housing's workplace is a top priority. An employee's child must be considered a guest in our workplace, and as with any visitor, Keene Housing will make all reasonable efforts to maintain a safe environment for our guests. The parent must also agree to help eliminate hazards and take safety precautions.

9. Meeting Deadlines and Maintaining Customer Service.

The parent and her/his Department Director need to communicate to insure that department deadlines, staff coverage and other needs are adequately met. The time limitations of the parent and the requirements of her/his regular duties also must to be discussed. When having a child in the workplace interferes with our residents' and voucher holders' expectations of service, the Department Director and the parent need to resolve the situation, with assistance from Director of Administration if needed. If it ever becomes necessary for a deadline to be met requiring the full attention of the parent, alternative childcare outside of Keene Housing may be necessary.

10. Acceptable Noise Levels

During times when the infant is fussy or crying, the team member must make every attempt to minimize the disruption and find another space to care for the baby where it is not disruptive. If persistent crying occurs with complaints from coworkers, the parent may be asked to leave the office with her/his child. Paid leave, if available, may be used.

11.Terminating the Agreement

The parent has the right to terminate this agreement at any time. Keene Housing also may end the agreement without advance notice at any time. Keene Housing requires that the parent have a backup plan in place for this circumstance because no guarantee of advance notice can be given.

12. Agreement, Consent and Waiver of Liability

By signing this Memorandum I, EMPLOYEE, acknowledge that I have read and understand Keene Housing's expectations about Babies at Work. I understand and agree to comply with the terms and conditions of the Memorandum and I understand that I am bringing my child as a guest to Keene Housing's workplace. I understand that if I am unable to meet these terms and conditions, this opportunity may be withdrawn, requiring me to remove my baby from Keene Housing's workplace.

I acknowledge that Keene Housing is offering participation in the Babies at Work Program as an opportunity to only to those full-time employees whose work situations at the company permit bringing a newborn to work as a guest. I understand that it is not an employee benefit.

I acknowledge that Keene Housing may terminate my eligibility or elect to end the opportunity entirely, at any time, which would require me to use alternative childcare outside of Keene Housing.

Keene Housing is allowing me to bring my child to work as a visitor under the terms of this Memorandum of Understanding. I understand that I am responsible for the health, safety and well being of my child when we are on Keene Housing premises.

I agree, on behalf of myself and my CHILD, that I release Keene Housing and any entity affiliated with Keene Housing from all claims, liabilities, and causes of action including negligence, whether vicarious, derivative or direct that I, EMPLOYEE, my child, or our family members, heirs, or assigns may have or may later have or assert against Keene Housing resulting from, or connected to this Memorandum of Understanding.

_____ _____

EMPLOYEE Date

We have met with EMPLOYEE to discuss the Babies at Work Memorandum of Understanding.

_____ _____

Department Director Date

_____ _____

Director of Administration Date

_____ _____

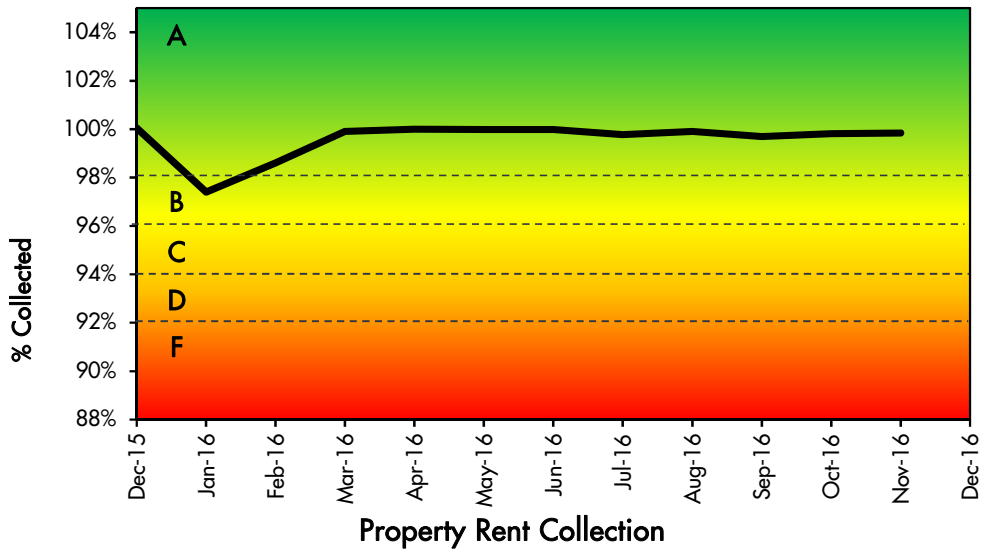
Executive Director Date

Keene Housing

MANAGEMENT REPORT
NOVEMBER 2016

Residential Property Rent Collection Report
November 2016

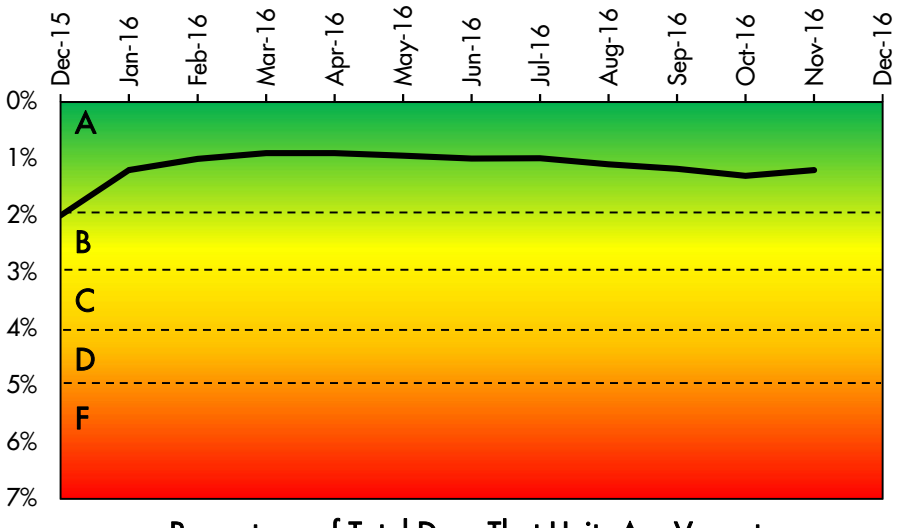
Community	Month Billed	Month Collected	% Collected	Monthly Grade	YTD Billed	YTD Collected	% YTD Collected	YTD Grade
Ash Brook Apartments	$10,548	$10,548	100.0%	A	$103,757	$103,757	100.0%	A
Bennett Block	$4,189	$4,276	102.1%	A	$44,929	$44,688	99.5%	A
Brookbend East	$14,392	$14,340	99.6%	A	$158,539	$156,922	99.0%	A
Brookbend West	$10,042	$9,740	97.0%	B	$102,708	$102,564	99.9%	A
Central Square Terrace	$26,053	$26,263	100.8%	A	$275,610	$275,551	100.0%	A
Cottage Street	$1,146	$1,191	103.9%	A	$10,951	$10,884	99.4%	A
Evergreen Knoll LP	$14,914	$14,868	99.7%	A	$133,696	$133,793	100.1%	A
Forest View	$18,441	$18,346	99.5%	A	$175,279	$175,163	99.9%	A
Harper Acres	$42,752	$43,155	100.9%	A	$447,015	$447,104	100.0%	A
Meadow Road Apartments	$6,035	$5,983	99.1%	A	$64,213	$64,111	99.8%	A
North and Gilsum	$16,887	$17,070	101.1%	A	$173,584	$172,909	99.6%	A
Riverbend Apartments	$9,982	$9,584	96.0%	B	$100,128	$99,731	99.6%	A
Scattered Sites	$9,534	$9,534	100.0%	A	$91,270	$91,010	99.7%	A
Stone Arch Village Family	$7,905	$7,904	100.0%	A	$87,454	$87,485	100.0%	A
Stone Arch Village Senior	$12,664	$12,674	100.1%	A	$128,454	$128,464	100.0%	A
Totals	**$205,484**	**$205,475**	**100.00%**	**A**	**$2,097,587**	**$2,094,135**	**99.84%**	**A**



