Keene Housing

Keene Housing
Board of Commissioners Meeting
January 23, 2020

Stone Arch Village Senior Holiday Craft Group

Meeting Location:
Keene Housing
831 Court Street
Keene, NH 03431

Keene Housing

Board of Commissioners Meeting
Thursday, January 23, 2020
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Keene Housing

BOARD OF COMMISSIONERS MEETING
THURSDAY, JANUARY 23, 2020
12:00 P.M.
KEENE HOUSING
831 COURT STREET, KEENE, NH

AGENDA

I. Call to Order

II. Roll Call

III. Approval of the December 19, 2019 Keene Housing Board Meeting Minutes

IV. Executive Director's Report

V. Management Report

VI. Finance Report

VII. Old Business

VIII. New Business

a. Approval for Keene Housing to Pursue Accreditation (Resolution No. 654)

b. Approval of Bad Debt Write Offs Fiscal Year 2019 (Resolution No. 655)

c. Approval of 2020 – 2025 Strategic Plan (Resolution No. 656)

d. Informational Memo: Quarterly Community Garden Newsletter

e. Quarterly Safety Committee Update

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
Thursday, December 19, 2019

Chairperson Mack called the Keene Housing Board of Commissioners meeting to order at 12:01 p.m. Chairperson Mack asked that the minutes reflect who attended the meeting and declared a quorum present.

Commissioners in attendance:
- J.B. Mack, Chairperson
- Tom Moses, Vice Chairperson
- Chris Coates, Commissioner
- Pam Slack, Commissioner

Absent:
- Jen Marsh, Commissioner

Also in attendance:
- Joshua Meehan, Secretary
- Linda Griffin, Director of Finance
- Denise Pratt, Director of Housing and Services
- Sandy Clark, Director of Facilities and Assets
- Amy Wright, Director of Administration
- Lori Tassinari, Administrative Assistant
- Dawn Smith, Administrative Assistant

MINUTES:

Chairperson Mack called for approval of the November 21, 2019 Board of Commissioners meeting minutes. Commissioner Slack made a motion to approve the minutes. Vice Chairperson Moses seconded the motion, which upon being put to vote, the minutes passed unanimously.

EXECUTIVE DIRECTOR'S REPORT:

Secretary Meehan welcomed everyone to the meeting and the Administrative staff introduced themselves to the Commissioners.

Secretary Meehan stated the federal budget looks favorable and Keene Housing expects similar funding to last year. The budget includes a $125,000,000 increase to Community Development Block Grant (CDBG) which has not seen an increase in many years.

Secretary Meehan attended a public hearing at the County Commissioners for the Bennett Block CDBG application. The County Commissioners were very supportive, and the application is due the end of January 2020.

Secretary Meehan updated the Board on his participation in the Public Utility Commission's rule writing related to Senate Bill 165. Senate Bill 165 provides a 3 cent per kilowatt hour adder to community solar projects serving low–moderate income residents.

Secretary Meehan stated the merging of the Housing Department and Programs and Services is going well. The office restructuring is almost complete.

Secretary Meehan announced Jen Marsh's second term as Resident Board Commissioner expires on December 31, 2019. Mayor Elect Hansel will make a recommendation for a new Resident Commissioner in January 2020 which will be voted on by the City Council in February 2020. Commissioner Marsh has been asked to continue serving until the new Resident Board Commissioner is appointed.

Keene Housing is starting the accreditation application in January 2020 and plans to receive accreditation by August 2020. Secretary Meehan asked the Commissioners to think about whether or not Keene Housing should explore creating an investment strategy for funds not needed for monthly expenses.

MANAGEMENT REPORT:

Ms. Pratt reviewed the management report and commented on the vacancies.

FINANCE REPORT:

Ms. Griffin reviewed the consolidated financial operations and variances to budget for Keene Housing owned and managed properties.

NEW BUSINESS:

Resolution No. 651 - Approval of the Fiscal Year 2020 Consolidated Budget

The Keene Housing Board of Commissioners, authorizes the adoption of the proposed consolidated Keene Housing 2020 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, 2019 memorandum from Linda Griffin, Finance Director to Joshua Meehan, Executive Director. Commissioner Slack moved the motion to approve the resolution. Commissioner Coates seconded the motion, which upon being put to vote, was passed unanimously.

Resolution No. 652 - Approval of the Moving to Work Administrative Plan

The Keene Housing Board of Commissioners approves and adopts the revised MTW Administrative Plan; and further authorize the Executive Director to make any technical corrections necessary pursuant to the memorandum dated December 10, 2019 from Denise Pratt, Director of Housing and Services, to Joshua R. Meehan, Executive Director. Commissioner Slack moved the motion to approve the resolution. Commissioner Coates seconded the motion, which upon being put to vote, was passed unanimously.

Resolution No. 653 - Approval of the Tenant Selection and Occupancy Plan (TSOP)

The Keene Housing Board of Commissioners approves and adopts the revised TSOP; and further authorize the Executive Director to make any technical corrections necessary pursuant to the memorandum dated December 10, 2019 from Denise Pratt, Director of Housing and Services, to Joshua R. Meehan, Executive Director. Commissioner Slack moved the motion to approve the resolution. Commissioner Coates seconded the motion, which upon being put to vote, was passed unanimously.

Informational Memo: Proposed Application for Community Development Block Grant (CDBG) Funds for the Rehabilitation of Bennett Block

Secretary Meehan stated the Monadnock Affordable Housing Corporation (MAHC) Board of

Directors met and approved a $500,000 CDBG grant application for the Bennett Block project and committed to matching funds.

OLD BUSINESS:

No topics were presented.

PUBLIC COMMENT:

No comments were presented.

NON-PUBLIC SESSION:

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

Commissioner Slack made a motion to adjourn the meeting. Commissioner Coates seconded the motion, which upon being put to vote, was passed unanimously. There being no further business, Chairperson Mack adjourned the Board meeting at 12:58 p.m.

Joshua Meehan, Secretary of Keene Housing Board of Commissioners

12/27/19
Date

Keene Housing

Resolution No. 654

REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item

   Approval for Keene Housing to Pursue Accreditation

2. Date of Board Meeting: January 23, 2020

3. Proposed Board Resolution:

   That the Keene Housing Board of Commissioners approves Keene Housing's intent to pursue accreditation from the Affordable Housing Accreditation Board pursuant to the January 2, 2020 memorandum from Amy Wright, Director of Administration 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 Amy Wright Date: 1/2/2020

6. Statement of availability of funds by Finance Manager

   Funds Budgeted and Available Yes ☐ No ☐ Source _____

   Account #_____

   Director of Finance Approval Signature _____ Date: _____

7. Executive Director Approval Signature _____ Date: 1/2/2020

Keene Housing

MEMORANDUM

To: Joshua Meehan, Executive Director
From: Amy Wright, Director of Administration AW
Subject: Approval for Keene Housing to Pursue Accreditation
Date: January 2, 2020

This memorandum recommends the Keene Housing Board of Commissioners support Keene Housing in applying for housing accreditation.

Housing accreditation is a voluntary process that recognizes the quality of a housing organization and assists in its improvement by evaluating it against 8 industry standards. Affordable Housing Accreditation brings together organizations, residents, community stakeholders, business partners and regulators to improve governance, management and service delivery, ultimately benefiting the affordable housing industry and the public.

Keene Housing will be evaluated on their ability to meet national standards developed by their professional peers. Benefits of receiving housing accreditation include a commitment to improving quality and adopting new methodologies to improve organizational effectiveness, establish confidence with potential funders and regulators for future capital investments and affirms a commitment to quality and accountability to residents and the local community.

RECOMMENDATION

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

Resolution:

That the Keene Housing Board of Commissioners approves Keene Housing's intent to pursue accreditation from the Affordable Housing Accreditation Board pursuant to the January 2, 2020 memorandum from Amy Wright, Director of Administration to Joshua R. Meehan, Executive Director.

Keene Housing

Resolution No. 655

REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item: Bad Debt – write offs for 2019

2. Date of Board Meeting: January 23, 2020

3. Proposed Board Resolution:

That the Keene Housing Board of Commissioners, authorizes the Finance Department to write-off tenants' old accounts receivable for $18,790.03 as uncollectible bad debt for the fiscal year ending December 31, 2019 pursuant to the January 10, 2020 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 _____ Date: 1/10/2020

7. Executive Director Approval Signature _____ Date: 1/10/2020

Keene Housing

MEMORANDUM

To: Joshua R. Meehan, Executive Director
From: Linda Griffin, Finance Director
Subject: Bad Debt - write offs for 2019
Date: January 10, 2020

This memorandum recommends that the Keene Housing Board of Commissioners authorizes the Finance Department to write-off tenants' old accounts receivable for approximately $18,790.03 for the fiscal year ending December 31, 2019.

- 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 2019, there was $3,631.58 collected from previous bad debt write offs.

The comparison of total write-offs per year are as follows:
2019=$18,790.03 2018= $32,174 2017=$22,555 2016=$28,678 2015= $43,926

Summary of write-off per property are as follows:

PROPERTIES	
Keene Affordable Housing:	
Forest View	4,941.53
North & Gilsum	5,848.93
Bennett Block	696.09
Harper Acres	632.45
Scattered sites	690.91
Brookbend West	5034.31
Central Square Terrace	0
Central Square Terr -Commercial	0
Evergreen Knoll	805.68
Riverbend Apartments	0
Meadow Road	0
Stone Arch Village Family	140.13
Stone Arch Village Senior	0
Emerald St.	0
TOTALS	18,790.03

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 $18,790.03 as uncollectible bad debt for the fiscal year ending December 31, 2019 pursuant to the January 10, 2020 memorandum from Linda Griffin, Finance Director to Joshua Meehan, Executive Director.

Keene Housing

Resolution No. 656

REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item:

   Approval of 2020 – 2025 Strategic Plan

2. Date of Board Meeting: January 23, 2020

3. Proposed Board Resolution:

   That the Keene Housing Board of Commissioners approve the 2020 - 2025 Strategic Plan pursuant to the memorandum dated January 13, 2020 from Amy Wright, Director of Administration 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 Amy Wright Date: 1/13/20

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: 1/13/2020

Keene Housing

MEMORANDUM

To: Joshua Meehan, Executive Director
From: Amy Wright, Director of Administration
Subject: Approval of 2020 - 2025 Strategic Plan
Date: January 13, 2020

This memorandum recommends that the Board of Commissioners approve the 2020 - 2025 Strategic Plan.

The 2020 - 2025 Strategic Plan was developed with active engagement and feedback from Keene Housing's Board of Commissioners, staff, residents, voucher holders, landlords and community partners. The 2020 – 2025 Strategic Plan is organized by goal, with each goal broken down into a series of related objectives and projects. The Agency will continue to review the Strategic Plan each year. The annual reviews give the Board of Commissioners and staff the opportunity to check our progress and make adjustments; when needed.

