Keene Housing

# Keene Housing
# Board of Commissioners Meeting
# November 21, 2024

Roosevelt East Development Project

Meeting Location:

Keene Housing
831 Court Street
Keene, NH  03431

Keene Housing

Board of Commissioners Meeting
Thursday, November 21, 2024
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Keene Housing

BOARD OF COMMISSIONERS MEETING
THURSDAY, NOVEMBER 21, 2024
12:00 P.M.
KEENE HOUSING
831 COURT STREET, KEENE, NH

# AGENDA

I. Call to Order

II. Roll Call

III. Approval of October 24, 2024 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 2025 Board of Commissioners Meeting Schedule (Resolution No. 782)

b. Informational Memo: Annual Adjustment of Keene Housing's Living Wage

c. Informational Memo: Draft Operating Budget Fiscal Year 2025

d. Informational Memo: Draft Capital Planning Budget Fiscal Year 2025

e. Community Gardens Dashboard Report

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, October 24, 2024

Chairperson Coates called the Keene Housing Board of Commissioners meeting to order at 12:03 p.m. Roll was taken and Chairperson Coates declared a quorum present.

Commissioners in attendance:

Chris Coates, Chairperson
Emily Benson, Vice Chairperson
Susan Shaw, Commissioner
Cody Morrison, Commissioner

Absent:

Amy Lehr, Commissioner

Also in attendance:

Joshua Meehan, Secretary
Linda Griffin, Director of Finance
Amy Wright, Director of Administration
Ellen Wishart, Director of Voucher Programs
Leslie Horne, Director of Housing
Kelly Griffin, Director of Resident Services
Sandy Clark, Director of Facilities and Assets
Cheryl Bemis, Property Manager
Karen Graveline, Community Connections Manager
A resident of Stone Arch Village Senior

## MINUTES:

Chairperson Coates called for approval of the September 19, 2024 Board of Commissioners meeting minutes. Commissioner Morrison made a motion to approve the minutes. Commissioner Benson seconded the motion, which upon being put to vote, the minutes passed unanimously.

## EXECUTIVE DIRECTOR'S REPORT:

Secretary Meehan stated demolition of the Roosevelt School gymnasium is underway at the Roosevelt School East development. Monadnock Affordable Housing Corporation (MAHC) is applying for 4% Low Income Housing Tax Credits (LIHTC) for Roosevelt School West affordable housing project and is submitting a Community Development Block Grant (CDBG) application in January 2025.

Keene Housing executed a contract for roof solar arrays at Ash Brook, Evergreen Knoll, Stone Arch Village Senior and Keene Housing's main office. Evergreen Knoll's ground solar project is pending Eversource approval. These projects will be a significant step forward in our commitment to achieving carbon neutrality by 2035.

Keene Housing is engaged in conversation with Becky Beaton, Executive Director of Hundred Nights Shelter to discuss possible participation in Keene Housing's Transitional Housing Assistance Subsidy Payment (THASP) Program. The THASP program provides subsidies to help agencies manage operational costs while providing a stable environment for those in need.

Secretary Meehan invited Ms. Clark to review Keene Housing's capital projects. The rehabilitation project at 25 Pine Street has been delayed and Keene Housing is expanding

the scope of work to include lead abatement. Keene Housing's architectural firm is putting together design plans for a rehabilitation project at 25 McKinley Circle slated for 2025. Ms. Clark is working with Ms. Griffin on the Fiscal Year 2025 Capital Budget.

## MANAGEMENT REPORT:

Ms. Horne and Ms. Wishart reviewed the Management Report.

## FINANCE REPORT:

Ms. Griffin reviewed the consolidated financial operations and variances to budget.

## OLD BUSINESS:

No topics were presented.

## NEW BUSINESS:

### Approval of Annual Independent Audit Report for Keene Housing (Resolution No. 779)

The Keene Housing Board of Commissioners hereby accepts the Financial Statements and Annual Independent Audit Report and Management Letter for Keene Housing's 2023 fiscal year as presented by CliftonLarsonAllen LLP at the Board meeting held on October 24, 2024. Commissioner Shaw moved the motion to approve the resolution. Commissioner Benson seconded the motion, which upon being put to vote, was passed unanimously.

### Approval of Executive Director Travel (Resolution No. 780)

The Keene Housing Board of Commissioners authorizes the Executive Director to travel to Miami, Florida for the 2025 Public Housing Authorities Directors Association (PHADA) Commissioners' Conference, which runs from January 5, 2025 – January 8, 2025, pursuant to the October 2, 2024 memorandum from Amy Wright, Director of Administration to Joshua R. Meehan, Executive Director. Commissioner Shaw moved the motion to approve the resolution. Commissioner Benson seconded the motion, which upon being put to vote, was passed unanimously.

### Approval of 2024 Bad Debt Write Offs for Brookbend East and CST Housing (Resolution No. 781)

The Keene Housing Board of Commissioners authorizes the Finance Department to write-off tenant's old accounts receivable for Brookbend East Housing Associates, LP for $2,737.00 as uncollectible bad debt for the fiscal year ending October 31, 2024 pursuant to the October 11, 2024 memorandum from Linda Griffin, Finance Director to Joshua R. Meehan, Executive Director. Commissioner Benson moved the motion to approve the resolution. Commissioner Morrison seconded the motion, which upon being put to vote, was passed unanimously.

## Review of Annual Conflict of Interest Statements

The Keene Housing Board of Commissioners reviewed the Annual Conflict of Interest Statements, and no potential conflicts were disclosed.

## PUBLIC COMMENT:

A resident expressed concerns regarding the laundry equipment at Stone Arch Village Senior continually being out of service. Ms. Clark and the Property Manager are aware of the issue and stated new equipment is being delivered in February 2025, if not sooner.

## NON-PUBLIC SESSION:

Commissioner Benson made a motion to enter non-public session for the purposes of discussing a real estate transaction pursuant to RSA 91 A:3, II (d). Commissioner Morrison seconded the motion, which upon being put to vote, the motion to suspend Public Session passed unanimously.