Monthly Vacancy Report

November 2016

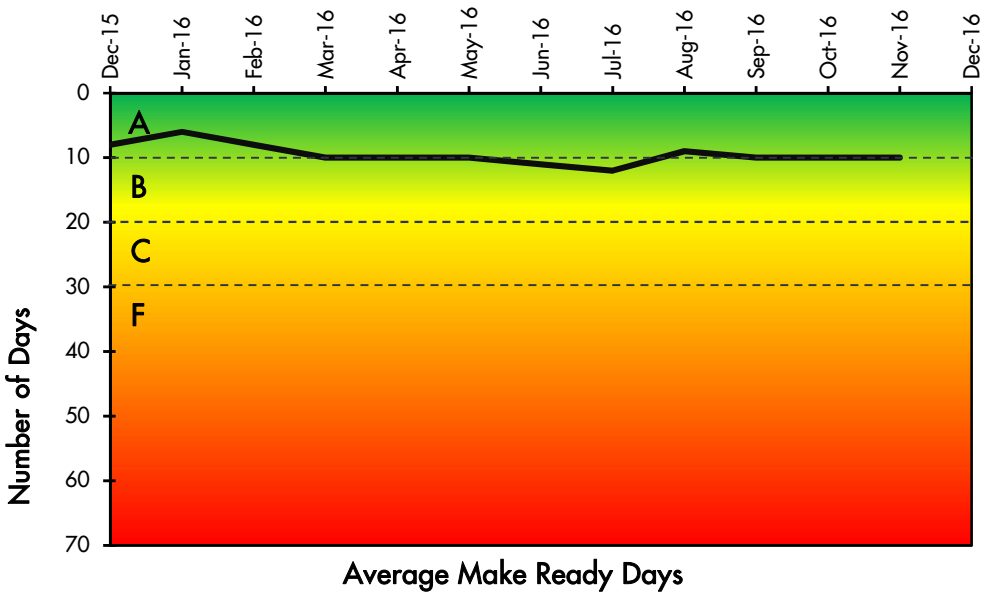
Community	Units Available	Available Days	Vacant Days	Monthly Vacancy Percentage	Monthly Grade	YTD Vacancy Percentage	YTD Grade
Ash Brook Apartments	24	720	3	0.4%	A	1.5%	A
Bennett Block	14	420	0	0.0%	A	0.5%	A
Brookbend East	40	1200	0	0.0%	A	1.2%	A
Brookbend West	35	1050	21	2.0%	A	1.4%	A
Central Square Terrace	90	2700	66	2.4%	B	1.3%	A
Cottage Street	3	90	0	0.0%	A	0.0%	A
Evergreen Knoll LP	32	960	29	3.0%	C	1.7%	A
Forest View	38	1140	26	2.3%	B	1.4%	A
Harper Acres	112	3360	0	0.0%	A	1.0%	A
Meadow Road	18	540	0	0.0%	A	0.5%	A
North and Gilsum	29	870	18	2.1%	B	2.2%	B
Riverbend Apartments	24	720	0	0.0%	A	2.3%	B
Scattered Sites	18	540	0	0.0%	A	0.8%	A
Stone Arch Village Family	24	720	0	0.0%	A	0.8%	A
Stone Arch Village Senior	33	990	0	0.0%	A	0.2%	A
Report Totals:	**534**	**16,020**	**163**	**1.0%**	**A**	**1.2%**	**A**



Percentage of Total Days That Units Are Vacant

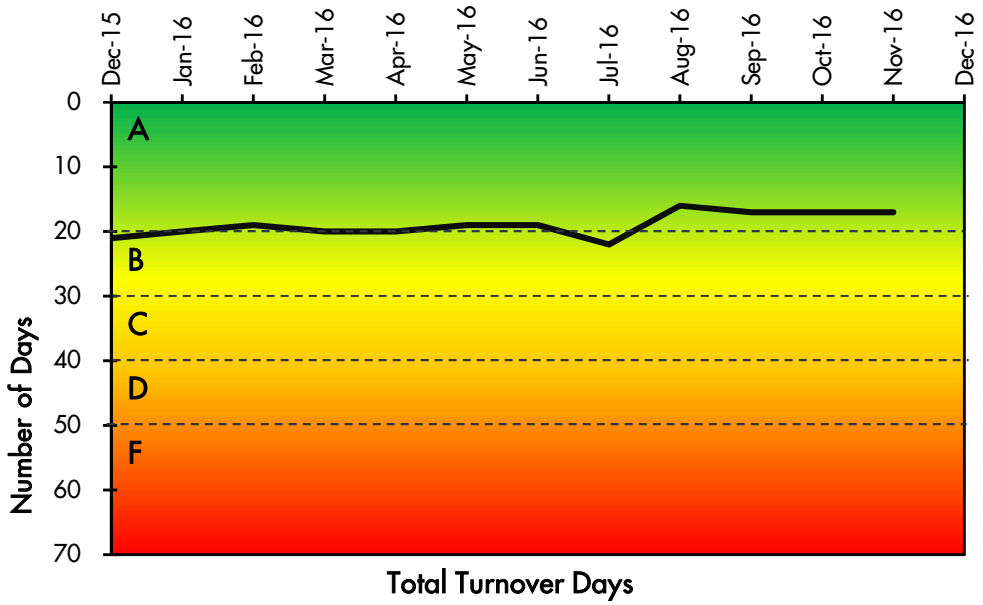
Unit Make Ready Days
November 2016

Community	Number of Units Turned	Avg. Make Ready Days for Month	Monthly Grade	YTD Number of Units Turned	YTD Avg. Make Ready Days	YTD Grade
Ash Brook Apartments	1	0	A	3	17	B
Bennett Block	-	-	None	1	25	C
Brookbend East	1	0	A	5	9	A
Brookbend West	1	20	B	7	11	A
Central Square Terrace	3	0	A	13	5	A
Cottage Street	-	-	None	-	-	None
Evergreen Knoll LP	1	14	B	7	8	A
Forest View	2	7	A	8	4	A
Harper Acres	-	-	None	15	9	A
Meadow Road	-	-	None	1	20	B
North and Gilsum	3	1	A	6	15	B
Riverbend Apartments	-	-	None	6	13	B
Scattered Sites	-	-	None	3	10	A
Stone Arch Village Family	-	-	None	2	20	B
Stone Arch Village Senior	-	-	None	2	10	A
Report Totals:	**18**	**5**	**A**	**79**	**10**	**A**