RECOMMENDATION

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

Resolution: That the Keene Housing Board of Commissioners approve the 2020 - 2025 Strategic Plan pursuant to the memorandum dated January 13, 2020 from Amy Wright, Director of Administration to Joshua Meehan, Executive Director.

2020-2025

Keene Housing

STRATEGIC PLAN

“Progress is not in enhancing what is, but in advancing toward what will be.”

Khalil Gibran

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INTRODUCTION

This Strategic Plan provides Keene Housing's Board of Commissioners, our staff, the people we serve, and our partners – local, regional and national – with a road map that identifies the strategic goals Keene Housing will strive to achieve by 2025. This plan was developed with active engagement and feedback from our Board of Commissioners, staff, residents, voucher holders, landlords, and community partners from as nearby as City Hall and as far away as Washington, DC.

This strategic plan finds us at a very different place organizationally than we were at when the last strategic plan was developed, in 2015. In 2015 much of Keene Housing's senior staff and several Board Commissioners were relatively new to the organization, having only worked together for a few years. We were in the early stages of developing a strategy for addressing the portfolio's long-term capital needs, and we were just beginning to understand the portfolio's energy costs and opportunities for savings. Similarly, in 2015 we started to think differently about how we could better help the young people we house become successful adults, and about what more we could do to help the elderly and disabled neighbors we serve live healthier, happier, more independent lives.

By early 2019, when work on this Strategic Plan began, we were encouraged that we'd achieved many of the goals we'd set for ourselves in 2015. We'd spent the last five years aggressively addressing the portfolio's most pressing capital needs, including a massive rehabilitation project at Central Square Terrace, our 90-unit historic building in the heart of downtown Keene. Our understanding of the portfolio's energy performance and strategies for improvements had also come into focus. By 2019 we'd made significant strides towards decreasing our energy needs and had already made great progress towards reaching our goal of relying 100% on renewable energy by 2035.

Since providing it with seed funding in December 2014, the Keene Housing Kids Collaborative (KHKC) has grown from a small start-up nonprofit serving a few children, to one of the city's most recognized service organizations, serving hundreds of Keene Housing kids each year. We are also pleased that goals related to our elderly and disabled residents' quality of life were largely achieved, in great part due to the addition of a dedicated Elderly/Disabled Resident Service Coordinator in 2016. Thanks to her hard work, our elderly and disabled residents had many more opportunities to participate in activities that helped maintain their mental and physical health, social connections and sense of belonging. Similarly, our Community Garden program took off with over 35 dedicated Community Gardeners maintaining over 60 raised beds across our real estate portfolio.

Even with all of these accomplishments, there is still much work to be done, and this Strategic Plan is the guide we will use to identify and track our progress over the coming five years.

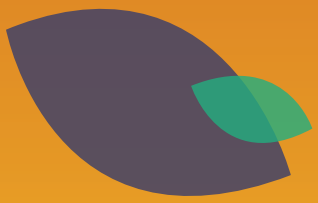
A ROADMAP TO 2025

As was the case with our previous five-year strategic plan, this plan is organized by goal, with each goal broken down into a series of related objectives and projects that will help ensure that we stay grounded and focused on our way to 2025. We will also continue the practice of reviewing and when needed, revising, the Strategic Plan each year.

These annual reviews give the Board of Commissioners and staff opportunities to check on our progress towards the goals, objectives and projects articulated in this plan. These check-ins also give us opportunities to make revisions when circumstances "on the ground" change. If it is to be a useful tool, the strategic plan must be a living document; we must be able to adjust and revise it in response to emerging opportunities and threats.

As we look ahead to 2025, we are excited by what is to come. We look forward to completing the portfolio's remaining rehabilitation projects and turning our attention to creating new affordable housing for our neighbors who need it. We look forward to continuing to be leaders in the areas of energy efficiency and solar energy production. We are excited to find new ways to support the health and well-being of our frailest residents and helping our working families achieve greater economic independence. And, as always, we are grateful that, thanks to our designation as a U.S. Department of Housing and Urban Development Moving to Work (MTW) Agency, we have the flexibility to respond to emerging opportunities and threats in ways that most other Public Housing Authorities cannot. Much of what we have accomplished, and what we hope to achieve in the years ahead is largely possible because of our MTW designation.

Finally, we look forward to working with all of our partners; as we try to meet our shared challenges over the next five years. This Strategic Plan is being printed at a time when business leaders, politicians and policy makers of all political and philosophical stripes are beginning to recognize the effect the affordable housing shortage is having on our communities' social, physical and economic health. While we wish it didn't take as long as it has for the housing crisis to be recognized for what it is, we are grateful that from Keene to Concord to Washington, decision makers are starting to work on solutions. We look forward to doing our part to help.



MISSION STATEMENT

"Keene Housing provides and advocates for affordable housing and supportive services that strengthen and empower low and moderate-income households in the Monadnock region."

GOAL 1:

Preserve, Improve and Expand Affordable Housing Stock

KH's existing real estate portfolio is a critical component of the region's affordable housing stock. Maintaining and improving the portfolio for future generations is amongst KH's primary responsibilities. This goal captures a broad range of initiatives that help ensure the portfolio's long-term viability including capital improvements, landscaping and other activities to improve "curb appeal", preventive maintenance and, when appropriate, recapitalization.

We also recognize that our current portfolio will never be large enough to meet the growing demand for high quality affordable housing in the Monadnock region. Therefore, this goal also encompasses efforts to address broader regional affordable housing needs through a combination of preservation and development activities.

OBJECTIVES:

- **Address the portfolio's capital needs**
- **Restructure/recapitalize portfolio financing where needed to ensure viability and long-term affordability**
- **Identify and secure new funding to support capital needs including continuing use of MTW funds**
- **Maintain exceptional "curb appeal"**
- **Leverage Project Based Vouchers and the Transitional Housing Assistance Subsidy Program as regional affordable housing preservation and expansion tools**
- **Pursue development opportunities that respond to identified, quantifiable regional housing needs**

PRIORITY PROJECTS:

- **Update annually and implement portfolio-wide preventive maintenance plan, with a focus on activities that reduce energy consumption**
- **Update annually and implement portfolio-wide landscape/grounds improvement and maintenance plan**
- **Implement annual and five-year Capital Plans with a focus on priority needs such as life safety improvements, energy efficiency and accessibility projects (including those that support "aging in place"), in a manner that keeps residents informed, and minimizes disruption to their lives**
- **Update Capital Needs Assessments on a five-year cycle**
- **Develop and implement plan for the rehabilitation of Bennett Block**
- **Develop and implement recapitalization strategy, and related capital improvements, for projects nearing the end of the Low-Income Housing Tax Credit initial compliance period including Stone Arch Village and Evergreen Knoll**
- **Develop a plan for the rehabilitation of 105 Castle Street, preserving its role as a community space for Harper Acres residents**
- **Identify and undertake at least one additional development project by 2025**

GOAL 2:

Promote Energy Conservation and Sustainability

With the exception of personnel expenses, energy is Keene Housing's largest operating cost. Recognizing the overriding importance of reducing energy consumption and costs, KH is an active participant in the Better Buildings Challenge established by the US Departments of Energy and Housing and Urban Development. Focusing on reducing utility consumption and incorporating energy efficient, sustainable materials into capital projects is the focus of the Better Buildings Challenge and this Strategic Plan goal.

OBJECTIVES:

- **Transition to 100% renewable energy sources by 2035**
- **Achieve Better Buildings Challenge goals by 2025**
- **Continue executing energy conservation and investment strategies to lower costs and reduce carbon footprint**
- **Integrate conservation and sustainability into modernization and development planning**
- **Continue accessing available energy efficiency rebate and incentive programs**
- **Stay informed about and take advantage of emerging public policies that incentivize energy efficiency and generation projects**
- **Promote KH's energy efficiency achievements to partners, stakeholders and the general public**

PRIORITY PROJECTS:

- **Implement Energy Strategic Plan in coordination with execution of Capital Plan**
- **Maintain and update Energy Strategic Plan**
- **Replace all Electric Thermal Storage (ETS) units with air source heat pumps or similar high efficiency HVAC system**
- **Develop and implement a water conservation plan for community gardens**
- **Continue monitoring utility consumption to inform choices and quantify savings from energy-related retrofits, improvements, and solar projects**
- **Inform and educate residents about energy conservation benefits at lease up and periodically during tenancy**

GOAL 3:

Prudently Manage and Oversee Agency Finances

Scarce federal and state support for affordable housing severely constrains Keene Housing's ability to fully address capital, supportive service and other needs. Keene Housing must work diligently to maximize the resource leveraging impact of its available funds and seek new income sources, while simultaneously reducing operating costs by pursuing creative management and energy conservation strategies. KH's objectives in this area include diversifying funding sources, increasing non-federal financial reserves and containing operating costs.

OBJECTIVES:

- **Strengthen and expand financial analysis and reporting capabilities**
- **Contain and, whenever possible, reduce operating costs**
- **Expand and diversify funding sources to reduce reliance on HUD and USDA**
- **Increase non-federal operating reserves**
- **Maximize rent and management fee potential**
- **Minimize vacancy loss across the portfolio**
- **Maximize occupancy and rent potential for commercial spaces**

PRIORITY PROJECTS:

- **Annually update and implement the agency-wide Financial Management Plan**
- **Explore opportunities for residents to contribute to curb appeal**
- **Conduct annual review of rent and management fees**
- **Continually monitor vacancy loss**
- **Regularly renew and update cost allocation methodology**
- **Conduct annual review of benefits and health insurance costs, pursuing cost effective but equitable opportunities where feasible**
- **Conduct annual review of property and casualty insurance costs, pursuing cost effective opportunities whenever feasible**
- **Identify and secure additional revenue through grants, increased management fees, and other initiatives**
- **Where permissible, repurpose and identify new revenue opportunities for underutilized community rooms in consultation with residents**

GOAL 4:

Achieve Excellence in Management

Providing high quality property management and maintenance services to all residents is a core value that is deeply ingrained into Keene Housing's organizational culture. This strategic goal focuses on achieving industry-leading performance outcomes in key performance indicators including occupancy, vacancy, unit turnaround time, rent collection and work order completion. In achieving its occupancy goals, KH is committed to fair and consistent lease enforcement, and to working closely with residents to minimize the need for evictions.

OBJECTIVES:

- **Maximize utilization of available voucher and housing resources**
- **Meet or exceed performance goals related to voucher utilization, property management and maintenance indicators**
- **Document, maintain, and implement best practices that meet or exceed applicable regulatory requirements**
- **Maximize operational efficiencies created by 2019 reorganization of voucher and property management functions**

PRIORITY PROJECTS:

- **Achieve annual voucher program utilization goals**
- **Achieve annual property management and maintenance goals**
- **Annually update and implement Tenant Selection and Occupancy Plan and MTW Administrative Plan**
- **Convert to a single enterprise software platform for voucher, property management and finance operations**
- **Identify areas of risk, develop and implement quality control protocols where needed**
- **Streamline and wherever possible consolidate housing and voucher administrative processes and systems to maximize efficiencies and improve operational outcomes**
- **Receive accreditation from the Affordable Housing Accreditation Board**

GOAL 5:

Promote Wellness and Independence Among Seniors and Residents with Disabilities

Almost half of the households Keene Housing serves includes at least one member who is elderly or disabled. State and regional demographic data suggest that this trend will continue well into the future. This strategic goal recognizes this trend, and commits Keene Housing to facilitating aging in place, and to pursuing initiatives that enhance elderly and disabled residents' quality of life. Keene Housing will accomplish this goal by partnering with agencies that have the resources and expertise to help, and by integrating residents' physical needs into our capital planning process.