Chairperson Coates suspended the Public Session at 12:26 p.m. on Thursday, October 24, 2024 to convene a Non-Public Session.

Commissioner Benson made a motion to reconvene Public Session. Commissioner Morrisson seconded the motion, which upon being put to vote, the motion to reconvene Public Session passed unanimously.

## PUBLIC SESSION RECONVENED:

Chairperson Coates reconvened the Public Session on Thursday, October 24, 2024, at 12:34 p.m. Chairperson Coates stated the Board of Commissioners voted during non-public session to seal the minutes of that session.

Commissioner Morrison made a motion to adjourn the meeting. Commissioner Benson seconded the motion, which upon being put to vote, was passed unanimously. There being no further business, Chairperson Coates adjourned the Board meeting at 12:36 p.m.

Joshua Meehan, Secretary of Keene Housing Board of Commissioners

11/5/2024
Date

Keene Housing

Resolution No. 782

REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item:

   Approval of 2025 Board of Commissioners Meeting Schedule

2. Date of Board Meeting: November 21, 2024

3. Proposed Board Resolution:

   That the Keene Housing Board of Commissioners adopts the schedule for its 2025 meetings pursuant to the November 7, 2024 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: 11/7/2024

6. Statement of availability of funds by Director of Finance

   Funds Budgeted and Available Yes ☐ No ☐ Source _____

   Director of Finance Approval Signature _____ Date: _____

7. Executive Director Approval Signature _____ Date: 11/7/2024

Keene Housing

# MEMORANDUM

**To:** Joshua Meehan, Executive Director
**From:** Amy Wright, Director of Administration AW
**Subject:** 2025 Board of Commissioners Meeting Schedule
**Date:** November 7, 2024

This memorandum recommends a schedule for the Keene Housing Board of Commissioners' regular meetings for calendar year 2025. The meetings are scheduled for the third Thursday of each month (or the fourth when there are five Thursdays in a month). Please note, the June Board meeting is scheduled a week later due to the Juneteenth holiday.

This meeting schedule provides staff, residents, participants and members of the community significant notice of the Board's meeting schedule. Residents will be notified when the Board meetings are held at their property and encouraged to attend.

As outlined in the bylaws, the Annual Meeting is scheduled for the fourth Thursday in May at 5:30 p.m.

## RECOMMENDATION

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

**Resolution:**

That the Keene Housing Board of Commissioners adopts the following schedule for its 2025 meetings pursuant to the November 6, 2024 memorandum from Amy Wright, Director of Administration to Joshua R. Meehan, Executive Director:

Thursday, January 23rd, 12:00 PM at Bennett Block

Thursday, February 20th, 12:00 PM at Harper Acres Mill Building

Thursday, March 20th, 12:00 PM at Central Square Terrace

Thursday, April 17th, 12:00 PM at Stone Arch Village Senior

Thursday, May 22nd, 5:30 PM Annual Meeting at Keene Housing's Central Office

Thursday, June 26th, 12:00 PM at Forest View Family Activity Center

Thursday, July 24th, 12:00 PM at North & Gilsum Family Activity Center Thursday,

August 21st, 12:00 PM at Harper Acres Mill Building

Thursday, September 18th, 12:00 PM at Central Square Terrace

Thursday, October 23rd, 12:00 PM at Stone Arch Village Senior

Thursday, November 20th, 12:00 PM at North and Gilsum Family Activity Center

Thursday, December 18th, 12:00 PM at Keene Housing's Central Office

Keene Housing

# INFORMATIONAL MEMORANDUM

**To:** Joshua Meehan, Executive Director
**From:** Amy Wright, Director of Administration
**Subject:** Annual Adjustment of Keene Housing's Living Wage
**Date:** November 14, 2024

In May 2016, Keene Housing joined the efforts of several area businesses and pledged to pay all regular, full-time staff a living wage of at least $15.00 per hour. The pledge was part of an initiative launched by the Monadnock Living Wage Work Group, a collection of 15 businesses and other organizations dedicated to raising average wages throughout the Monadnock Region.

On July 31, 2019, the Keene Housing Board of Commissioners approved an annual adjustment of Keene Housing's living wage based on the annual variation rate of the Consumer Price Index (CPI). This memorandum recommends the 2024 CPI increase of 2.4% be applied to Keene Housing's living wage.

| Year | Inflation Adjustment | New Living Wage Rate |
|---|---|---|
| 2024 | 2.4% | $18.94 |
| 2023 | 3.7% | $18.50 |
| 2022 | 5% | $17.85 |
| 2021 | 5.4% | $17.00 |
| 2020 | 1.3% | $16.13 |
| 2019 | 2.0% | $15.92 |
| 2018 | 1.9% | $15.61 |
| 2017 | 2.1% | $15.32 |

Keene Housing

# INFORMATIONAL MEMORANDUM

To: Joshua R. Meehan, Executive Director
From: Linda Griffin, Finance Director
Subject: DRAFT Operating Budget FY 2025
Date: November 7, 2024

This memorandum provides a summary of the draft 2025 consolidated financial operating budget compared to the 2024 projected actuals for Keene Housing (inclusive of properties owned by KH and its affiliates). The intent of this draft budget is to provide explanations for assumptions used in the budget for the Board of Commissioners to discuss at their November meeting. The final proposed budget will be presented to the Commissioners at the December 2024 meeting.

Attached are three financial reports 1) consolidated operating income statement comparing the projection for 2024 revenues and expenses to the proposed 2025 by category of revenues and expenses 2) income statements for individual property/program budgets for 2025 and 3) cashflow projections.