Unit Turnover
November 2016

Community	Avg. Total Turn-around Days For Month	Monthly Grade	YTD Number of Units Turned	YTD Avg. Total Turnaround Days	YTD Grade
Ash Brook Apartments	4	A	3	37	C
Bennett Block	-	None	1	2	A
Brookbend East	1	A	5	20	A
Brookbend West	21	B	7	19	A
Central Square Terrace	5	A	13	12	A
Cottage Street	-	None	-	-	None
Evergreen Knoll LP	30	B	7	16	A
Forest View	7	A	8	14	A
Harper Acres	-	None	15	12	A
Meadow Road	-	None	1	29	B
North and Gilsum	8	A	6	30	B
Riverbend Apartments	-	None	6	23	B
Scattered Sites	-	None	3	14	A
Stone Arch Village Famil	-	None	2	27	B
Stone Arch Village Senior	-	None	2	12	A
Report Totals:	7	A	79	17	A

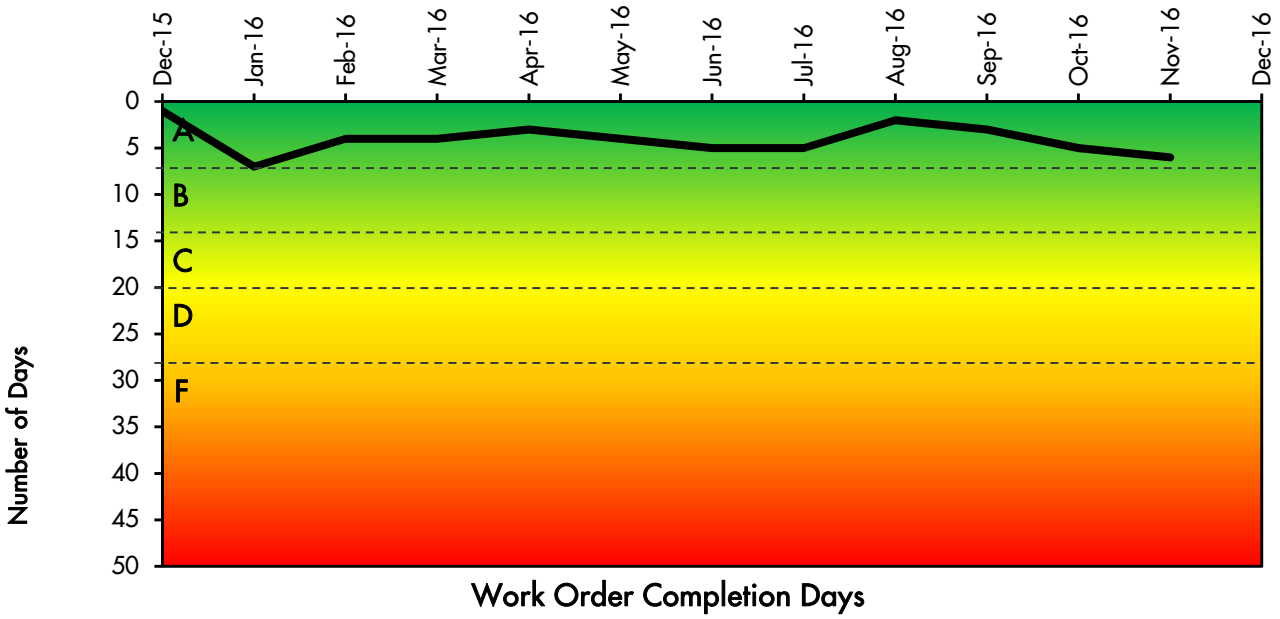


Residential Property Emergency Work Order Completion Days
November 2016

Community	Number of Work Orders	Average Days To Complete	Monthly Grade	YTD Number of Work Orders	YTD Average Days To Complete	YTD Grade
139 Roxbury Street	-	-	None	-	-	None
Ash Brook Apartments	-	-	None	-	-	None
Bennett Block	-	-	None	1	0	P
Brookbend East	-	-	None	1	0	P
Brookbend West	-	-	None	-	-	None
Central Square Terrace	-	-	None	1	0	P
Cottage Street	-	-	None	-	-	None
Emerald Street House	-	-	None	-	-	None
Evergreen Knoll LP	-	-	None	-	-	None
Forest View	-	-	None	-	-	None
Harper Acres	-	-	None	1	0	P
Keene Housing Main Office	-	-	None	-	-	None
Meadow Road	-	-	None	-	-	None
North and Gilsum	-	-	None	-	-	None
Riverbend Apartments	-	-	None	-	-	None
Scattered Sites	-	-	None	-	-	None
Stone Arch Village Family	-	-	None	-	-	None
Stone Arch Village Senior	-	-	None	1	0	P
Report Totals:	**0**	**0**	**None**	**5**	**0**	**P**

Residential Property Non-Emergency Work Order Completion Days
November 2016

Community	Number of Work Orders	Avg Days to Complete	Monthly Grade	YTD Number of Work Orders	YTD Avg Days to Complete	YTD Grade
139 Roxbury Street	2	0	A	38	22	D
Ash Brook Apartments	5	2	A	113	6	A
Bennett Block	2	1	A	106	7	A
Brookbend East	13	0	A	209	2	A
Brookbend West	13	1	A	196	3	A
Central Square Terrace	43	1	A	654	3	A
Cottage Street	3	0	A	24	1	A
Emerald Street House	3	1	A	34	3	A
Evergreen Knoll LP	6	6	A	133	8	B
Forest View	16	1	A	262	3	A
Harper Acres	22	0	A	718	4	A
Keene Housing Main Office	6	0	A	81	4	A
Meadow Road	5	0	A	82	2	A
North and Gilsum	15	3	A	242	8	B
Riverbend Apartments	7	0	A	106	6	A
Scattered Sites	9	0	A	140	4	A
Stone Arch Village Family	5	1	A	123	9	B
Stone Arch Village Senior	9	0	A	260	5	A
Report Totals:	**184**	**1**	**A**	**3,521**	**6**	**A**



Keene Housing

FINANCE REPORT
NOVEMBER 2016

Programs and Services FY 2016 HAP & Leasing Utilization Schedule

Moving to Work (MTW)