OBJECTIVES:

- **Leverage resources to secure new funding and services**
- **Integrate accessibility features and resident comfort into new and retrofit project designs**

PRIORITY PROJECTS:

- **Explore opportunities for additional resident services through recurring federal and state sources including but not limited to Medicaid reimbursement**
- **Implement strategies to ensure successful housing search and long-term tenancies for disabled residents and voucher holders, including educating residents on reasonable accommodations**
- **Expand partnerships providing on-site quality of life programs and services**

GOAL 6:

Support Resident Economic Development

As evidenced by our resident-centric approach to property management and robust resident services programming, helping residents and voucher holders seek well-paying jobs, improve their educations and increase their assets are important KH goals. This strategic goal takes full advantage of Keene Housing's MTW flexibility to develop rent reform and resident service initiatives specifically designed to help working families achieve greater economic independence.

OBJECTIVES:

- **Use MTW flexibility to explore resident service and rent models that provide incentives for employment and asset building**
- **Leverage internal and external resources to help residents and voucher holders build social connections and sense of community**
- **Focus on measurable outcomes and program evaluation**

PRIORITY PROJECTS:

- **Develop, implement and evaluate rent reform and services demonstration project, with support from third party private or academic researchers**
- **Look for additional Transitional Housing Assistance Subsidy Program (THASP) partners**
- **Increase the use of the Family Activity Centers by local service providers and residents**

GOAL 7:

Support Youth Development Through Collaboration with the Keene Housing Kids Collaborative

Keene Housing has been the driving force and primary financial supporter of the Keene Housing Kids Collaborative (KHKC), a non-profit organization established in 2014 to support the healthy development and educational success of KH youth. Working in collaboration with KH, the Keene School District and more than 30 partner agencies, KHKC is implementing an ambitious array of after school and summer programs that promote healthy youth development and support parents and children living in Keene Housing owned or assisted homes. During the Strategic Plan term, KH will support and collaborate with KHKC to increase its fund-raising capacity, and to help KHKC become a self-sustaining non-profit organization.

OBJECTIVES:

- **Continue supporting and collaborating with KHKC to expand and strengthen programs that focus on youth development from preschool through high school**
- **Help KHKC become a self-sustaining organization**

PRIORITY PROJECTS:

- **Improve communications between KHKC and KH BOC**
- **Continue reducing MTW contribution towards KHKC operating costs**
- **Introduce KHKC leadership to additional potential affordable housing partners**

GOAL 8:

Build Board and Staff Capacity and Skills

An engaged, well-trained Board and staff are essential for Keene Housing to continue achieving excellence, fostering innovation and most importantly, addressing community needs. This goal incorporates ongoing efforts to increase the Board of Commissioner's engagement in, and advocacy on behalf of KH's strategic goals. It also encompasses supporting and building Board and staff capacity through continuing education, and initiatives that periodically solicit feedback from staff and the Board, especially when major organizational transitions are under consideration.

OBJECTIVES:

- **Recruit and retain a qualified, motivated workforce**
- **Provide staff with the training, including cross training, needed to excel at their jobs and grow within the organization**
- **Ensure that new and current Board members are fully informed of their roles and responsibilities, appropriately engaged in governance and policy matters, and fulfilling their obligation to advocate for KH and the households we serve**
- **Provide opportunities for local stakeholders, including students, to learn about KH's work**

PRIORITY PROJECTS:

- **Continue bonus program to recognize extraordinary performance**
- **Continue conducting employee satisfaction/feedback surveys**
- **Annually update Board training materials and schedule, including on-boarding packet, using the AHAB accreditation standards for Governance as a source for best practices**
- **Increase opportunities for Board members to participate in relevant trainings and to engage with KH staff**
- **Continue developing strategies that attract and retain quality staff at all organizational levels**
- **Implement intradepartmental cross training initiatives**
- **Implement interdepartmenental "Shadow Days"**

GOAL 9:

Enhance Customer Service and Operational Efficiency

Keene Housing is a service organization. Applicants, residents and voucher holders are our customers. KH is always focused on ways to streamline operations and improve customer service for applicants, residents and voucher holders. This strategic goal incorporates activities that leverage emerging technology, provide increasingly helpful and timely information to our customers and community, and minimize disruption to residents and operations in the event of a natural disaster or other unforeseen event.

OBJECTIVES:

- **Integrate new technologies that streamline work processing and improves public/resident access to information**
- **Ensure that the providing high quality customer service, based in empathy and fairness, is a fundamental organizational principal**
- **Provide additional opportunities to easily receive and respond to public feedback**
- **Implement a disaster response and recovery plan**

PRIORITY PROJECTS:

- **Develop and implement a plan to improve the website**
- **Develop and implement a security plan**
- **Periodically assess and implement required enhancements to KH's hardware, software and telecommunications network**
- **Develop and implement a Communications Plan that uses technology to improve the timeliness, accuracy and accessibility of information about KH plans and strategies for applicants, residents, voucher holders, community stakeholders and other target audiences**
- **Regularly solicit input from residents and stakeholders on KH programs and initiatives**
- **Develop a disaster response plan that accounts for the safety of residents and staff as well as the need to recover quickly from a natural disaster**
- **Evaluate and, where cost effective, deploy technological tools such as video updates, kiosks, computers and publicly available printers to assist residents and applicants**

GOAL 10:

Be a Strong and Effective Advocate for Innovation in Affordable Housing and Supportive Service Programs

Keene Housing's organizational culture values and actively supports innovation and excellence in the administration of housing and supportive service programs for low- and moderate-income people. KH strongly believes that we achieve excellence by learning from, and sharing with others engaged in activities that benefit our customers. To that end, KH strives to play a prominent role in local, state and federal efforts to improve, promote and expand affordable housing programs and supportive services. Central to this effort is KH's leadership in the Moving to Work (MTW) program.

OBJECTIVES:

- **Support and participate in the growth of the MTW Collaborative and advocate for the permanent extension of current MTW Agreements**
- **Participate in local, state and national efforts to improve public policy affecting affordable housing development, management and administration**
- **Contribute to efforts to improve local, state and national renewable energy incentive programs and related public policies**
- **Contribute to efforts to improve local, state and national supportive service programs and policies**

PRIORITY PROJECTS:

- **Actively participate in and support the MTW Collaborative**
- **Actively participate in and support the Affordable Housing Accreditation Board**
- **Actively participate in and support the New Hampshire Housing Authority Corporation**
- **Actively participate in and support the Public Housing Authorities Directors Association**
- **Actively support the advocacy efforts of Housing Action New Hampshire**
- **Ensure that members of senior staff hold leadership positions with local, state and federal organizations, committees and councils**
- **Continue advocating for low- and moderate-income people to local, state and federally elected officials**

Keene Housing

INFORMATIONAL MEMORANDUM

To: Joshua Meehan, Executive Director
From: Jori Johnson, Community Garden Coordinator
Cc: Denise Pratt
Subject: Quarterly Community Garden News
Date: December 2019

Community Gardens

It has been a while since you have had an update about our community gardens. For those of you that were unaware, I was on an extended leave right over prime planting season for 6 weeks to care for my mother in Missouri. Thanks to KH policies, I was able to keep my job even after such an extended leave. Thanks to Denise Pratt and Karen Graveline, all the plants and seeds were delivered to 7 sites. Some residents took charge at various sites and helped those gardeners that weren't sure how to get started to get their gardens growing. Catherine Souther, resident at Brookbend, helped get those gardens growing. David and Susan Chase took a leadership role at Stone Arch Senior, and Sarah Sheldon took on the leadership role at Evergreen Knoll.

Thanks to KH employee and husband Claire and Jack Coey and residents David and Susan Chase, all the orchard trees and shrubs at Stone Arch Senior got planted and did very well this year. The residents picked blueberries, nectarines, and Asian pears this first year.

The number of gardeners was up approximately 37% in 2019 from the previous year. We have a request for 5 new beds at Harper Acres in order to accommodate all the new gardeners out there. We have budgeted for those new beds in 2020 and Lenny will be building them.

At Damon Court, we began with 1 request for a garden bed and now all 5 of the other residents have requested growing spaces. Those beds have been ordered and are stored until the spring at which time the crew will build and install them.

We installed the deer fence at Brookbend/Meadow and it successfully deterred any non-gardeners from stealing produce.

The vegetable gardens at Central Square Terrace were successful despite the construction there. The perennial bed has been completely decimated with ongoing construction. We dug up as many plants as we could, and we are trying to overwinter them in pots outdoors. We will not know until spring if any of them will come back. The crabapple tree that was in that garden was also removed and the city is requiring that it gets replaced, so the residents chose a self-pollinating peach tree to go in that spot. The residents also planted some really eye-catching flowerpots and they got so much attention and had so many people asking them what kind of plants they were, that they finally labeled them with tags so people could identify them. Currently, the gardeners have made some 3' tall holiday gnomes and blue and silver winter pots to decorate Roxbury Street.

There were a lot of heartwarming stories that came out of the gardens this year and I will relay my favorite to you now. At the Brookbend garden, we have 18 blueberry bushes that were quite prolific this year. When residents Eddie and Millie Wesley heard that Eddie's brother was being sent home from the hospital to be in hospice, they racked their brains thinking of anything they could do that might help him. Millie finally decided to make him a batch of blueberry muffins using the fresh blueberries from the garden bushes. At this point,

Eddie's brother was unable to eat anything. The muffins were delivered the same day as the blueberries were picked and do you know that Eddie's brother ate them all and said they were the best blueberry muffins he had ever tasted. It was the only thing he ate. Our gardens make a difference.

Workshops

Workshops in this quarter are largely focused on food related activities on three properties. For example, we are making a vegetable bean soup using dehydrated veggies and putting them in mason jars and covering them with holiday fabric. The recipe is included, and the residents can give them as gifts.

We are making chocolate dipped pretzels on 3 properties, also so the residents have gifts to give. We have also been making door wreathes, Christmas ornaments, cards, and all sorts of other craft projects.

Other

Volunteers from Savings Bank of Walpole came out and pulled up the mulch at North and Gilsum and planted grass seed. This will prevent the massive amount of time I used to spend weeding around the beds. Thank you SBOW!

Almost all our sites dealt with a late tomato blight on our tomatoes. In some gardens it meant none or only a few tomatoes. Unfortunately, it overwinters in the soil for 3-4 years and it is very difficult to get rid of organically. We are taking preventative measures in the spring to try and avoid it next year.