**SUMMARY**

The net income (before depreciation):
**2025** Budget = **$3.6M**
**2024** Projected at Year End = **$5.0m**
**2024** Budget = **$3.6m**

**Revenue**

**2025** Operating Budget is **$23.2m**, an increase of **$100k (0.4%)** compared to **2024** projection.

**Expense**

**2025** Operating Budget is **$19.6m**, an increase of **$1.4m (8%)** compared to **2024** projection.

Below is a narrative of significant changes from 2024 (projection) to the proposed 2025 budget.

## REVENUE Changes

The Rents/Subsidy revenue budget is increasing by $148k (.8%) compared to 2024 projection. This revenue line item has three components:

- HUD voucher funding - it is assumed that Congress will fund the voucher programs in 2025 at 2024 levels. Non-Elderly Disabled (NED) and Mainstream (MS) voucher program funding is re-benchmarked using prior period actual costs each year in January and the funding is adjusted by HUD.
- KH received additional MS vouchers in recent years bringing the total number of MS vouchers to 100. Currently, there are 90 vouchers leased and the assumption is that 100 vouchers will be leased by the end of 2025.

- The KH voucher payment standards (VPS) – the VPS determine rents paid to property owners (including many of the KH owned properties). KH did not increase the VPS in 2024 and will not be increasing them in 2025.
- Tenant rent - The assumption is that tenant rents will stay at current levels.

The Commercial Rents received are expected to increase by $9k or 4%. The assumption includes an average increase in all other commercial rent of 3%, and that commercial spaces at Central Square Terrace will be fully leased in 2025.

The Administrative Fee (admin fee) income is earned by administering HUD voucher programs (MTW Housing Choice Voucher, NED and MS).

- KH's MTW Housing Choice Voucher program funding is calculated under the terms of the MTW Agreement with HUD, and the admin fee is embedded in the Housing Assistant Payment funding. The advantage of the embedded admin fee is that it protects KH from likely additional pro-ration of admin fee funding by Congress. The 2025 budget internally allocates approximately 13.5% of the MTW Housing Choice Voucher funding for the administrative budget. This percentage aligns well with administrative costs at other Public Housing Authorities.
- HUD determines the admin fee earned for the NED and MS programs by formula and it is assumed they will remain pro-rated at 92% in 2025. Both programs' admin fees are pro-rated at the same rate as other, non-MTW PHAs'. MTW funds will once again be used to offset any admin fee shortfalls in 2025.

Other Income budget is expected to decrease by $209k or 15%. The decrease is related to KH receiving $572k in 2024 from the insurance claim on the 105 Castle Street building fire in 2022 and not receiving additional other income.

The Development Fee revenue budget for 2025 assumes that Roosevelt Housing East will be earning a development fee. A portion of the development fee will be earned income in 2025.

Management Fee revenue remains at the same level as the 2024 projection. Fee Revenue is earned by KH (Locals) and are paid by the property/units managed. Most of these fees are based on rent collected and rents are remaining at current levels. Some fees are set by HUD and some are approved by the New Hampshire Housing Finance Authority.

Partnership/Incentive Fee budget is reduced from 2024. These fees are a source of income for KH and Monadnock Affordable Housing Corporation as the Managing General Partner in our Low-Income Housing Tax Credit (LIHTC) developments. The 2025 budget is assuming income of $384k in Fee Revenue coming from five properties: Stone Arch Village Family/Senior, Brookbend West/East and Central Square Terrace that generally have surplus cash at year end. In 2024, there was $409k received by KH/MAHC.

The Budget for Vacancy Loss (a reduction in revenue) is difficult to predict. The vacancy loss projection for 2024 is $108k and will be reduced to $104k in 2025 budget.

**EXPENSE Changes**

There is an overall increase in expenses of 8% from the 2024 Projection. The increase is primarily attributable to these categories:

1. Employee Payroll/Fringe expense with an 8% increase,
2. Maintenance Expense with a 14% increase, and
3. Housing Assistance Payments (tenant subsidy) with a 12% increase.

The Administrative expense budget increases by $65k or 6% from the 2024 projection. Development Consulting and Legal expenses are both increasing to support pre-development work for KH's next affordable housing projects and work related to drafting and approve the next 5 year Strategic Plan.

The Employee Payroll/Fringe expense budget increases by $310k or 8% from the 2024 projection. We anticipate adding 2 FTE positions at the beginning of 2025, to account for recent and expected future growth. There are also annual employee salary increases. There is a mid-year increase in benefits renewals. There is an assumed increase in Family Self Sufficiency (FSS) program staff benefits/salaries related to an anticipated increase in FSS grant funding.

The overall Utilities budget for 2025 is decreasing from the 2024 budget by $35k or 2%.

- KH has fixed the cost of electricity for 2025 through Power Purchase Agreements for all properties.
- KH is purchasing the solar equipment at Forest View which will result in a decrease in electricity costs there.
- It is also assumed that we will continue seeing energy savings from improvements made at Central Square Terrace and North & Gilsum.
- Our energy consultant tracks usage/trends at most properties and that history is part of the budget assumption.
- Water and Sewer are increased by 2%.

Maintenance expense budget is increasing by $244k or 14% from the 2024 projection. KH continues to experience increases in materials/contracted services as construction industries are experiencing employment shortages and cost increases. In addition, we are outsourcing snow removal at the rest of the portfolio. We expect the increased costs of outsourcing snow removal will be offset by long-term savings in staff overtime and equipment repair and replacement. The trend of increasing cost that we are experiencing in other expense items justifies that our budget for 2025 be increased by 3-5% in response to increased pricing for materials, repairs, and appliances.

Property Tax budget remains unchanged. Many of our properties have a Payment in Lieu of Taxation (PILOT) agreement or are eligible for the alternative Low Income Housing Tax Credit tax calculation method which is based on 10% of net revenues. We do not expect net revenue to increase significantly during the year.

Property/Liability Insurance expenses increasing in 2025. The assumption includes premium increases that occurred at 2024 renewal and anticipated increase in 2025. The 2025 budget is increasing by $15k or 3%.