Month	HAP Budget Authority	HAP Expense	HAP Utilization	UML	Avg. PUC	% Leased	UMA	HAP Recovery	Excess (Deficiency)
January	$381,956	$314,848	82%	591	$533	101%	587	$100	$67,108
February	$381,956	$316,143	83%	586	$539	100%	587	$300	$65,813
March	$381,956	$321,300	84%	589	$546	100%	587	$877	$60,656
April	$381,956	$319,930	84%	590	$542	101%	587	$0	$62,026
May	$381,956	$318,933	83%	586	$544	100%	587	$200	$63,023
June	$381,956	$317,276	83%	592	$536	101%	587	$200	$64,680
July	$381,956	$320,859	84%	591	$543	101%	587	$200	$61,097
August	$381,956	$321,120	84%	595	$540	101%	587	$200	$60,836
September	$381,956	$326,746	86%	598	$546	102%	587	$1,360	$55,210
October	$381,956	$324,367	85%	603	$538	103%	587	$400	$57,589
November	$381,956	$325,305	85%	604	$539	103%	587	$222	$56,651
December									
Total	$4,201,516	$3,526,827	84%	6525	$541	101%	6457	$4,059	$674,689

MTW without Transitional Housing Assistance Shelter Program (THASP) and Project MARCH

Month	HAP Budget Authority	HAP Expense	HAP Utilization	UML	Avg. PUC	% Leased	UMA	HAP Recovery	Excess (Deficiency)
January	$381,956	$308,353	81%	535	$576	91%	587	$100	$73,603
February	$381,956	$309,108	81%	534	$579	91%	587	$300	$72,848
March	$381,956	$314,120	82%	535	$587	91%	587	$877	$67,836
April	$381,956	$313,170	82%	537	$583	91%	587	$0	$68,786
May	$381,956	$311,888	82%	534	$584	91%	587	$200	$70,068
June	$381,956	$310,316	81%	536	$579	91%	587	$200	$71,640
July	$381,956	$314,339	82%	536	$586	91%	587	$200	$67,617
August	$381,956	$314,125	82%	539	$583	92%	587	$200	$67,831
September	$381,956	$320,001	84%	546	$586	93%	587	$1,360	$61,955
October	$381,956	$317,507	83%	548	$579	93%	587	$400	$64,449
November	$381,956	$318,485	83%	550	$579	94%	587	$222	$63,471
December									
Total	$4,201,516	$3,451,412	82%	$5,930	$582	92%	$6,457	$4,059	$750,104

Affordable Housing Preservation Program

Month	HAP Budget Authority	HAP Expense	HAP Utilization	UML	Avg. PUC	% Leased	UMA	HAP Recovery	Excess (Deficiency)
January	$13,524	$14,599	108%	18	$811	100%	18	$0	-$1,075
February	$13,524	$14,611	108%	18	$812	100%	18	$0	-$1,087
March	$13,525	$14,611	108%	18	$812	100%	18	$0	-$1,086
April	$13,525	$14,611	108%	18	$812	100%	18	$0	-$1,086
May	$13,525	$14,623	108%	18	$812	100%	18	$0	-$1,098
June	$13,525	$14,498	107%	18	$805	100%	18	$0	-$973
July	$13,525	$14,498	107%	18	$805	100%	18	$0	-$973
August	$13,525	$14,498	107%	18	$805	100%	18	$0	-$973
September	$13,525	$13,622	101%	17	$801	94%	18	$0	-$97
October	$13,525	$14,441	107%	18	$802	100%	18	$0	-$916
November	$13,525	$14,415	107%	18	$801	100%	18	$0	-$890
December									
Total	$148,773	$159,027	107%	197	$807	99%	198	$0	($10,254)

Non-Elderly Disabled (NEDs)

Month	HAP Budget Authority	HAP Expense	HAP Utilization	UML	Avg. PUC	% Leased	UMA	HAP Recovery	Excess (Deficiency)
January	$13,524	$55,909	104%	101	$554	101%	100	$0	($2,380)
February	$13,524	$56,137	105%	100	$561	100%	100	$0	($2,609)
March	$13,525	$56,016	105%	101	$555	101%	100	$0	($2,488)
April	$13,525	$54,670	102%	99	$552	99%	100	$150	($1,142)
May	$13,525	$55,631	104%	97	$574	97%	100	$48	($2,103)
June	$13,525	$55,196	103%	97	$569	97%	100	$0	($1,668)
July	$13,525	$55,267	103%	99	$558	99%	100	$0	($1,739)
August	$13,525	$55,408	104%	99	$560	99%	100	$80	($1,880)
September	$13,525	$53,956	101%	99	$545	99%	100	$160	($428)
October	$13,525	$53,597	100%	98	$547	98%	100	$80	($69)
November	$13,525	$53,692	100%	99	$542	99%	100	$0	($164)
December									
Total	$148,773	$605,479	103%	1089	$556	99%	1100	$518	($16,670)

Mainstream

Month	HAP Budget Authority	HAP Expense	HAP Utilization	UML	Avg. PUC	% Leased	UMA	HAP Recovery	Excess (Deficiency)
January	$27,670	$26,905	97%	49	$549	98%	50	$0	$765
February	$27,670	$26,586	96%	49	$543	98%	50	$0	$1,084
March	$27,670	$26,779	97%	50	$536	100%	50	$0	$891
April	$28,696	$26,362	92%	49	$538	98%	50	$0	$2,334
May	$28,696	$26,316	92%	48	$548	96%	50	$0	$2,380
June	$28,696	$27,881	97%	50	$558	100%	50	$0	$815
July	$27,226	$28,104	103%	50	$562	100%	50	$0	($878)
August	$27,226	$28,186	104%	50	$564	100%	50	$0	($960)
September	$27,226	$29,915	110%	51	$587	102%	50	$0	($2,689)
October	$28,938	$30,146	104%	53	$569	106%	50	$0	($1,208)
November	$28,939	$29,175	101%	51	$572	102%	50	$0	($236)
December									
Total	$308,653	$306,355	99%	550	$557	100%	550	$0	$2,298

FY16 utilization targets are 98% in NEDs, AHPP, and Mainstream, 93% in MTW without THASP and Project MARCH, 101% with.*

2015 Summary			
Program	UMA	UML	% UML
MTW	7044	7316	104%
NED	1200	1189	99%
MS	600	588	98%

*Target reduced from initial 105% goal due to loss of Fairweather Lodge and projected Project MARCH lease-rates.

Keene Housing

Financial Report – November, 2016

Prepared by: Linda Griffin, Finance Director

This report provides a summary on the consolidated financial operations and variances to budget for Keene Housing and managed properties.

NET INCOME (before depreciation) is currently at $1,877k which is a net increase of $1,153k from the budget of $724k.