Lastly, we have been chosen to give a 2-hour workshop in May at the New England Resident Service Coordinators (NERSC) Annual meeting. The workshop will include a charette, a good bug/bad bug game, videos of the residents explaining why their gardens are so important to them, photos from the gardens, and a garden activity.

It's been an exciting and rewarding few months! There is always more to do as we strive to make an impact for our residents.

Best Regards,

Jori Johnson

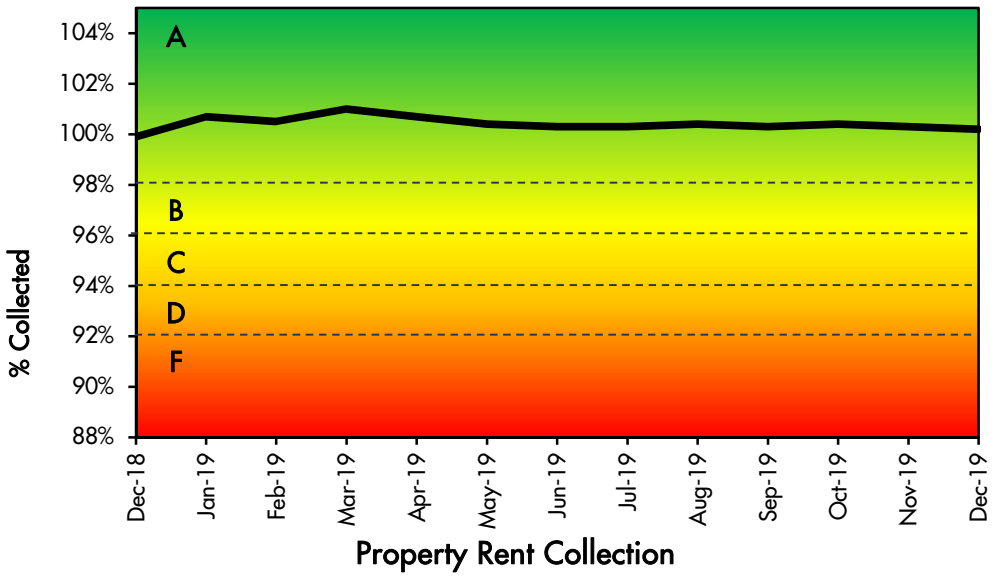
Keene Housing

MANAGEMENT REPORT
DECEMBER 2019

Residential Property Rent Collection Report
December 2019

Community	Month Billed	Month Collected	% Collected	Monthly Grade	YTD Billed	YTD Collected	% YTD Collected	YTD Grade
Ash Brook Apartments	$10,026	$10,003	99.8%	A	$107,416	$107,370	100.0%	A
Bennett Block	$5,865	$5,865	100.0%	A	$54,922	$54,980	100.1%	A
Brookbend East	$16,254	$16,691	102.7%	A	$187,641	$190,116	101.3%	A
Brookbend West	$12,513	$12,642	101.0%	A	$137,239	$140,935	102.7%	A
Central Square Terrace	$19,975	$20,155	100.9%	A	$229,174	$229,852	100.3%	A
Cottage Street	$1,441	$1,422	98.7%	A	$16,751	$16,682	99.6%	A
Evergreen Knoll LP	$14,736	$14,953	101.5%	A	$159,003	$160,219	100.8%	A
Forest View	$19,323	$17,586	91.0%	D	$220,762	$218,287	98.9%	A
Harper Acres	$43,849	$43,691	99.6%	A	$502,275	$501,708	99.9%	A
Meadow Road Apartments	$7,009	$7,003	99.9%	A	$84,400	$84,384	100.0%	A
North and Gilsum	$15,256	$13,809	90.5%	D	$167,778	$167,356	99.7%	A
Riverbend Apartments	$10,378	$10,334	99.6%	A	$108,701	$108,943	100.2%	A
Scattered Sites	$12,296	$12,032	97.9%	B	$134,647	$134,610	100.0%	A
Stone Arch Village Family	$11,925	$10,655	89.3%	F	$127,840	$126,712	99.1%	A
Stone Arch Village Senior	$11,946	$11,946	100.0%	A	$132,254	$132,211	100.0%	A
Totals	**$212,792**	**$208,787**	**98.12%**	**A**	**$2,370,803**	**$2,374,365**	**100.2%**	**A**

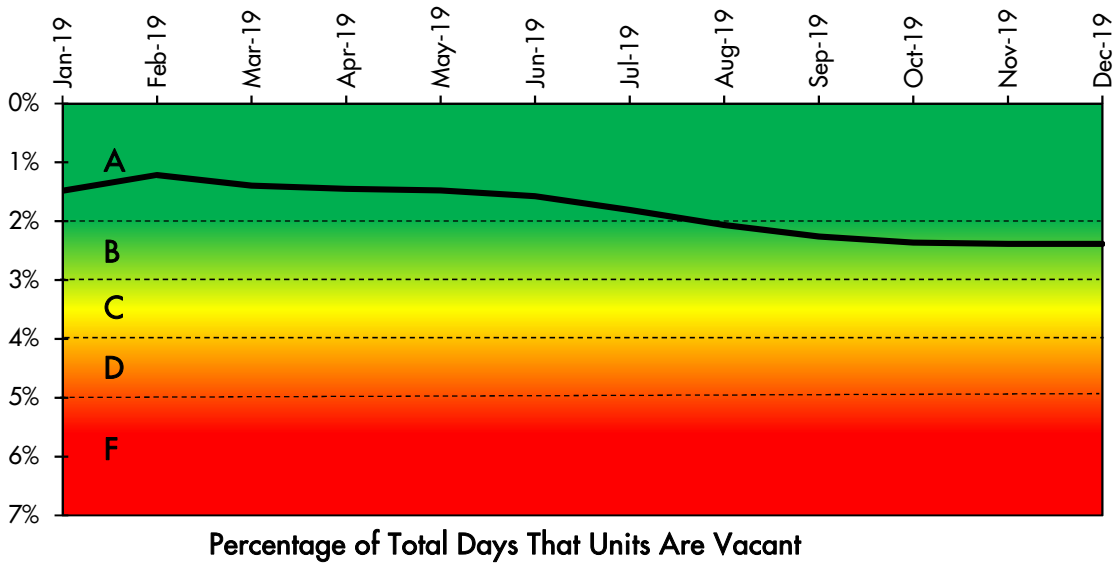
**Active Households Only*



Monthly Vacancy Report

December 2019

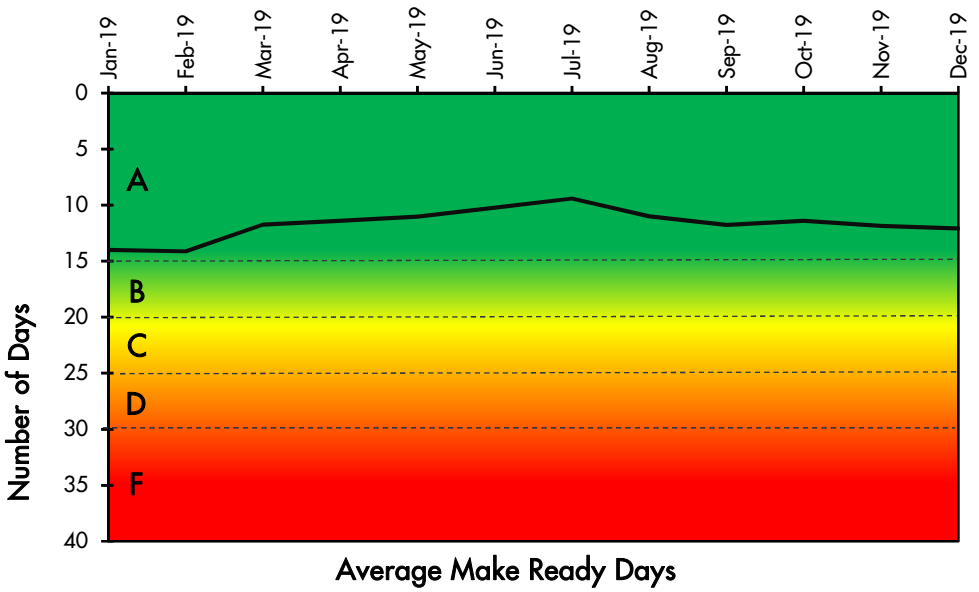
Community	Units Available	Available Days	Vacant Days	Monthly Vacancy Percentage	Monthly Grade	YTD Vacancy Percentage	YTD Grade
Ash Brook Apartments	24	744	67	9.0%	F	1.5%	A
Bennett Block	14	434	0	0.0%	A	7.3%	F
Brookbend East	40	1240	9	0.7%	A	3.4%	C
Brookbend West	35	1085	16	1.5%	A	7.0%	F
Central Square Terrace	90	1767	0	0.0%	A	0.7%	A
Evergreen Knoll LP	32	992	17	1.7%	A	0.7%	A
Forest View	38	1178	62	5.3%	F	1.6%	A
Harper Acres	112	3472	123	3.5%	C	2.5%	B
Meadow Road Apartments	18	558	0	0.0%	A	0.2%	A
North and Gilsum	29	899	0	0.0%	A	2.2%	B
Riverbend Apartments	24	744	0	0.0%	A	3.0%	B
Scattered Sites	18	558	0	0.0%	A	1.4%	A
Stone Arch Village Family	24	744	62	8.3%	F	3.7%	C
Stone Arch Village Senior	33	1023	19	1.9%	A	0.9%	A
Report Totals:	**531**	**15,438**	**375**	**2.4%**	**B**	**2.4%**	**B**



Percentage of Total Days That Units Are Vacant

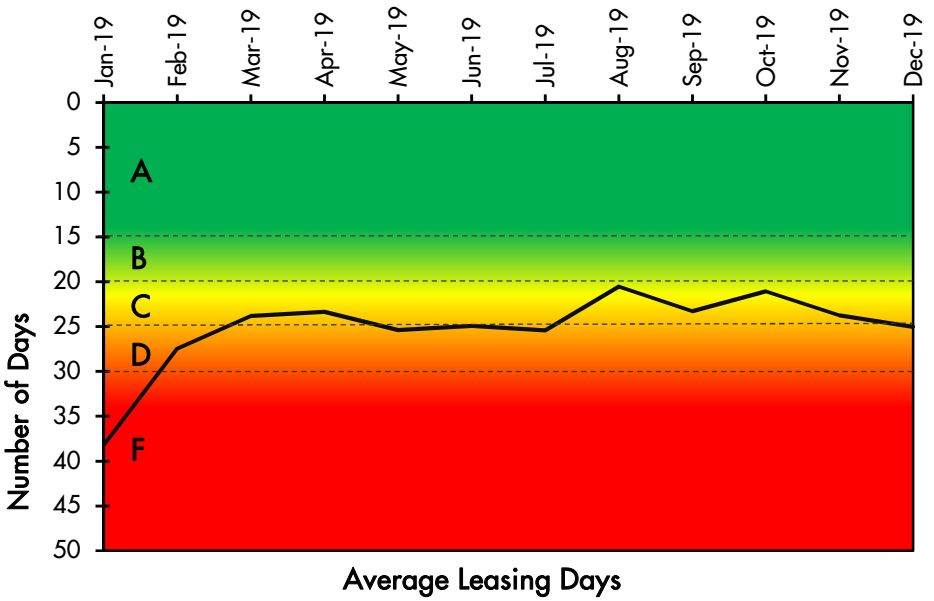
Unit Make Ready Days
December 2019

Community	Number of Units Made Ready	Avg. Make Ready Days	YTD Number of Units Made Ready	YTD Avg. Make Ready Days	YTD Grade
Ash Brook Apartments	2	13	4	13	A
Bennett Block	0	-	5	16	B
Brookbend East	0	-	7	15	B
Brookbend West	0	-	12	12	A
Central Square Terrace	0	-	8	2	A
Evergreen Knoll LP	1	5	4	6	A
Forest View	2	16	7	18	B
Harper Acres	0	-	14	10	A
Meadow Road Apartments	0	-	1	2	A
North and Gilsum	0	-	3	14	A
Riverbend Apartments	0	-	5	16	B
Scattered Sites	0	-	4	9	A
Stone Arch Village Family	1	34	8	20	B
Stone Arch Village Senior	1	7	2	9	A
Report Totals:	**7**	**15**	**84**	**12**	**A**