Interest expense budget is decreasing by $41k or 6%.

HAP expense budget is increasing by $847k or 12% from the 2024 projection. KH's MTW Housing Choice Voucher utilization has increased in 2024 to 90%, and the 2025 budget assumes a continued increase in the utilization rates to 95%. Our MTW program allows for voucher payments to be made to shelters, referred to as Transitional Housing Assistant Subsidy Program (THASP). We are currently finalizing a THASP agreement with 100 Nights which will increase THASP payments by $73k in 2025. Mainstream vouchers increased in 2024, and we assume utilization will reach 100% in 2025.

The Tenant Programs (youth programming, development grants, rent credits, resident activities, community gardens) budget is unchanged for 2025. The landlord incentives started in 2023 will continue in 2025, and the broadband utility allowance will continue in 2025. There is a 2% increase to Keene Housing Kids Collaborative fees by property (KAHP, the Brookbends, Meadow Road, and Stone Arch Village Family).

**NON-OPERATING Income and Expenses:**

Partnership/Incentive Fee are fees calculated and paid from LIHTC partnerships to KH and the Limited Partners as a distribution from surplus cash at year end. The properties: Stone Arch Village Family/Senior, Evergreen Knoll and Brookbend East/West have had these payouts in past years.

The MTW transfers are funds used towards non-Housing Assistant Payment eligible MTW expenses, estimated to be $1.0m in 2025. These funds will be used to provide funding to Keene Housing Kids Collaborative, Resident Programs and capital improvements/development as detailed in the Capital Planning Budget.

**KEENE HOUSING - CONSOLIDATED BUDGET 2025**

| | Totals 2024 Projection | Totals 2025 Budget | (decr)/Incr from 2024 projection to 2025 budget | | NOTES: |
|---|---|---|---|---|---|
| **INCOME** | | | | | |
| Rents, Tenants/Subsidy | $19,028,181 | **$19,176,453** | 0.8% | $148,273 | The HAP funding from HUD assumes inflation of 0% at 99% proration from 2024 funding levels. The Voucher Payment Standard for PBV is not changing in 2025. |
| Rents, Commercial | $243,903 | **$253,060** | 3.8% | $9,157 | There are annual increases for all commerical tenants. |
| Admin Fee Income | $1,271,156 | **$1,272,605** | 0.1% | $1,449 | Admin Fee not expected to change with funding levels remaining at current levels. |
| Other Income | $1,405,799 | **$1,196,992** | -14.9% | ($208,807) | There was an insurance claim on 105 Castle St received in 2024 so income assumption for 2025 has decreased. |
| Development Fees | $0 | **$50,000** | 0.0% | $50,000 | Estimated new Development Fees of $150k being earned in 2025 for Roosevelt West Development.` |
| Management Fee Earned | $768,971 | **$763,800** | -0.7% | ($5,171) | no change in fees. |
| Partnership Fees | $409,051 | **$508,500** | 24.3% | $99,449 | Estimated incentive fees : SAV F, SAV S, BBE, BBW, EK, RB. Based on projected net income for 2023. |
| Misc Tenant Income | $53,920 | **$55,359** | 2.7% | $1,439 | no change in fees. |
| LESS: Vacancy Loss | ($108,312) | **-$104,360** | -3.6% | $3,952 | Vacancies are reducing over time due to demand for apartments and improved turnover time. |
| **TOTAL OPERATING INCOME** | $23,072,669 | **$23,172,410** | **0.4%** | **$99,741** | |

| | Totals 2024 Projection | Totals 2025 Budget | (decr)/Incr from 2024 projection to 2025 budget | | NOTES: |
|---|---|---|---|---|---|
| **EXPENSES** | | | | | |
| Administrative | $1,885,430 | **$1,994,247** | 5.8% | $108,817 | Increased cost for Development/Consulting fees related to potential new development projects. |
| Payroll and Fringe | $3,732,115 | **$4,042,273** | 8.3% | $310,157 | Assumes annual pay increases and benefit costs. In 2025 it is assumed that KH is fully staffed and two new positions expected to be added early 2025. |
| Utilities | $1,446,373 | **$1,407,589** | -2.7% | ($38,784) | The electricity cost should decrease due to current Purchase Power Agreement expires 12/2024 and new contract was negotiated with a lower cost per Kwh. KH is also purchasing the solar arrays at Forestview in January 2025 so the electricity cost will reduce at that site. |
| Maintenance | $1,611,314 | **$1,881,974** | 16.8% | $270,659 | Increase related cost of materials/services increasing on the market. |
| Misc Equipment (not captial) | $103,616 | **$76,496** | -26.2% | ($27,120) | These items are ongoing appliance replacments and minor renovations. |
| Property Taxes | $683,613 | **$682,334** | -0.2% | ($1,278) | no change. |
| Property/Liability Insurance | $515,765 | **$530,880** | 2.9% | $15,115 | Assumes a 10% increase in all premiums renewals in Sept, 2025. |
| Interest Expense | $739,106 | **$698,413** | -5.5% | ($40,694) | Based on amortization schedules. |
| HAP disbursements | $7,108,041 | **$7,955,137** | 11.9% | $847,096 | Increase expected based on increasing voucher utilization from 88% in 2024 to 95% in 2025. |
| Investor Fees | $25,414 | **$25,414** | 0.0% | $0 | Estimated investor service fees : SAV F, SAV S, BBE, BBW, EK, RB. |
| Tenant Programs | $273,229 | **$278,906** | 2.1% | $5,677 | All of this expense is funded by MTW funds. |
| **TOTAL OPERATING EXPENSES** | $18,124,017 | **$19,573,662** | **8.0%** | **$1,449,645** | |