OPERATING REVENUES are $15,381k, a net increase of $2,222k as compared to the budget of $13,159k. The most significant changes are related to:

VARIANCES for Revenue categories under/(over) Budget		
62,118	Rent Revenue	Changes in tenant rent portion – could be related to change in renter, subsidy changes or increase in rent at properties.
(68,469)	HAP funding	The MTW funding was approved at 99.582% proration which is less than what the budget was set at by $74k. NEDs HAP approval was under budget by $9k. Mainstream HAP was approved same as budget. There were a number of small other variances related to subsidy changes in other programs.
(236,780)	Other Income	Other Income over budget: CDBG grant to Roxbury St Shelter is $233k year to date and $79k for transfer of Rehab funds (MAHC to Roxbury Shelter) there was no budget. Also, KHKC for vehicle use by $3k.
10,413	Grants	Grants funds expected to be received for CDBG administration, CHT, FSS. The FSS funds are under budget due to timing of reimbursement $11k, CHT admin revenue is on budget and CDBG admin is over budget by $9k (included is $9k that is offset by expense of sub-contracting).
(7,063)	Management Fees	Management fees slightly over budget.
0	Development fees	No Development fees paid or expected (MAHC).
12,001	Vacancy Loss	Vacancy Loss (reduction to revenue). Under budget are BBE by $10k, BBW by $10k, Meadow Rd by $4k, Ashbrook Apt by $3k. Over budget are CST by $9k and Emerald by $5k.
(10,589)	Tenants Charges	Tenants Charges (damages/fees). Various properties are running slightly over budget.
17,874	Admin Funding	HUD Section 8 admin expenses are under budget so funding is also under budget. NEDs and Mainstream admin revenue is on budget.
(244,497)	**Higher than Budget**	**Operating Revenue**
(116,483)	Partnership Distributions	Partnership fees, paid to Keene Housing or MAHC from surplus cash for 2015 on LIHTC properties managed. Total annual budget is $75k (YTD is $65k) and actuals are $185k.
(1,861,014)	MTW Transfer	The 2016 MTW Non-HAP funding used for Non-HAP initiatives. KAHP Capital Impr=$939k, Roxbury=$7k, KHKC=$64k, Riverbend $250k
(2,221,994)	**Higher than Budget**	**Total Revenue**

Keene Housing

OPERATING EXPENSES are $13,503k a net increase of $1,069k as compared to budget of $12,434k. The most significant changes are related to:

VARIANCES for Expense categories Under/(Over) compared to Budget		
(36,639)	Admin Expenses	Administrative Expense, many items are under budget at this point. Capital Needs Assessment work is finishing up but no payments have been made so is under budget by $27k, Technical Consultant is under budget by $19k, Travel is under budget by $12k. Over budget items are: Legal is over budget by $13k, Energy Contractor is over budget by $3k and Dues/Fees by $4k. There is also an expense which is offset by revenue (transfer of rehabilitation funds from MAHC to Roxbury Shelter) over budget by $79k.
111,272	Payroll and Benefits Expenses	Benefit Expenses are under budget by $70k. Salaries are under budget by $40k (down one staff in Facilities and Assets dept).
147,650	Utilities Expenses	Fuel Expenses are under budget by $97k (CST= $41k, KAHP is $11k, MR $7k, BBE $6k, Riverbend $6k, SAVF $5k, SAVS $6k and smaller amounts over other properties). Electric is under budget by $45k (KAHP is $44k and smaller amounts over other properties). Water & Sewer are under budget by $6k.
127,722	Maint Expenses	Maintenance Expenses running under budget: Flooring= $37k, Maint Materials= $25k, snow removal= $35k, Electrician= $15k, Vehicle repairs= $14k and other $8k. Expenses running over budget: Maint/Repairs by $13k.
(17,000)	Relocation Expense	Relocation expense is related to rehabilitation of Roxbury St Shelter. Moving residents into alternative housing during rehab is being funded by MTW funds.
6,624	Insurance Expenses	Insurance Expenses are slightly over budget.
(913)	Insurance Recovery	Insurance recovery on SAV-S waiting for reconciliation of claim
(17,839)	Property Tax Exp	Property Taxes on budget, timing.
9,776	Partnership taxes	Taxes on partnerships, less than budget.
153,452	Interest Expenses	Interest Expenses on budget (KAHP loan rate reset reducing interest expense by $13k monthly)
11,422	Resident services	Residential Services Development Grants and Rent credits under budget by $7k. Other resident service (housing and P&S) under by $16K. Over budget items are: Community Gardens by $2k, Employee Garden by $2k, Farm to Family by $7k but there is income to offset all of that.
(62,828)	HAP disbursements	HAP disbursements on budget.
430,700	**Lower than Budget**	**Operating Expenses**
(247,553)	Partnership Distributions	Partnership fees, paid to Keene Housing or MAHC from surplus cash for 2015 on LIHTC properties managed. Total annual budget is $102k (YTD is $100k) and actuals are $348k.
(1,251,723)	MTW Transfer	The 2016 MTW Non-HAP funding used for Non-HAP initiatives. KAHP Capital Impr=$939k, Roxbury=$7k, KHKC=$64k, Riverbend $250k
(1,068,576)	**Higher than Budget**	**Total Expenses**

Keene Housing

Income Statement - Comparing Actuals to Budget - YTD - as of November 30, 2016

Program/Property	BUDGET	ACTUALS	Changes Compared to Approved Budget		
	Operational Surplus/ (Deficit)	Operational Surplus/ (Deficit)	Revenue Over/(under) budget	Expenses Over/(under) budget	Notes on variances
Central Office (Locals)	**(24,912)**	**(181,765)**	928,796 Higher Revenue	1,085,649 Higher Expenses	MTW transfer $801k in and then out $1,051k to funds capital projects/KHKC
Monadnock Affordable (MAHC)	**105**	**(85,454)**	(16,351) Lower Revenue	69,208 Higher Expenses	
Keene Affordable (KAHP)	**115,271**	**1,171,129**	771,273 Higher Revenue	(284,763) Lower Expenses	Revenue is MTW transfer in $731k to funds capital projects
Meadow Road	**40,833**	**58,819**	2,759 Higher Revenue	(15,227) Lower Expenses	
Roxbury St Shelter	**8,468**	**300,269**	311,930 Higher Revenue	20,129 Higher Expenses	Revenue MTW transfer $79k and CDBG $233k to funds capital projects
Low Income Tax Credits Properties (LIHTC)					
Brookbend East	139,607	(25,618)	10,092 Higher Revenue	175,315 Higher Expenses	Payment of partnership distribution exceeds budget by $33k & 132k.
Brookbend West	101,665	73,749	9,778 Higher Revenue	37,693 Higher Expenses	Payment of partnership distribution exceed
					MTW transfer in $250k to funds capital projects
Stone Arch Family	32,474	25,739	(2,398) Lower Revenue	4,337 Higher Expenses	Payment of partnership distribution exceeds budget by $33k.
Stone Arch Senior	23,543	63,492	15,823 Higher Revenue	(24,126) Lower Expenses	Payment of partnership distribution exceeds budget by $7k.
Multi-Family Properties					
Central Square Terrance	149,119	221,375	1,930 on budget	(70,327) Lower Expenses	
Voucher Programs					
Section 8	(7,318)	(232,170)	(30,862) Lower Revenue	193,989 Higher Expenses	
Non-Elderly Disabled (NED)	6	(6,307)	(6,476) Lower Revenue	(163) Lower Expenses	
Mainstream Vouchers	938	9,900	(1,605) Lower Revenue	(10,567) Lower Expenses	
Non-Owned/Managed Properties					
Cottage Street	3,048	7,460	(171) on Budget	(4,584) Lower Expenses	
Ashbrook	40,769	58,232	639 on Budget	(16,824) Lower Expenses	
Emerald Street	18,613	33,784	655 on Budget	(14,516) Lower Expenses	
Fairweather Lodge	6,852	(11,817)	(18,541) Lower Revenue	128 on Budget	The building had no tenant and no revenue from 1/1-8/1.
TOTALS	724,375	1,877,572	2,221,994 Higher Revenue	1,068,576 Higher Expenses	