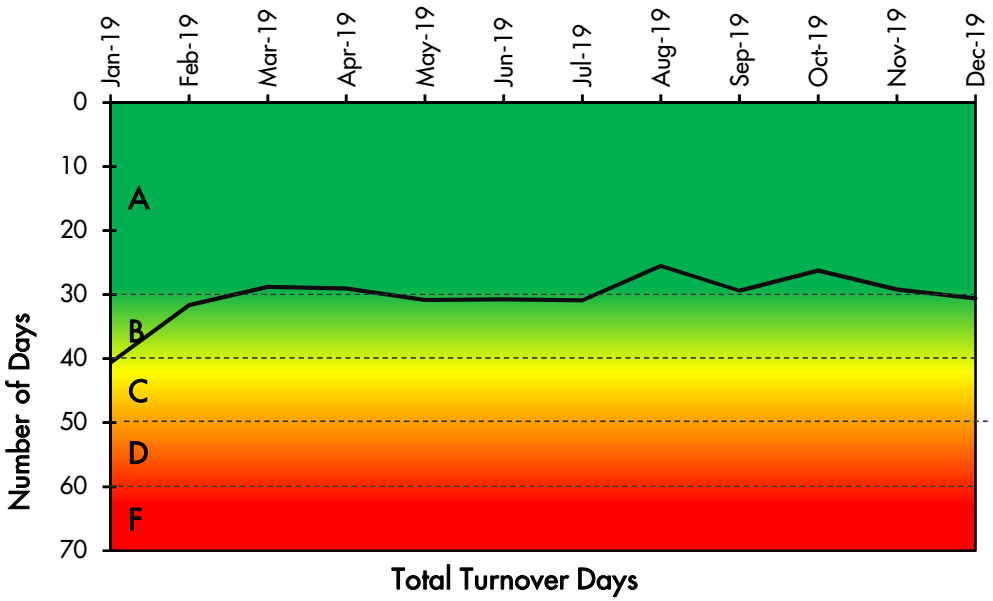
Leasing Days
December 2019

Community	Number of Units Leased	Average Leasing Days	YTD Number of Units Leased	YTD Avg Leasing Days	YTD Grade
Ash Brook Apartments	1	38	2	20	B
Bennett Block	0	-	8	35	F
Brookbend East	1	84	7	57	F
Brookbend West	1	145	13	68	F
Central Square Terrace	0	-	62	6	A
Evergreen Knoll LP	1	15	4	16	B
Forest View	0	-	5	11	A
Harper Acres	0	-	18	44	F
Meadow Road Apartments	0	-	1	1	A
North and Gilsum	0	-	3	65	F
Riverbend Apartments	0	-	5	37	F
Scattered Sites	0	-	4	14	A
Stone Arch Village Family	0	-	6	19	B
Stone Arch Village Senior	1	15	3	40	F
Report Totals:	**5**	**59**	**141**	**25**	D



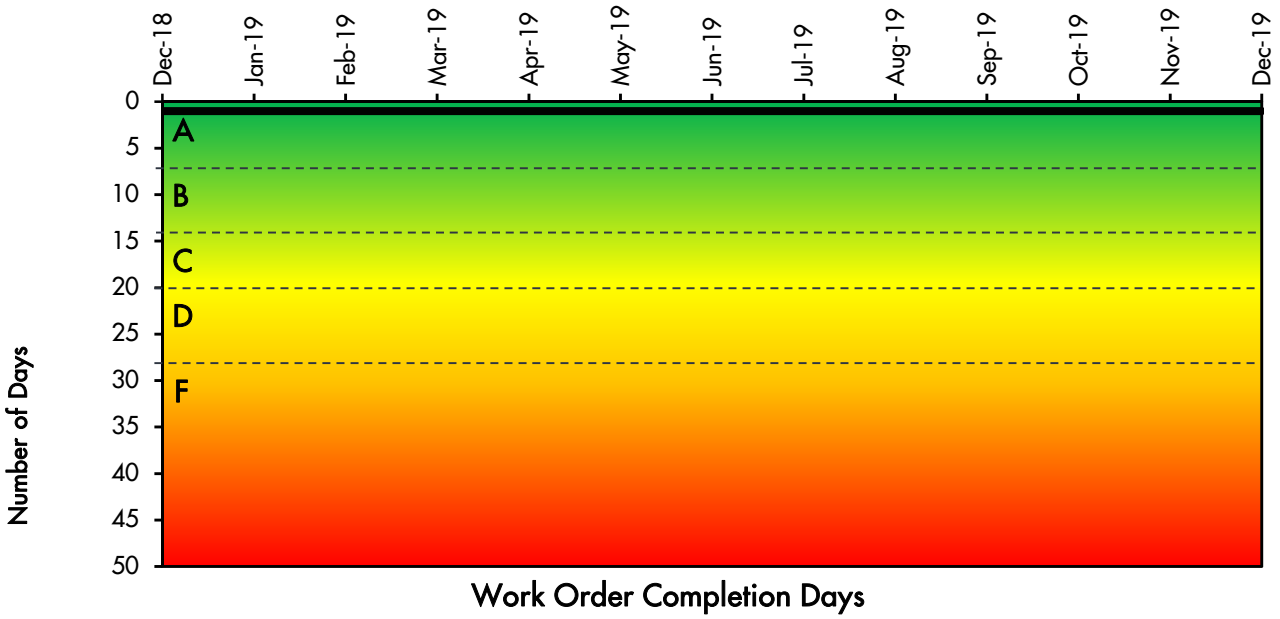
Unit Turnover
December 2019

Community	Number of Units Turned in Month	Average Turnover Days	YTD Number of Units Turned	YTD Avg Turnover Days	YTD Grade
Ash Brook Apartments	1	52	2	32	B
Bennett Block	0	-	8	41	C
Brookbend East	1	97	7	71	F
Brookbend West	1	156	13	79	F
Central Square Terrace	0	-	62	6	A
Evergreen Knoll LP	1	19	4	21	A
Forest View	0	-	5	29	A
Harper Acres	0	-	18	48	C
Meadow Road Apartments	0	-	1	2	A
North and Gilsum	0	-	3	78	F
Riverbend Apartments	0	-	5	52	D
Scattered Sites	0	-	4	22	A
Stone Arch Village Family	0	-	6	34	B
Stone Arch Village Senior	1	21	3	50	C
Report Totals:	**5**	**69**	**141**	**31**	**B**



Residential Property Non-Emergency Work Order Completion Days
December 2019

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	9	1	A
Ash Brook Apartments	11	1	A	104	1	A
Bennett Block	2	0	A	125	1	A
Brookbend East	3	0	A	155	1	A
Brookbend West	7	0	A	140	1	A
Central Square Terrace	32	0	A	517	1	A
Cottage Street	1	3	A	36	1	A
Emerald Street House	1	0	A	53	1	A
Evergreen Knoll LP	6	1	A	122	1	A
Forest View	13	1	A	189	1	A
Harper Acres	28	0	A	564	1	A
Keene Housing Main Office	2	1	A	61	1	A
Meadow Road	3	0	A	73	1	A
North and Gilsum	12	1	A	158	1	A
Riverbend Apartments	4	0	A	95	1	A
Scattered Sites	4	0	A	148	1	A
Stone Arch Village Family	12	0	A	160	1	A
Stone Arch Village Senior	14	1	A	255	1	A
Report Totals:	**157**	**1**	**A**	**2,964**	**1**	**A**



Residential Property Emergency Work Order Completion Days
December 2019

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	-	-	NONE
Brookbend East	-	-	NONE	-	-	NONE
Brookbend West	-	-	NONE	-	-	NONE
Central Square Terrace	-	-	NONE	-	-	NONE
Cottage Street	-	-	NONE	-	-	NONE
Emerald Street House	-	-	NONE	-	-	NONE
Evergreen Knoll LP	-	-	NONE	-	-	NONE
Forest View	-	-	NONE	-	-	NONE
Harper Acres	-	-	NONE	-	-	NONE
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	-	-	NONE
Report Totals:	**-**	**-**	**NONE**	**-**	**-**	**NONE**

Programs and Services FY 2019 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	$411,513	$349,098	85%	606	$576	105%	575	$469	$62,415
February	$411,513	$349,976	85%	607	$577	106%	575	$5,564	$61,537
March	$411,513	$350,839	85%	609	$576	106%	575	$591	$60,674
April	$443,138	$351,119	79%	599	$586	107%	562	$419	$92,019
May	$419,418	$350,237	84%	594	$590	105%	567	$439	$69,181
June	$419,418	$350,828	84%	596	$589	105%	569	$774	$68,590
July	$419,418	$347,896	83%	595	$585	104%	571	$583	$71,522
August	$419,418	$349,018	83%	590	$592	103%	575	$509	$70,400
September	$419,418	$342,493	82%	583	$587	102%	574	$424	$76,925
October	$419,418	$343,737	82%	588	$585	102%	574	$765	$75,681
November	$419,418	$342,003	82%	586	$584	102%	573	$454	$77,415
December	$419,418	$341,050	81%	585	$583	102%	574	$359	$78,368
Total	$5,033,021	$4,168,294	83%	7138	$584	104%	6,863	$11,351	$864,727

MTW without Transitional Housing Assistance Shelter Program (THASP)