| | | |
|---|---|---|
| **NET INCOME operating** | $4,948,652 | **$3,598,747** |

before depreciation

## Keene Housing - by Property

| Account Number | Totals 2024 budget | Totals 2024 projection | Totals 2025 budget | PROGRAMS | | | | | PROPERTIES | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Locals | MAHC | MTW-Section 8 | Mainstream Voucher | Non-Elderly/ Disb | KAHP | Ashbrook Apt | Emerald Street | Hampshire House | Meadow Road | CST | Evergreen Knoll | Riverbend | Stone Arch Family | Stone Arch Senior | Brook Bend East | Brook Bend West | Cottage Street |
| **INCOME-operating** | | | | | | | | | | | | | | | | | | | | | |
| **Rents, Tenants/Subsidy** | $18,653,363 | $19,028,181 | $19,176,453 | $0 | $0 | $6,739,783 | $973,653 | $1,017,239 | $3,992,994 | $390,432 | $112,428 | $160,020 | $336,792 | $1,873,356 | $556,020 | $414,540 | $464,520 | $467,040 | $864,528 | $758,160 | $54,948 |
| **Rental, Commercial** | $250,247 | $243,903 | $253,060 | $0 | $123,000 | $0 | $0 | $0 | $47,944 | $0 | $0 | $0 | $0 | $82,116 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Admin Fee Income - HUD** | $1,175,677 | $1,271,156 | $1,272,605 | $0 | $0 | $1,046,034 | $120,413 | $106,157 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Other Income /Grants** | $1,143,848 | $1,405,799 | $1,196,992 | $79,114 | $19,049 | $238,296 | $0 | $1,500 | $746,010 | $2,085 | $1,343 | $420 | $12,955 | $144 | $36,911 | $29,772 | $4,950 | $10,063 | $723 | $13,657 | $0 |
| **Development Fee Income** | $50,000 | $0 | $50,000 | $0 | $50,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Management Fee Earned** | $709,463 | $768,971 | $763,800 | $763,800 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Incentive Management Fee** | $409,500 | $409,051 | $508,500 | $125,000 | $383,500 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Misc Tenant Income** | $50,611 | $53,920 | $55,359 | $0 | $0 | $0 | $0 | $0 | $20,105 | $311 | $187 | $1,289 | $200 | $12,223 | $7,953 | $579 | $5,099 | $2,336 | $4,804 | $273 | $0 |
| **LESS: Vacancy Loss** | ($47,400) | ($108,312) | ($104,360) | $0 | $0 | $0 | $0 | $0 | ($38,443) | $0 | ($1,752) | $1,125 | $0 | ($40,084) | ($14,699) | $0 | ($183) | ($1,164) | ($7,565) | $0 | ($1,596) |
| **TOTAL INCOME** | **$22,395,308** | **$23,072,669** | **$23,172,410** | **$967,914** | **$575,549** | **$8,024,113** | **$1,094,067** | **$1,124,896** | **$4,768,610** | **$392,828** | **$112,206** | **$162,855** | **$349,947** | **$1,927,755** | **$586,186** | **$444,892** | **$474,387** | **$478,275** | **$862,489** | **$772,090** | **$53,352** |
| **EXPENSES-operating** | | | | | | | | | | | | | | | | | | | | | |
| **Administrative Exp** | $1,777,778 | $1,885,430 | $1,994,247 | $177,654 | $206,713 | $310,242 | $33,345 | $37,707 | $567,551 | $59,335 | $10,529 | $29,677 | $49,976 | $123,492 | $68,817 | $56,287 | $54,882 | $67,058 | $64,708 | $61,393 | $14,881 |
| **Salaries and Fringe** | $3,854,994 | $3,732,115 | $4,042,273 | $510,122 | $88,139 | $971,088 | $111,634 | $106,815 | $928,739 | $85,924 | $30,976 | $49,288 | $72,513 | $340,625 | $119,650 | $96,213 | $85,924 | $94,224 | $184,694 | $161,136 | $4,570 |
| **Utilities** | $1,442,373 | $1,446,373 | $1,407,589 | $0 | $23,228 | $0 | $0 | $0 | $654,747 | $41,724 | $11,827 | $26,360 | $26,926 | $161,466 | $93,234 | $36,111 | $121,188 | $70,749 | $74,350 | $57,299 | $8,380 |
| **Maintenance Expenses** | $1,674,772 | $1,714,930 | $1,958,470 | $11,864 | $39,691 | $0 | $0 | $0 | $879,071 | $77,417 | $19,807 | $31,889 | $81,366 | $160,512 | $125,246 | $106,279 | $85,187 | $83,839 | $122,492 | $121,136 | $12,673 |
| **Property Taxes** | $659,525 | $683,613 | $682,334 | $0 | $35,485 | $0 | $0 | $0 | $118,051 | $10,582 | $3,276 | $5,616 | $28,098 | $198,836 | $54,696 | $35,912 | $0 | $37,786 | $81,544 | $70,452 | $2,000 |
| **Insurance Expense** | $543,437 | $515,765 | $530,880 | $61,816 | $14,933 | $5,129 | $0 | $0 | $207,339 | $19,422 | $6,036 | $9,941 | $17,612 | $54,001 | $21,461 | $16,096 | $16,096 | $22,132 | $28,378 | $28,476 | $2,012 |
| **Interest Expense** | $743,550 | $764,520 | $723,827 | -$161 | $12,807 | $0 | $0 | $0 | $166,202 | $30,569 | $642 | $0 | $0 | $374,362 | $62,381 | $10,267 | $7,996 | $15,739 | $17,212 | $25,809 | $0 |
| **HAPS Disbursed** | $7,671,535 | $7,108,041 | $7,955,137 | $0 | $0 | $5,964,245 | $973,653 | $1,017,239 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Tenant Programs** | $282,913 | $273,229 | $278,906 | $4,640 | $37,000 | $105,460 | $0 | $0 | $99,509 | $1,480 | $350 | $0 | $7,915 | $2,700 | $1,960 | $1,640 | $9,977 | $2,846 | $1,774 | $1,356 | $300 |
| **TOTAL EXPENSES** | **$18,650,877** | **$18,124,017** | **$19,573,662** | **$765,936** | **$457,996** | **$7,356,163** | **$1,118,632** | **$1,161,761** | **$3,621,210** | **$326,453** | **$83,443** | **$152,771** | **$284,406** | **$1,415,994** | **$547,446** | **$358,804** | **$381,249** | **$394,372** | **$575,153** | **$527,058** | **$44,816** |
| **NET INCOME** Before depreciation | **$3,744,432** | **$4,948,652** | **$3,598,747** | **$201,978** | **$117,553** | **$667,950** | **($24,565)** | **($36,865)** | **$1,147,400** | **$66,375** | **$28,763** | **$10,084** | **$65,541** | **$511,761** | **$38,740** | **$86,088** | **$93,138** | **$83,903** | **$287,336** | **$245,032** | **$8,536** |