(a) excluding depreciation

Keene Housing

Cash Outlay - Year to Date - as of November 30, 2016

Program/Property											
			change in balance sheet accounts affecting cash								
	Unrestricted Cash Balance at 1/1/16	Cash from Operations Surplus/ (Deficit)	Principal Payments	Reserve Accounts Net change (Incr)/Decr	Capital Improvement Payments	Changes in Equity Incr/(decr)	Change in Receivables (Incr)/decr	Change in payables Incr/(decr)	due to/ due from	Unrestricted Cash Balance at current month	YTD cash Increase/ (Decrease)
Central Office (Locals)	**2,537,172**	**(181,765)**	(7,387)	0	(38,687)	0	155,191	(27,943)	1,537	**2,438,119**	(99,054)
Monadnock Affordable (MAHC)	**384,986**	**(85,454)**	(23,440)	0	(7,691)	0	5,795	(4,973)	0	**269,223**	(115,763)
Keene Affordable (KAHP)	**700,478**	**1,171,129**	(264,897)	(67,846)	(922,777)		15,581	53,457	0	**685,125**	(15,353)
Meadow Road	**4,759**	**58,819**	(28,281)	(2,882)	0	0	(1,652)	2,798	0	**33,561**	28,802
Roxbury St Shelter	**17,514**	**300,269**	(1,421)	0	(309,363)	0	(1,869)	91,329	0	**96,459**	78,945
Low Income Tax Credits (LIHTC)											
Brookbend East	*146,571*	*(25,618)*	(62,164)	(59,215)	5,050	138,440	45,493	19,579	422	**208,558**	61,987
Brookbend West	*149,614*	*73,749*	(90,969)	(10,227)	0	0	(1,288)	18,374	423	**139,676**	(9,938)
Evergreen Knoll	*41,880*	*67,855*	(20,012)	17,014	(35,741)	0	(19,564)	12,811	0	**64,243**	22,363
Riverbend	*61,326*	*328,899*	(26,813)	(13,205)	(142,662)	0	(32,314)	(8,790)	0	**166,441**	105,115
Stone Arch Family	*146,028*	*25,739*	(4,124)	(8,877)	(10,986)	(5,907)	1,569	(1,754)	0	**141,688**	(4,340)
Stone Arch Senior	*48,030*	*63,492*	(22,389)	(12,208)	(5,094)	(1,312)	(1,057)	(830)	0	**68,632**	20,602
Multi-Family Properties											
Central Square Terrance	*99,377*	*221,375*	(132,546)	(32,634)	(63,456)	0	(86,212)	79,513	0	**85,417**	(13,960)
Voucher Programs											
Section 8 - Moving to Work (MTW	*247,764*	*(232,170)*	n/a	n/a	n/a	n/a	105,857	7,136	0	**128,587**	(119,177)
Non-Elderly Disabled (NED)	*37,773*	*(6,307)*	n/a	n/a	n/a	n/a	(4,600)	43	0	**26,909**	(10,864)
Mainstream Vouchers	*134,665*	*9,900*	n/a	n/a	n/a	n/a	(6,745)	(4,663)	0	**133,157**	(1,508)
Non-Owned/Managed Properties											
Cottage Street	*2,086*	*7,460*	0	(2,200)	0	0	3,104	(3,698)	0	**6,752**	4,666
Ash Brook	*10,124*	*58,232*	(23,970)	(7,708)	(3,269)	0	(3,534)	5,974	0	**35,849**	25,725
Emerald Street	*5,194*	*33,784*	(14,834)	(3,521)	(810)	0	27	6,568	0	**26,408**	21,214
Fairweather Lodge	*10,937*	*(11,817)*	0	(17)	0	0	(1,843)	3,262	0	**522**	(10,415)
TOTAL	4,786,278	1,877,572	(723,247)	(203,526)	(1,535,486)	131,221	171,939	248,193	2,382	4,755,326	(30,952)