Month	HAP Budget Authority	HAP Expense	HAP Utilization	UML	Avg. PUC	% Leased	UMA	HAP Recovery	Excess (Deficiency)
January	$411,513	$342,308	83%	550	$622	96%	575	$469	$69,205
February	$411,513	$343,796	84%	552	$623	96%	575	$5,564	$67,717
March	$411,513	$344,584	84%	553	$623	96%	575	$591	$66,929
April	$443,133	$344,804	78%	550	$627	98%	562	$419	$98,329
May	$419,418	$344,267	82%	550	$626	97%	567	$439	$75,151
June	$419,418	$345,008	82%	550	$627	97%	569	$774	$74,410
July	$419,418	$341,931	82%	549	$623	96%	571	$583	$77,487
August	$419,418	$342,988	82%	548	$626	95%	575	$509	$76,430
September	$419,418	$336,453	80%	540	$623	94%	574	$424	$82,965
October	$419,418	$337,362	80%	541	$624	94%	574	$765	$82,056
November	$419,418	$336,038	80%	541	$621	94%	573	$454	$83,380
December	$419,418	$335,315	80%	541	$620	94%	574	$359	$84,103
Total	$5,033,016	$4,094,854	81%	6565	$624	96%	6,863	$11,351	$938,162

Affordable Housing Preservation Program (AHPP)

Month	Actual HAP Received	HAP Expense	HAP Utilization	UML	Avg. PUC	% Leased	UMA	HAP Recovery	Excess (Deficiency)
January	$13,655	$13,655	100%	18	$759	100%	18	$0	$0
February	$13,655	$13,655	100%	18	$759	100%	18	$0	$0
March	$13,655	$13,655	100%	18	$759	100%	18	$0	$0
April	$13,120	$13,437	102%	18	$747	100%	18	$0	($317)
May	$15,497	$14,241	92%	18	$791	100%	18	$0	$1,256
June	$12,020	$14,241	118%	18	$791	100%	18	$0	($2,221)
July	$13,928	$14,241	102%	18	$791	100%	18	$0	($313)
August	$13,928	$14,241	102%	18	$791	100%	18	$0	($313)
September	$14,526	$14,241	98%	18	$791	100%	18	$0	$285
October	$14,526	$14,241	98%	18	$791	100%	18	$0	$285
November	$14,526	$14,241	98%	18	$791	100%	18	$0	$285
December	$14,526	$14,403	99%	18	$800	100%	18	$0	$123
Total	$167,562	$168,492	101%	216	$780	100%	216	$0	($930)

Non-Elderly Disabled (NED)

Month	Actual HAP Received	HAP Expense	HAP Utilization	UML	Avg. PUC	% Leased	UMA	HAP Recovery	Excess (Deficiency)
January	$52,801	$52,801	100%	97	$544	97%	100	$133	$0
February	$52,313	$51,539	99%	97	$531	97%	100	$158	$774
March	$52,781	$52,535	100%	97	$542	97%	100	$135	$246
April	$52,981	$50,645	96%	96	$528	96%	100	$133	$2,336
May	$54,554	$51,329	94%	96	$535	96%	100	$45	$3,225
June	$52,686	$52,544	100%	95	$553	95%	100	$316	$142
July	$52,686	$52,835	100%	98	$539	98%	100	$0	($149)
August	$52,686	$50,458	96%	96	$526	96%	100	$0	$2,228
September	$52,356	$50,048	96%	94	$532	94%	100	$88	$2,308
October	$52,356	$50,625	97%	95	$533	95%	100	$0	$1,731
November	$53,892	$51,648	96%	95	$544	95%	100	$0	$2,244
December	$53,892	$51,766	96%	97	$534	97%	100	$114	$2,126
Total	$635,984	$618,773	97%	1153	$537	96%	1,200	$1,122	$17,211

Mainstream (MS)

Month	Actual HAP Received	HAP Expense	HAP Utilization	UML	Avg. PUC	% Leased	UMA	HAP Recovery	Excess (Deficiency)
January	$28,597	$28,567	100%	51	$560	102%	50	$0	$30
February	$28,597	$29,469	103%	51	$578	102%	50	$0	($872)
March	$29,324	$29,188	100%	50	$584	100%	50	$96	$136
April	$29,324	$28,970	99%	50	$579	100%	50	$0	$354
May	$29,324	$28,763	98%	50	$575	100%	50	$0	$561
June	$29,324	$28,256	96%	48	$589	96%	50	$0	$1,068
July	$29,324	$26,806	91%	49	$547	98%	50	$0	$2,518
August	$29,324	$26,791	91%	48	$558	96%	50	$0	$2,533
September	$29,324	$26,652	91%	48	$555	96%	50	$0	$2,672
October	$29,324	$26,879	92%	48	$560	96%	50	$0	$2,445
November	$27,910	$27,205	97%	49	$555	98%	50	$0	$705
December	$26,297	$27,561	105%	50	$551	100%	50	$0	($1,264)
Total	$345,993	$335,107	97%	592	$566	99%	600	$96	$10,886

2017 Mainstream (MS)

Month	Actual HAP Received	HAP Expense	HAP Utilization	UML	Avg. PUC	% Leased	UMA	HAP Recovery	Excess (Deficiency)
January	$10,979	$0	0%	0	$0	0%	19	$0	$10,979
February	$10,984	$0	0%	0	$0	0%	19	$0	$10,984
March	$10,984	$0	0%	0	$0	0%	19	$0	$10,984
April	$10,984	$0	0%	0	$0	0%	19	$0	$10,984
May	$10,984	$0	0%	0	$0	0%	19	$0	$10,984
June	$10,984	$297	3%	0	$0	0%	19	$0	$10,687
July	$10,984	$557	5%	1	$557	5%	19	$0	$10,427
August	$10,984	$824	8%	1	$824	5%	19	$0	$10,160
September	$10,984	$2,373	22%	4	$593	21%	19	$0	$8,611
October	$10,984	$4,339	40%	6	$723	32%	19	$0	$6,645
November	$10,984	$6,609	60%	9	$734	47%	19	$0	$4,375
December	$10,984	$8,234	75%	13	$633	68%	19	$0	$2,750
Total	$131,803	$23,233	18%	34	$339	15%	228	$0	$108,570

FY19 utilization targets are 98% in NEDs, 94% in AHPP, 93% in MTW without THASP, 101% with THASP, MS5 98% and 2017 MS 85% by FYE.

2018 Summary

Program	UMA	UML	% UML
MTW	6993	7115	102%
NED	1200	1176	98%
AHPP	216	204	94%
MS5	600	583	97%

Keene Housing

FINANCE REPORT
DECEMBER 2019

The Year End Finance Report will be presented at the February Board Meeting.

Keene Housing-Active Contracts

Type of Services	Vendor	Original Contract Dates	Current Expiration Date	Renewal Options	2019 ANNUAL Contract Limits	2019 ANNUAL Contract Specific Amounts
Capital Needs Assessment	GDS Associates	12/18/19- 12/17/20	12/17/2020	remaining renewal options: 2 (2021, 2022)		
Environmental Services	LE-Environmental	12/07/16 - 12/06/17	12/7/2019	remaining renewal options: 2 (2021, 2022)	<$50,000.00	
Graphic Design	Silver Direct	02/01/19 - 1/31/20	1/31/2020	remaining renewal options: 4 (2021, 2022, 2023, 2024)	< $15,000.00	
Energy Consulting Services	Nova Consulting Group	02/01/15 - 01/31/16	1/31/2020	remaining renewal options: 0	<$50,000.00	
Document Management Software	PiF Technology	08/31/17 - 08/31/18	3/26/2020	remaining renewal options: 0 (renewed annually)		$6,875
Copier/Printer Leases	US Bank (Symquest)	3/29/2015-3/29/2020	3/29/2020	remaining renewal options: 0		$120
Copier/Printer Leases	US Bank (Symquest)	3/29/2015-3/29/2020	3/29/2020	remaining renewal options: 0		$2,592
Voucher Management Software	Ken Claflin	04/1/2019- 03/31/20	3/31/2020	remaining renewal options: 0 (renewed annually)		$6,000
Security Services	Hunter North	04/01/18 - 03/31/19	3/31/2020	remaining renewal options: 3 (2021, 2022, 2023)		
Copier/Printer Leases	US Bank (Symquest)	4/18/2015-4/28/2020	4/28/2020	remaining renewal options: 0		$3,995
Trash Removal	Waste Management	05/01/17 - 04/30/19	4/30/2020	remaining renewal options: 2 (2021, 2022)		$105,000
Snow Removal	AGM Landscaping	10/01/17- 05/01/19	5/1/2020	remaining renewal options: 2 (2021, 2022)		$61,025
Electrical Services	Elm City Electric	05/15/1 7- 05/14/19	5/14/2020	remaining renewal options: 2 (2021, 2022)	as needed	
Janitorial	Jan-Pro Cleaning Systems	06/26/17- 06/22/18	6/23/2020	remaining renewal options: 2 (2021, 2022)		$44,268
Propane Gas Heating Services	L&G Propane	07/01/17 - 06/30/19	6/30/2020	remaining renewal options: 2 (2021, 2022)		Fixed Pricing 1.2009/gal
Development Consulting	TAG Associates	09/01/1 6- 08/31/19	8/31/2020	remaining renewal options: 2 (2020, 2021)	<$50,000.00	
Heating/AC/AH	Gary Jackson Heating	09/15/16 - 09/14/17	9/15/2020	remaining renewal options: 1(2021)	as needed	
Development Consulting	NNEHIF	10/01/16 - 09/30/19	9/30/2020	remaining renewal options: 2 (2020, 2021)	<$50,000.00	
Printing/Binding	Silver Direct	11/1/17-10/31/19	10/31/2020	remaining renewal options: 2 (2021, 2022)	as needed	
Legal - Labor & Employment Law	Sheehan Phinney Bass & Green	11/01/17 - 10/31/20	10/31/2020	remaining renewal options: 2 (2021, 2022)	as needed	
Legal - RE & Landlord/Tenant Law	Bragdon, Dowd & Kossayda	11/01/17 - 10/31/20	10/31/2020	remaining renewal options: 2 (2021, 2022)	as needed	