| CASHFLOW PROJECTION | Totals | Locals | MAHC | MTW-Block Grant | MTW-Section 8 | Main stream Voucher | Non-Elderly/Disb | KAHP | Ashbrook Apt | Emerald Street | Hampshire House | Meadow Road | CST | Evergreen Knoll | Riverbend | Stone Arch Family | Stone Arch Senior | Brook Bend East | Brook Bend West | Cottage Street |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **2024** | | | | | | | | | | | | | | | | | | | | |
| **Replacement Reserves Balance** | | | | | | | | | | | | | | | | | | | | |
| **Beginning Balance 10/2024** | **$2,716,306** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$1,292,927** | **$167,464** | **$38,797** | **$10,227** | **$39,249** | **$245,895** | **$118,935** | **$171,197** | **$60,459** | **$79,697** | **$317,923** | **$166,471** | **$7,065** |
| Deposit to Reserves 09-12/2024 | $99,520 | $0 | $0 | $0 | $0 | $0 | $0 | $33,236 | $6,620 | $1,456 | $1,212 | $1,144 | $17,328 | $10,268 | $4,800 | $4,100 | $5,624 | $8,544 | $4,388 | $800 |
| Deposit to Reserves 2025 | $304,020 | $0 | $0 | $0 | $0 | $0 | $0 | $102,696 | $20,460 | $4,500 | $3,744 | $3,540 | $51,984 | $30,804 | $14,400 | $12,672 | $16,872 | $26,400 | $13,548 | $2,400 |
| Withdrawls from Reserves 2025 | ($418,298) | $0 | $0 | $0 | $0 | $0 | $0 | ($260,000) | $0 | $0 | $0 | $0 | ($39,000) | ($6,500) | $0 | ($30,800) | $0 | ($40,999) | ($40,999) | $0 |
| **Ending Balance 12/2025** | **$2,602,028** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$1,135,623** | **$187,924** | **$43,297** | **$13,971** | **$42,789** | **$258,879** | **$143,239** | **$185,597** | **$42,331** | **$96,569** | **$303,324** | **$139,020** | **$9,465** |
| **Cash Balance** | | | | | | | | | | | | | | | | | | | | |
| **Beginning Balance 10/2024** | **$8,155,940** | **$3,425,064** | **$2,509,316** | **$0** | **$301,676** | **$18,706** | **$58,299** | **$312,567** | **$235,202** | **$10,371** | **$57,677** | **$90,439** | **$408,437** | **$56,938** | **$28,599** | **$124,548** | **$52,931** | **$249,135** | **$204,451** | **$11,584** |
| **INCOMING CASH:** | | | | | | | | | | | | | | | | | | | | |
| Operating Surplus/(Deficit) 2025 | $3,659,047 | $201,978 | $117,553 | $0 | $703,950 | ($24,565) | ($36,865) | $1,147,400 | $66,375 | $42,763 | $10,084 | $65,541 | $511,761 | $49,040 | $86,088 | $93,138 | $83,903 | $287,336 | $245,032 | $8,536 |
| Cash from Reserves for Capital Improvements | $418,298 | $0 | $0 | $0 | $0 | $0 | $0 | $260,000 | $0 | $0 | $0 | $0 | $39,000 | $6,500 | $0 | $30,800 | $0 | $40,999 | $40,999 | $0 |
| Reimbursed design work - Phase II | $550,000 | $0 | $550,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Congressional funds received (800k) | $800,000 | $0 | $800,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Solar grant received (55% of $400k) | $220,000 | $0 | $220,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| MTW funding 2025 for NON-HAP available | ($20,000) | $0 | $0 | $0 | ($665,578) | $24,565 | $38,365 | $582,648 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| MTW funding carryover for NON-HAP available | ($0) | $0 | ($495,000) | $0 | ($340,000) | $0 | $0 | $835,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Transfer from Locals to MAHC for development | $0 | ($500,000) | $500,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Development Fee Received/CST | $0 | $0 | $150,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | ($150,000) | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **OUTGOING CASH:** | | | | | | | | | | | | | | | | | | | | |
| CASH outlay 2025(principal) | ($674,651) | $0 | ($24,758) | $0 | $0 | $0 | $0 | ($284,591) | ($20,349) | ($18,764) | $0 | $0 | ($102,843) | ($19,824) | ($35,636) | ($12,042) | ($16,270) | ($22,193) | ($117,381) | $0 |
| CASH paid to GP/LP from Surplus Cash | $0 | $0 | $530,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | ($25,000) | $0 | $0 | ($75,000) | ($50,000) | ($250,000) | ($130,000) | $0 |
| CASH to Purchase (Jaffrey/Swanzey) | ($1,023,000) | $0 | ($1,023,000) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| CASH to pre-Development new site | ($800,000) | $0 | ($800,000) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| CASH/financing for Solar projects | ($1,033,610) | $0 | ($1,033,610) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Sponsor Loan - Phase II | ($2,000,000) | $0 | ($2,000,000) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Capital Improvements 2025 proposed | **($1,983,544)** | ($50,000) | $0 | $0 | $0 | $0 | $0 | ($1,674,899) | $0 | $0 | $0 | $0 | ($109,000) | ($11,300) | $0 | ($30,800) | $0 | ($59,404) | ($48,141) | $0 |
| Cash to Reserves deposits | ($304,020) | $0 | $0 | $0 | $0 | $0 | $0 | ($102,696) | ($20,460) | ($4,500) | ($3,744) | ($3,540) | ($51,984) | ($30,804) | ($14,400) | ($12,672) | ($16,872) | ($26,400) | ($13,548) | ($2,400) |
| **Ending Balance 12/2025** | **$5,964,460** | **$3,077,042** | **$501** | **$0** | **$48** | **$18,706** | **$59,799** | **$1,075,429** | **$260,768** | **$29,870** | **$64,017** | **$152,440** | **$520,371** | **$50,550** | **$64,651** | **$117,972** | **$53,692** | **$219,473** | **$181,413** | **$17,720** |