(a) excluding depreciation

Keene Housing

Balance Sheet Summary - Assets - as of November 30, 2016

Program/Property	ACTUALS								
	Cash Unrestricted (a)	Cash Restricted (b)	Replacement Reserves	Operating Reserves	Residual Receipts	Receivables and Prepaids (c)	Fixed Assets (d)	Other Assets (e)	Total Assets
Central Office (Locals)	**1,100,394**	**1,337,725**	**0**	**0**	**0**	**10,658,295**	**114,960**	**436,312**	**13,647,686**
Monadnock Affordable (MAHC)	**269,223**	**0**	**0**	**0**	**0**	**1,016,440**	**1,447,570**	**559,530**	**3,292,763**
Keene Affordable (KAHP)	**685,125**	**168,197**	**602,198**	**0**	**0**	**121,453**	**17,534,397**	**31,969**	**19,143,339**
Meadow Road	**33,561**	**32,089**	**55,893**	**0**	**0**	**19,769**	**678,191**	**0**	**819,503**
Roxbury St Shelter	**96,459**	**0**	**0**	**0**	**0**	**3,967**	**410,802**	**0**	**511,228**
Low Income Tax Credits (LIHTC)	**789,238**	**286,514**	**572,248**	**706,945**	**0**	**54,767**	**22,143,192**	**146,918**	**24,699,822**
Brookbend East	*208,558*	*68,059*	*127,822*	*195,093*	*0*	*7,609*	*6,097,837*	*63,665*	*6,768,643*
Brookbend West	*139,676*	*67,671*	*76,148*	*175,087*	*0*	*11,252*	*5,671,890*	*47,058*	*6,188,782*
Evergreen Knoll	*64,243*	*40,857*	*136,475*	*86,402*	*0*	*12,987*	*3,086,276*	*5,330*	*3,432,570*
Riverbend	*166,441*	*28,847*	*47,657*	*37,805*	*0*	*2,753*	*1,334,565*	*0*	*1,618,068*
Stone Arch Family	*141,688*	*42,167*	*64,312*	*89,867*	*0*	*7,595*	*2,830,603*	*11,288*	*3,187,520*
Stone Arch Senior	*68,632*	*38,913*	*119,834*	*122,691*	*0*	*12,571*	*3,122,021*	*19,577*	*3,504,239*
Multi-Family Properties	**85,417**	**147,013**	**179,145**	**0**	**16,442**	**10,732**	**1,509,705**	**38,864**	**1,987,318**
Central Square Terrance	*85,417*	*147,013*	*179,145*	*0*	*16,442*	*10,732*	*1,509,705*	*38,864*	*1,987,318*
Voucher Programs	**288,653**	**0**	**0**	**0**	**0**	**118,467**	**3,167**	**0**	**410,287**
Section 8 - Moving to Work	*128,587*	*0*	*0*	*0*	*0*	*106,018*	*3,167*	*0*	*237,772*
Non-Elderly Disabled (NED)	*26,909*	*0*	*0*	*0*	*0*	*4,600*	*0*	*0*	*31,509*
Mainstream Vouchers	*133,157*	*0*	*0*	*0*	*0*	*7,849*	*0*	*0*	*141,006*
Non-Owned/Managed Properties	**69,531**	**38,029**	**154,781**	**12,580**	**21,970**	**2,843**	**1,241,533**	**12,648**	**1,553,915**
Cottage Street (MFS)	*6,752*	*3,294*	*11,248*	*12,580*	*10,087*	*614*	*414,840*	*6,750*	*466,165*
Ash Brook (MHO)	*35,849*	*30,419*	*64,808*	*0*	*8,842*	*371*	*663,234*	*5,898*	*809,421*
Emerald Street (CHO)	*26,408*	*1,768*	*66,066*	*0*	*3,041*	*126*	*138,994*	*0*	*236,403*
Fairweather Lodge (CHO)	*522*	*2,548*	*12,659*	*0*	*0*	*1,732*	*24,465*	*0*	*41,926*
TOTALS	**3,417,601**	**2,009,567**	**1,564,265**	**719,525**	**38,412**	**12,006,733**	**45,083,517**	**1,226,241**	**66,065,863**

(a) cash
(b) Tenant Security Deps, Tax/Ins Escrows, MTW block grant
(c) A/R, N/R less doubtful accounts and due to/from
(d) Land/Buildings less depreciation
(e) Deferred Finance cost less amortization

Keene Housing

Balance Sheet Summary - Liabilities - as of November 30, 2016

Program/Property	ACTUALS							
	Payables Vendors and Tenants	Payables Related Properties	Payables Development fees	Accrued Liabilities	Loans	Capital and Retained Earnings	Net Income Current Year	Total Liabilities
Central Office (Locals)	0	0	0	22,088	4,196	13,840,486	(219,004)	13,647,766
Monadnock Affordable (MAHC)	0	0	0	(1,485)	508,278	2,920,100	(134,128)	3,292,765
Keene Affordable (KAHP)	64,930	21,436	0	182,766	15,217,222	3,158,945	498,040	19,143,339
Meadow Road	2,170	90,547	0	11,302	568,830	125,671	20,983	819,503
Roxbury St Shelter	86,532	38,415	0	(144)	54,295	38,968	293,163	511,229
Low Income Tax Credits (LIHTC)	6,180	131,761	0	196,481	6,588,254	17,978,045	(200,896)	24,699,825
Brookbend East	*1,929*	*2,015*	*0*	*30,618*	*1,269,773*	*5,667,520*	*(203,212)*	*6,768,643*
Brookbend West	*1,757*	*2,044*	*0*	*43,965*	*1,730,345*	*4,499,390*	*(88,718)*	*6,188,783*
Evergreen Knoll	*0*	*0*	*0*	*40,406*	*1,818,594*	*1,633,648*	*(60,079)*	*3,432,569*
Riverbend	*1,856*	*127,702*	*0*	*39,933*	*593,077*	*580,843*	*274,658*	*1,618,069*
Stone Arch Family	*638*	*0*	*0*	*15,726*	*592,854*	*2,651,977*	*(73,674)*	*3,187,521*
Stone Arch Senior	*0*	*0*	*0*	*25,833*	*583,611*	*2,944,667*	*(49,871)*	*3,504,240*
Multi-Family Properties	7,583	82,136	896,752	96,503	2,924,310	(2,159,669)	139,703	1,987,318
Central Square Terrance	*7,583*	*82,136*	*896,752*	*96,503*	*2,924,310*	*(2,159,669)*	*139,703*	*1,987,318*
Voucher Programs	18,352	12,728	0	20,412	0	588,286	(229,493)	410,285
Section 8 - Moving to Work	*8,496*	*12,728*	*0*	*17,419*	*0*	*432,215*	*(233,086)*	*237,772*
Non-Elderly Disabled (NED)	*8,752*	*0*	*0*	*1,985*	*0*	*27,078*	*(6,308)*	*31,507*
Mainstream Vouchers	*1,104*	*0*	*0*	*1,008*	*0*	*128,993*	*9,901*	*141,006*
Non-Owned/Managed Properties	8,771	3,939	0	22,031	1,477,347	20,423	21,406	1,553,917
Cottage Street	*0*	*0*	*0*	*1,463*	*504,881*	*(36,763)*	*(3,417)*	*466,164*
Ash Brook	*1,470*	*2,341*	*0*	*18,669*	*801,407*	*(29,102)*	*14,638*	*809,423*
Emerald Street	*6,214*	*1,131*	*0*	*(414)*	*171,059*	*33,112*	*25,303*	*236,405*
Fairweather Lodge	*1,087*	*467*	*0*	*2,313*	*0*	*53,176*	*(15,118)*	*41,925*
TOTALS	194,518	380,962	896,752	549,954	27,342,732	36,511,255	189,774	66,065,943