1/9/2020

Keene Housing-Active Contracts

Type of Services	Vendor	Original Contract Dates	Current Expiration Date	Renewal Options	2019 ANNUAL Contract Limits	2019 ANNUAL Contract Specific Amounts
Legal - RE Law & Federal Reg	Ballard Spahr	11/01/17 - 10/31/20	10/31/2020	remaining renewal options: 2 (2021, 2022)	as needed	
Legal - RE Law & Federal Reg	Reno Cavanaugh	11/01/17 - 10/31/20	10/31/2020	remaining renewal options: 2 (2021, 2022)	as needed	
Legal - RE Law & Federal Reg	Drummond Woodsum	11/01/17 - 10/31/20	10/31/2020	remaining renewal options: 2 (2021, 2022)	as needed	
Lawn Care	AGM Landscaping	01/01/18 -11/30/19	11/30/2020	remaining renewal options: 2 (2021, 2022)		$68,550
Lawn Care	AGM Landscaping	04/01/19 -11/30/20	11/30/2020	remaining renewal options: 2 (2021, 2022)		$72,800
Legal - RE Law & Federal Reg	Hawkins Delafield & Wood	12/01/17 - 11/30/20	11/30/2020	remaining renewal options: 2 (2021, 2022)	as needed	
Admin Support from KH	Keene Housing Kids Collaborative	01/1/18 -12/31/20	12/31/2020	remaining renewal options: 3 (2021, 2022, 2023)		$5,300
Operating Support from KH/MTW	Keene Housing Kids Collaborative	01/1/18 -12/31/20	12/31/2020	remaining renewal options: 3 (2021, 2022, 2023)		$50,000
Copier/Printer Leases	US Bank	3/17/2016-3/17/2021	3/17/2021	remaining renewal options: 0		$352
Architect/Engineering Services	Weller & Michal Contract	07/01/19-06/30/21	6/30/2021	remaining renewal options: 3 (2022. 2023, 2024)	as needed	
Architect/Engineering Services	Stevens & Associates	07/01/19-06/30/21	6/30/2021	remaining renewal options: 3 (2022. 2023, 2024)	as needed	
Architect/Engineering Services	Dietz & Company	07/01/19-06/30/21	6/30/2021	remaining renewal options: 3 (2022. 2023, 2024)	as needed	
Architect/Engineering Services	Warrenstreet Architects	07/01/19-06/30/21	6/30/2021	remaining renewal options: 3 (2022. 2023, 2024)	as needed	
Document Management Software	De Lage Landen Financing	08/31/2017 - 08/31/2021	8/31/2021	remaining renewal options: 0		$7,500
Technical Assistance	Edgemere Consulting	02/01/19 - 1/31/22	1/31/2022	remaining renewal options: 2 (2023, 2024)	<$50,000.00	
Copier/Printer Leases	US Bank	10/25/2019-10/25/2024	10/25/2024	remaining renewal options: 4 (2021, 2022, 2023, 2024)		$12,063
Copier/Printer Leases	US Bank	10/25/2019-10/25/2024	10/25/2024	remaining renewal options: 4 (2021, 2022, 2023, 2024)		$121
Copier/Printer Leases	US Bank	10/25/2019-10/25/2024	10/25/2024	remaining renewal options: 4 (2021, 2022, 2023, 2024)		$1,101

Heard it Through the GRAPEVINE

WINTER 2020

POINTS OF INTEREST

The Executive Director's Corner.....1

Property News.....2

Housing and Services News.....3

Community Connections Corner.....5

Community Gardens.....6

FUN FACT

The average American uses 140-170 gallons of water per day.

Keene Housing

The Executive Director's Corner

I hope everyone enjoyed the holidays and are looking forward to a healthy and happy 2020. We're deep into another long, cold New England winter. KH is trying very hard to reduce our heating costs so that we have more funds for resident services and property improvements so please, please, please remember to keep your windows closed during the winter months.

Here at Keene Housing HQ winter means getting ready for the spring construction season. As always, we've got some big projects in the works! 2019 was an especially busy year for us, but we're not slowing down too much in 2020. Our Board of Commissioners approved a number of exciting projects at their December meeting, including repointing the bricks and repairing the wood trim on the historic Mill Buildings at Harper Acres, new front and back doors at Meadow Road Apartments, a pavilion in the new green space at Riverbend Apartments, new front doors at Stone Arch Family and new shutters at Stone Arch Senior.

We will be wrapping-up the rehabilitation of Central Square Terrace in the summer, with all of the work in the apartments finished in mid-May, and the work in the common areas including new bathrooms, refurbished Roxbury Street entrance and a brand-new community kitchen later in the month.

There's big news for North and Gilsum residents in 2020! Thanks to significant support from EverSource, we'll be replacing the old, inefficient heating system there with air source heat pumps. So, just like residents at Forest View Apartments, North and Gilsum residents will have heat in the winter and central air conditioning during the summer! We thought it would be a few years before we raised enough money for this project, but EverSource is stepping-up and providing funding for the entire project as well as some much-needed insulation and air sealing improvements.

We are also exploring siding, trim and window replacement projects at Water

Continued on Page 8

Helpful Housing/Property Reminders

- Windows - Please keep all windows securely closed when temperatures are below 32° fahrenheit. Open windows in cold weather are considered a maintenance emergency. Maintenance will respond to open windows by entering your apartment to close the open window(s). Please keep in mind that a fee will be charged as indicated on the charges list found on KH's website: https://keenehousing.org/groups/tenant/
- Moving Vehicles During a Snowstorm - It is your responsibility to move your vehicle(s) immediately when the plow operator arrives on your property to plow. If you are unable to meet this responsibility (you are on vacation, out of town, in the hospital, sick) you must make other arrangements (ask a neighbor, friend or relative to clean off and move your car). Vehicles that are not moved while the plow is on the property or in any way interfere with plowing will be towed WITHOUT NOTICE at the owner's expense. Cars are towed by Emerson's Towing 603-357-1028.
- Dumpsters - Please remember dumpsters are for household trash only. If you need to dispose of large items, (a couch, bed, etc.) you need to make arrangements to have them disposed of properly. If you have any questions regarding this, please contact your Property Manager.

Thinking About Buying a Home?

Neighborworks® Southern New Hampshire and Keene Housing are teaming up in 2020 to bring Home Buyer Seminars back to the Monadnock Region! Neighborworks® presenters will share their expertise and provide an introduction to the home buying process. The class reviews the steps to home ownership and teaches you how to successfully navigate the home buying process. One-on-one counseling with a certified counselor will help assess your situation and help you develop a road map to purchase your home. You'll receive a free credit report during your one-on-one counseling session. The cost of the seminar is $69, however, Keene Housing residents and voucher holders will receive a coupon for the cost of the Seminar which includes:

- "Realizing the American Dream": A complete manual detailing how to buy your home.
- One-on-One Counseling: After completing the course, a certified counselor will assess your situation and help develop a road map to purchase your home.
- Home Buyer Certificate: Provided following one-on-one counseling.

Lunch and light snacks provided. Space is limited so keep your eyes on the property bulletin boards and our Facebook page for registration information.

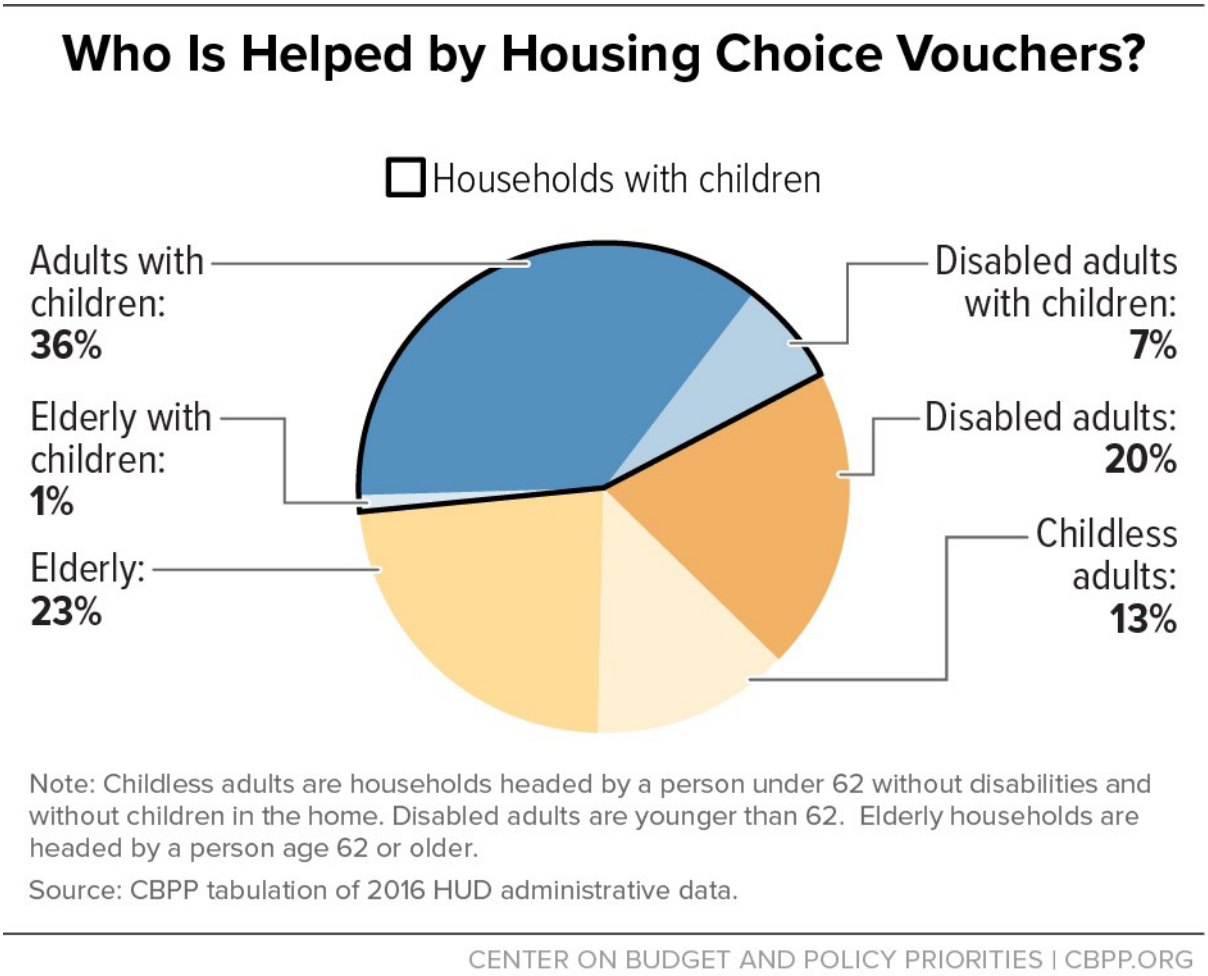
Did you know that a Housing Choice Voucher can be used for home ownership? Please contact Kelly White at kwhite@keenehousing.org or by phone at 603-352-6161 Ext. 329 or Ellen Wishart at ewishart@keenehousing.org or by phone at 603-352-6161 Ext. 325 for more information.

Housing and Services

Update! Keene Housing has combined the Housing Department and the Programs and Services Department and it is now known as the Housing and Services Department. Bringing the two departments together makes a lot of sense, now property management, voucher program administration, and services are 'under one roof'. The services we provide to families, the elderly, and the disabled are a critical component of KH's operations and integral to our property management and voucher program administration. The director of the department is Denise (Dee) Pratt. Dee has been with Keene Housing since 2007 and has been the Director of Programs and Services for the past several years. You can reach Dee by email at dpratt@keenehousing.org or call 352-6161 ext. 314.

What is the Housing Choice Voucher Program?

Low-income families use Housing Choice Vouchers to help pay for housing in the private market. According to the Center on Budget and Policy Priorities, more than 5 million people in 2.2 million low-income families use vouchers.



Keene Housing's Housing Choice Voucher programs help over 400 families in the Monadnock Region to afford safe, decent housing in the private market.

Resident Self-Reliance (RSR) Program News

We are excited to announce that Keene Housing is offering two Financial Empowerment Round Table discussions for the first and second quarters of 2020. We will be following the "Your Money Your Goals" Toolkit developed by the Consumer Financial Protection Bureau. We've been meeting monthly for the last several months to learn the program and try it out ourselves. We can't wait to share the tips and tricks we've learned.