Keene Housing

# INFORMATIONAL MEMORANDUM

To: Joshua R. Meehan, Executive Director
From: Linda Griffin, Finance Director
Cc: Sandy Clark, Director of Facilities and Assets
Subject: DRAFT Capital Planning Budget FY 2025
Date: November 15, 2024

This memorandum provides a draft 2025 capital budget for Keene Housing (inclusive of properties owned by KH and its affiliates). The intent of this draft budget is to provide a summary of capital improvement work proposed for 2025. Attached is the list of capital improvements by property for the Board of Commissioners to discuss at their November meeting. The final proposed budget will be presented to the Commissioners at the December 2024 meeting.

In summary, the 2025 draft capital improvement project budget totals $2m and an additional $1.5m in energy projects. In comparison, the 2024 capital improvement budget is $1.3m.

The detailed items on the attached reports were produced by reviewing the current property Capital Needs Assessment (CNA) with the Director of Facilities and Assets, the Property Managers, and the Executive Director. Most of the items for 2025 have been recently quoted and current estimates are used in the proposed budget when available.

Most of our projects are eligible for non-HAP MTW funds. It is estimated that there will be $1.4m in MTW funds available during 2025 for capital improvements.

Currently, there is a lead abatement project being developed for implementation in 2025. The budget for this project is estimated to be $1m and included in the attached budget. The funding will be from MTW funds with an additional $257k from the KAHP replacement reserve fund.

The energy projects that are listed separately on our 2025 capital budget have been submitted to Resilient Building Group (RBG) for funding consideration from their energy reduction rebate programs. In this list of energy projects, there is one significant project proposed which is a heat pump system for North & Gilsum estimated to cost $1.2m. RBG will be working on the detailed scope of work during 2025 and submitting a proposal to the rebate program. Currently, there is no indication that any of these projects will be accepted by the rebate program and implemented in 2025.

In 2025, the Low Income Housing Tax Credit (LIHTC) properties expect to use replacement reserve funds or cash in the amount of $260k to fund projects at Brookbend East/West, Central Square Terrace, Evergreen Knoll, Stone Arch Village Family and Senior. In addition, there will be cash from Locals needed for items not eligible for MTW funds, estimated at $50k.

## CAPITAL IMPROVEMENT PLAN 2025

| Property | Energy Items | Description | Funded by Resilient Building Group | Priority 1 | funding source |
|---|---|---|---|---|---|
| KAHP-Harper Acres | | Unplanned | | $10,000 | **MTW** |
| KAHP-Harper Acres | yes | Hot Water Heaters (2@40 gal per buildings (4)= $16k) | $16,000 | | Energy Rebate |
| KAHP-Harper Acres | yes | CFL Bathroom (224units) | $6,720 | | Energy Rebate |
| KAHP-Harper Acres | yes | Digital non-programmable thermostats Interior (112units) | $4,480 | | Energy Rebate |
| KAHP-Harper Acres | yes | Mitshubishi Unit - South Side of Mill Building | $20,000 | | Energy Rebate |
| | | | | | |
| KAHP-Forest View | | Solar system BuyOut | | $334,399 | **MTW** |
| | | | | | |
| KAHP-North & Gilsum | | Tubs (2) - Replacement | | $3,500 | **MTW** |
| KAHP-North & Gilsum | yes | Heating A/C - Project with heat pumps | $1,200,000 | | Energy Rebate |
| KAHP-North & Gilsum | yes | Radiant heating panel Bath (29units) | $2,900 | | Energy Rebate |
| KAHP-North & Gilsum | yes | Glass radiant panels bedrooms Unit interiors (72units) | $7,200 | | Energy Rebate |
| KAHP-North & Gilsum | yes | DWH standalone tank, electric, 40 gallon, Rheem 4500 kW DWH (20units) | $30,000 | | Energy Rebate |
| | | | | | |
| SS2 | | Lead abatement project (various locations) | | $1,000,000 | **MTW** |
| | | | | | |
| 10 Bassett | yes | HVAC | $4,500 | | Energy Rebate |
| | | | | | |
| 25 Pine St | | Rehab w/lead abatement (plus Arch Fee) at 65% in 2025 | | $327,000 | **MTW** |
| 58 Dover | yes | Heating unit replacment | $3,375 | | Energy Rebate |
| 58 Dover | yes | Foundation wall | $3,375 | | Energy Rebate |
| 58 Dover | yes | Basement | $3,600 | | Energy Rebate |
| 62 Dover | yes | Basement | $3,200 | | Energy Rebate |
| | | **KAHP** | **$1,305,350** | **$1,674,899** | |
| | | | | | |
| Meadow Rd | yes | Exhaust Fan | $2,800 | | Energy Rebate |
| | | | | | |
| | | **total KAHP/MAHC** | **$1,308,150** | **$1,674,899** | |
| Evergreen knoll | | Smoke and fire detection system: central panel | | $6,500 | Reserves |
| Evergreen knoll | | Accessibility Compliance unti 1 and 15 | | $2,000 | Cash |
| Evergreen knoll | | Mail Kiosk | | $2,800 | Cash |
| Evergreen knoll | yes | HVAC: hydronic/Water Circulating Pumps | $13,500 | | Energy Rebate |
| | | | | | |
| SAV Family | | Wooden Fence | | $10,800 | Reserves |
| SAV Family | | Camera and Antenna | | $20,000 | Reserves/Cash |
| SAV Family | yes | Lighting | $15,000 | | Energy Rebate |
| | | | | | |
| SAV Senior | yes | Thermal Solutions Boiler | $103,500 | | Energy Rebate |
| SAV Senior | yes | Circulation Pumps | $6,000 | | Energy Rebate |
| SAV Senior | yes | Lighting | $29,600 | | Energy Rebate |
| | | | | | |
| CST | | Door replacment (automatic 2) interior | | $14,000 | Reserves |
| CST | | Windows | | $25,000 | Reserves |
| CST | | Structural Investigation (By Stevens and Associates) | | $50,000 | cash |
| CST | | Package mailboxes for residents | | $5,000 | cash |
| CST | | Cameras in hallways | | $15,000 | cash |
| | | | | | |
| Brookbend WEST | | Boiler Replacement | | $10,999 | Reserves |