Keene Housing
Solicitation Log

Type	Solicitation #	Solicitation Dates	Description of Services	Dept.	Firm/Vendor	Comments/Contract Value	Contract Status	EXPIRATION DATES
RFP	101-TA	10/18/12 - 11/16/12	TECHNICAL ASSISTANCE	AGENCY WIDE	EDGEMERE CONSULTING	< $50,000.00	**EXPIRED**	01/15/16
RFP	102-GD	12/18/12 - 01/22/13	GRAPHIC DESIGN	AGENCY WIDE	IMARC, LLC	$14,875.00	**EXPIRED**	03/01/16
RFP	103-WD	12/18/12 - 01/22/13	WEB DESIGN	AGENCY WIDE	IMARC, LLC	$37,625.00	**EXPIRED**	09/01/13
RFQ	104-LA	04/15/14 - 11/15/14	LAWN MAINTENANCE	AGENCY WIDE	JM CONSTRUCTION	< $82,481.37	**EXPIRED**	11/15/14
RFP	105-DC	04/08/13 - 05/09/13	DEVELOPMENT CONSULTING	AGENCY WIDE	TAG ASSOCIATES	< $50,000.00	**EXPIRED**	08/15/16
RFP	106-CA	05/17/13 - 06/21/13	CAPITAL NEEEDS ASSESSMENT	KAHP/139 ROXBURY ST	GDS ASSOCIATES	$7,969.00	**EXPIRED**	10/22/13
RFQ	107-SR	07/23/13 - 08/19/13	SNOW REMOVAL	KAHP/MEADOW/COTTAGE	AGM LANDSCAPING	$25,750.00	RENEWED 9/20/16	05/15/17
RFQ	108-HS	07/31/13 - 08/23/13	HEATING/AC/AH	AGENCY WIDE	GARY JACKSON HEATING	$19,030.00	**EXPIRED**	09/14/16
RFQ	109-FS	08/05/13 - 08/30/13	FLOORING SERVICES	AGENCY WIDE	SYD'S CARPET & SNOOZE ROOM	FEE FOR SERVICE	**EXPIRED**	10/19/15
RFP	110-AE	03/21/14 - 04/21/14	ARCHITECT/ENGINEERING	AGENCY WIDE	WELLER & MICHAL	FEE FOR SERVICE	RENEWED 5/13/16	05/13/19
		03/21/14 - 04/21/14	ARCHITECT/ENGINEERING	AGENCY WIDE	STEVENS & ASSOCIATES	FEE FOR SERVICE	RENEWED 6/15/16	06/14/19
		03/21/14 - 04/21/14	ARCHITECT/ENGINEERING	AGENCY WIDE	DIETZ ASSOCIATES	FEE FOR SERVICE	RENEWED 9/27/16	10/16/19
RFP	111-TR	03/15/14 - 03/28/14	TRASH REMOVAL	AGENCY WIDE	WASTE MANAGEMENT	FEE FOR SERVICE	RENEWED 3/31/16	04/30/17
RFP	112-EL	04/12/14 -04/28/14	ELECTRICAL	AGENCY WIDE	TATTERSALL ELECTRIC	FEE FOR SERVICE	EXECUTED 5/15/15	05/14/17
RFP	113-PG	04/26/14 - 05/12/14	PROPANE GAS HEATING	AGENCY WIDE	KEENE GAS	1.27/1.37 PER GALLON	RENEWED 7/1/16	06/30/17
RFP	114-EC	10/29/14 - 12/01/14	ENERGY CONSULTING	AGENCY WIDE	NOVA CONSULTING GROUP	< $50,000.00	EXECUTED 1/23/15	01/31/17
QBS	115-LG	07/01/14 - 08/31/14	LEGAL	AGENCY WIDE	BRAGDON, DOWD & KOSSAYDA	< $50,000.00	RENEWED 9/1/16	08/31/17
		07/01/14 - 08/31/14	LEGAL	AGENCY WIDE	DRUMOND WOODSUM	FEE FOR SERVICE	RENEWED 9/1/16	08/31/17
		07/01/14 - 08/31/14	LEGAL	AGENCY WIDE	HAWKINS DELAFIELD & WOOD	FEE FOR SERVICE	RENEWED 9/1/16	08/31/17
		07/01/14 - 08/31/14	LEGAL	AGENCY WIDE	KLEIN HORNIG LLP	< $50,000.00	**EXPIRED**	**08/31/16**
		07/01/14 - 08/31/14	LEGAL	AGENCY WIDE	SHEEHAN PHINNEY BASS & GREEN	FEE FOR SERVICE	RENEWED 9/1/16	08/31/17
RFP	116-HQ	09/26/14-10/21/14	HOUSING (HQS) INSPECTION	AGENCY WIDE	NO SUBMISSIONS	N/A	**EXPIRED RFP**	**N/A**
		09/04/15-09/28/15	HOUSING (HQS) INSPECTION	AGENCY WIDE	NO SUBMISSIONS	N/A	**EXPIRED RFP**	**N/A**
RFP	117-LC	02/06/15-03/23/15	LAWN CARE/LANDSCAPING	AGENCY WIDE	JM CONSTRUCTION	<$82,000.00	***DEFAULT 07/13/15***	***N/A***
		EMERGENCY HIRE	LAWN CARE/LANDSCAPING	AGENCY WIDE	AGM LANDSCAPING	<$69,000.00	**EXPIRED**	**11/14/15**
		RENEWAL	LAWN CARE/LANDSCAPING	AGENCY WIDE	AGM LANDSCAPING	<$97,500.00	**EXPIRED**	**11/30/16**
RFP	118-TA	11/30/15-12/30/15	TECHNICAL ASSISTANCE	AGENCY WIDE	EDGEMERE CONSULTING	< $50,000.00	EXECUTED 02/01/16	2/1/2017
RFP	119-GD	11/30/15-12/30/15	GRAPHIC DESIGN	AGENCY WIDE	SILVER DIRECT	< $15,000.00	EXECUTED 01/25/16	1/31/2017
RFP	120-CA	2/25/16-04/15/16	CAPITAL NEEEDS ASSESSMENT	EK/CST/SAV	GDS ASSOCIATES	<$8,676.00	EXECUTED 05/06/16	6/12/2017
RFP	121-DC	7/05/16- 08/12/16	DEVELOPMENT CONSULTING	AGENCY WIDE	TAG ASSOCIATES	< $50,000.00	EXECUTED 09/01/16	8/31/2019
RFP	121-DC	7/05/16- 08/12/16	DEVELOPMENT CONSULTING	AGENCY WIDE	NNEHIF	< $50,000.00	EXECUTED 10/01/16	9/30/2019
RFP	122-HS	7/29/16- 08/31/16	HEATING/AC/AH	AGENCY WIDE	GARY JACKSON HEATING	<$23,952.00	EXECUTED 09/09/16	9/14/2017
RFP	123-SC	8/24/16- 9/30/16	SOLAR CONSULTING	AGENCY WIDE	COMPETITIVE ENERGY SERVICES	$10,000.00 PHASE 1& 2	EXECUTED 11/15/2016	11/14/2017
RFP	124-ES	10/20/16 -11/15/16	ENVIRONMENTAL SERVICES	AGENCY WIDE	N/A	N/A	ISSUED RFP	

KEY:

IFB Invitation for Bid

QBS Qualifications Based Selection

RFB Request for Bid

RFP Request for Proposal/Procurement

RFQ Request for Quote/ Qualifications

DECEMBER 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15 North & Gilsum Kids Holiday Bazaar	16 Staff Holiday Luncheon	17
18	19	20	21 Board of Commissioners Meeting	22	23	24
25	26 Office Closed Christmas Holiday	27	28	29	30	31

Keene Housing

JANUARY 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 Office Closed New Year's Holiday	3	4	5	6	7
8	9	10	11	12	13	14
15	16 Office Closed Presidents' Day	17 NHHFA Management Review Stone Arch Village Senior	18 Board of Commissioners Meeting	19	20	21
22	23	24	25	26	27	28
29	30	31				

Keene Housing