- Your Money Your Goals Round Table - February 13th at 6:00PM at the North & Gilsum Family Activity Center
- Your Money Your Goals Round Table – April 16th at 6:00PM at the Forest View Family Activity Center

This quarter we are celebrating some amazing RSR participant successes!

RB got up the courage to start looking for a new apartment, MC received a raise and promotion, CR earned a teaching position, SC became a shift manager, SM had a great employee review, EW found full time employment, VM started a new job in his field, KS started at Southern NH University and NG signed up for school. DH expanded her work responsibilities, MW has a new job with a $3.50 raise, TP received a great recommendation, RS received a raise at work, CR saved $600 in 3 months and KS received a raise. RH & AH became Scout leaders, KD got a new part time job, AD was accepted into a Licenced Practical Nurse program, JM obtained a second job and TP got a new full-time job. JR earned a promotion and a $2.50 an hour raise, AW obtained a new full time job with benefits and AD was hired for a new part time job and earned her CPR certification. MG tracked her spending for a month and learned a lot, AY earned a promotion with a raise, KW is purchasing a home and CT finished her bachelor's degree.

We are so happy for everyone's success! If we missed your shout out this quarter, please be sure to share your good news with us!

Keene Housing Kids Collaborative

Keene Housing Kids Collaborative is hosting an open house for parents on Friday, January 17, 2020 from 5:00PM to 7:00PM at the Forest View Family Activity Center located at 5 Harmony Lane in Keene. You can find out more about the Kids Collaborative and how they can get your kids connected to the activities that interest them (like YMCA, Keene Ice, baseball, art, horseback riding, music, MoCo Arts, bowling, etc.). Share your ideas about what the Collaborative can do better and tell them about your kiddos – what do they like to do? What do they want to do? How can the Collaborative help? This is a casual, informal gathering with other Keene Housing parents. Dinner will be provided. Please RSVP so that Liz and Anna can plan accordingly. You can reach Liz or Anna by phone at 283-5464 or email info@keenekidscollaborative.org.

COMMUNITY CONNECTIONS CORNER

A Note From Karen Graveline

Did you know older adults can lose heat faster than they did when they were young? The National Institute of Aging's recent health information articles focus on the awareness of Cold Weather Safety. Hypothermia is a serious and common problem and occurs when the body temperature gets very low. Body temperature below 95°F can cause problems in older adults such as heart attack, kidney problems and liver damage. When going outside, bundle up! Wear layers and a warm jacket and gloves. Wear a scarf and a hat. You lose most of your body heat when your neck and head are exposed. Illnesses such as thyroid problems, diabetes and arthritis can make it harder for your body to stay warm. Early signs of hypothermia are cold hands and feet, puffy face, pale skin color, shivering, slow or slurred speech, feeling sleepy, angry or confused. Be aware and keep an eye on your neighbors!

CST, Harper Acres and Stone Arch Village Senior residents are encouraged to come to group activities on property. Properties also have a variety of books to read, coloring books and pens to use and games to play. In addition, Community Connections and Community Gardens will be hosting some exciting group activities such as indoor flower gardens and build your own fairy houses over the next few months! Check the bulletin boards for flyers and follow Keene Housing on Facebook for group reminders.

Dates/Events:

Have an idea for a group? We want your input! Join us at the next group planning meeting at your property. Schedule outlined below:

Harper Acres: Monday, January 27 at 1:00PM (Mill Building)

Stone Arch Village Senior: Tuesday, January 21 at 10:30AM (First Floor Living Room)

Central Square Terrace: Tuesday, January 21 at 1:00PM (Parlor)

Community Connections Office Hours:

Need help with connecting to resources or help applying for or recertifying benefits? Stop by to see Karen Graveline in the Community Connections office.

Harper Acres: Mondays 2:00 ~ 4:30PM (Mill Building)

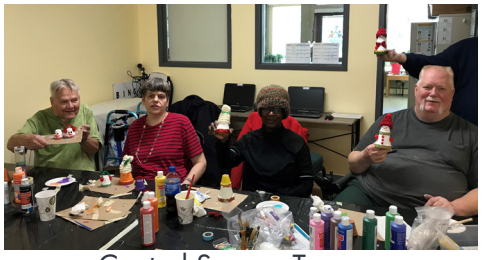
Central Square Terrace: Tuesdays 1:00 ~ 4:30PM

Stone Arch Village Senior: Thursdays 1:30 ~ 3:30PM

PHOTOS OF THE MONTH

Harper Acres

Stone Arch Village Senior



Central Square Terrace

Keene Housing
COMMUNITY GARDENS
Plant Grow YUM!

CULTIVATING COMMUNITY

FROM THE GARDEN

Our Weather Forecast

According to the Farmers' Almanac, this winter in New England will be fraught with temperature swings and colder than normal temperatures. In the almanac's words, expect a "polar coaster".

The forecasters use a mathematical formula that is applied to sunspot activity, the planet positions, and the effects the moon has on the Earth.

The prediction is that our coldest snap will happen the last week in January through the first week of February. Ups and downs with cold snaps will likely last through April. In addition, their forecast says that we could see "copius" amounts of snow January 4-7 and again January 12-15.

They are also predicting a warm, dry spring with above average temperatures. This will be better for our gardens compared to the cold, wet spring we had in 2019. Predictions for June – early August are for above average temperatures. We will see if the mathematical formula leads to an accurate forecast this year!

Garden Activity Dates:

BUILD YOUR OWN FAIRY HOUSES

- January 27 at 2:00PM - Harper Acres
- January 28 at 1:30PM - Central Square Terrace (CST)
- January 29 at 1:30PM at Stone Arch Village Senior (SAVS)

INDOOR SPRING GARDENS

- February 24 at 2:00PM at Harper Acres
- February 25 at 1:30PM at CST
- February 26 at 1:30PM at SAVS

COMMUNITY GARDEN MEETINGS

- Mondays - SAVS at 1:00PM and Evergreen & Riverbend at 3:30PM
- Tuesdays - Forest View at 3:00PM
- Wednesdays - Scattered Sites
- Thursdays - North & Gilsum 10:00AM and Brookbend/Meadow at 4:00PM
- Fridays - CST at 10:00AM

GARDEN PHOTO GALLERY

WHAT WILL YOU GROW

GET THE DIRT FOR KIDS! CALL JORI FOR A FREE KIT

Growing Peanuts

Fill the plastic mason jar with soil leaving 1" of space at the top. Place peanut seeds evenly spaced apart on the soil. Cover the seeds with soil almost to the top. Moisten the soil a little. Peanuts prefer drier soil so wait until the soil is completely dry before watering again. Place in a sunny spot. When the seeds germinate, remove all but 1 plant.

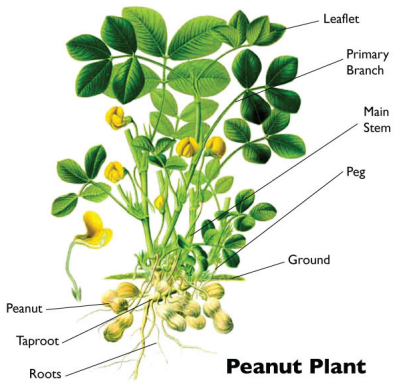
Watch for the peanut plant to develop pretty yellow flowers. The flowers will turn into a vine looking thing that will continue growing towards the ground. Once the vine goes underground, the end will enlarge and form a peanut.

TIPS AND TRICKS

Water your plant sparsely. Harvest when leaves get yellow about 100-150 days after planting. Harvest by pulling plant straight up and then hanging for 1 month.

You may notice that the soil for growing peanuts is a little different than most seed starting soil. This is because the seed starting soil has been mixed with sand, which drains better than straight soil. It is best to dump the water out of your drain dish so the soil doesn't stay wet.

GET THE DIRT!



Peanut Plant

The Peanut Plant

Peanuts are not actually a nut. They are seeds of a legume plant related to peas and beans. The plant is unique because it flowers above the ground and then sends "pegs" underground which then enlarge to form a peanut pod.

PRODUCE CORNER

Peanuts

Peanuts are an excellent source of fiber, vitamins, and minerals. They have no cholesterol and contain more protein than most meats.

Nutrition facts for 3.5 ounces is 567 calories, 25.8 grams protein, 4.7 grams sugar, 8.5 grams fiber, and 49.2 grams fat. Best not to eat too many peanuts considering that fat content!

Roasted Peanuts Recipe

Ingredients:

3 cups raw, shelled peanuts
½ tsp salt

Preheat oven to 350 degrees F. Place peanuts in single layer on a cookie sheet. Place pan in oven and roast 15-20 minutes or just until the peanuts begin to brown. Remove from the oven and sprinkle with salt. Allow to cool completely and store in airtight container.

EXECUTIVE DIRECTOR'S CORNER (CONT.)

Continued from Page 1

Street and Damon Court in 2020, but those projects may be pushed back to 2021, depending on funding. Last but not least, Cheshire County is applying for a $500,000 Community Development Block Grant from the New Hampshire Community Development Finance Authority for the rehabilitation of Bennett Block. Like, CST, Bennett Block is an older building, with many long overdue rehabilitation needs. We will learn if the grant is funded sometime in the spring. If we do receive funding, we expect construction to begin early in 2021.

There is a lot more I could talk about, but I have to stop someplace. Let me finish by giving a big shout-out to the fine folks at the Keene Housing Kids Collaborative and all of their volunteers for another successful year of Holiday Bazaars! 143 Keene Housing kids left the Bazaars with 751 gifts wrapped and ready to give to their families this year. What a wonderful tradition!

Keene Housing
831 Court Street, Keene, NH 03431
Phone (603) 352-6161 TRS 711
Website www.keenehousing.org

JANUARY 2020

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 Office Closed New Year's Holiday CST Game Night	2 CST Bingo	3	4
5	6 SAVS Bingo	7	8 CST Game Night	9 CST Bingo	10	11
12	13 SAVS Bingo	14	15 CST Game Night	16 CST Bingo	17	18
19	20 Office Closed Martin Luther King Jr. Day SAVS Bingo	21 SAVS & CST Planning Meetings	22 CST Game Night	23 Board of Commissioners Meeting CST Bingo	24	25
26	27 SAVS Bingo Harper Acres Craft Group & Planning Meeting	28 CST Craft Group	29 SAVS Craft Group	30 CST Bingo	31	

FEBRUARY 2020

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3 SAVS Bingo	4 NHHFA Management Review Ash Brook	5 CST Game Night	6 CST Bingo	7	8
9	10 SAVS Bingo	11	12 CST Game Night	13 CST Bingo	14	15
16	17 Office Closed President's Day SAVS Bingo	18	19 CST Game Night	20 Board of Commissioners Meeting CST Bingo	21	22
23	24 SAVS Bingo Harper Acres Indoor Spring Gardens	25 CST Indoor Spring Gardens	26 CST Game Night SAVS Indoor Spring Gardens	27 CST Bingo	28	29