## CAPITAL IMPROVEMENT PLAN 2025

| Property | Energy Items | Description | Funded by Resilient Building Group | Priority 1 | funding source |
|---|---|---|---|---|---|
| Brookbend WEST | | Asphalt seal coating and repair | | $30,000 | Reserves |
| Brookbend WEST | | Exterior Doors | | $2,205 | Cash |
| Brookbend WEST | | Security Camera expansion | | $3,737 | Cash |
| Brookbend WEST | | Dumpster Fencing | | $1,200 | Cash |
| | | | | | |
| Brookbend EAST | | Boiler Replacement | | $10,999 | Reserves |
| Brookbend EAST | | Asphalt seal coating and repair | | $30,000 | Reserves |
| Brookbend EAST | | Exterior Doors | | $2,205 | Cash |
| Brookbend EAST | | Security Camera expansion | | $15,000 | cash |
| Brookbend EAST | | Dumpster Fencing | | $1,200 | Cash |
| | | | | | |
| Locals | | Vehicle | | $50,000 | **Cash** |
| | | | | | |
| MAHC-SAV office | yes | Condensers | $20,000 | | Energy Rebate |
| | | | | | |
| MAHC @SAV office | yes | Solar build on roofs | | $151,021 | NH DOE/Solar ITC |
| MAHC @SAV Senior | yes | Solar build on roofs | | $132,537 | NH DOE/Solar ITC |
| MAHC @SAV Family | yes | Solar build on roofs | | $321,779 | NH DOE/Solar ITC |
| MAHC @Ash Brook | yes | Solar build on roofs | | $156,556 | NH DOE/Solar ITC |
| MAHC @Evergreen | yes | Solar build on roofs | | $319,457 | NH DOE/Solar ITC |
| | | | | | |
| | | **total capital purchases/renovations** | **$1,495,750** | **$3,064,893** | |

**FUNDING**

| | | | |
|---|---|---|---|
| MTW | total available from carryover in 2024 and 2025 funds | | ($1,417,340) |
| KAHP reserves | Balance of replacement reserves is $1.3m | | ($257,559) |
| SAV S, EK,CST,BBE/BBW | Replacement Reserves/Cash from LIHTC properties | | ($258,644) |
| Energy Rebates | NH Saves | ($1,495,750) | $0 |
| MAHC/Locals | Cash | | ($50,000) |
| Grants/Tax Credits | NH DOE/Solar Federal ITC | | ($1,081,350) |
| | shortfall/(funds available) | $0 | $0 |

Keene Housing

# Community Gardens Dashboard Report

Date: 11/14/2024

**Number of Active Gardeners**

| Property | # Gardeners - Adult | # Gardeners -Youth | |
|---|---|---|---|
| Ashbrook | 7 | 0 | |
| Bennett Block | 1 | 0 | |
| Brookbend (East & West) | 8 | 1 | |
| Central Square Terrace | 4 | 0 | |
| Cottage Street | 1 | 0 | |
| Emerald House | 0* | 0 | *Emerald House staff primarily takes care of these gardens with help from the residents |
| Evergreen Knoll | 6 | 5 | |
| Forest View | 2 | 4 | |
| Hampshire House | 3 | 0 | |
| Harper Acres | 9 | 1 | |
| Meadow Road | 5 | 0 | |
| North & Gilsum | 1 | 8 | |
| Riverbend | 9 | 1 | |
| Scattered Sites | 4 | 0 | |
| Scattered Sites 2 | 2 | 1 | |
| Stone Arch Family | 2 | 1 | |
| Stone Arch Senior | 7 | 0 | |

**Number of Residents whom this is First Year of Gardening**

| # Adults | # Youth |
|---|---|
| 17 | 5 |

**Total number of Garden Beds in KH Portfolio**

| | |
|---|---|
| # | 100 |

**Number of Garden Groups**

| Property | # Groups - Adult | # Groups - Youth |
|---|---|---|
| Ashbrook | 24 | 0 |
| Bennett Block | 35 | 0 |
| Brookbend (East & West) | 20 | 0 |
| Central Square Terrace | 31 | 0 |
| Cottage Street | 4 | 0 |
| Emerald House | 7 | 0 |
| Evergreen Knoll | 11 | 0 |
| Forest View | 14 | 17 |
| Hampshire House | 8 | 0 |
| Harper Acres | 11 | 0 |
| Meadow Road | 19 | 0 |
| North & Gilsum | 17 | 16 |
| Riverbend | 10 | 0 |
| Scattered Sites | 5 | 0 |
| Scattered Sites 2 | 3 | 0 |
| Stone Arch Family | 8 | 0 |
| Stone Arch Senior | 31 | 0 |

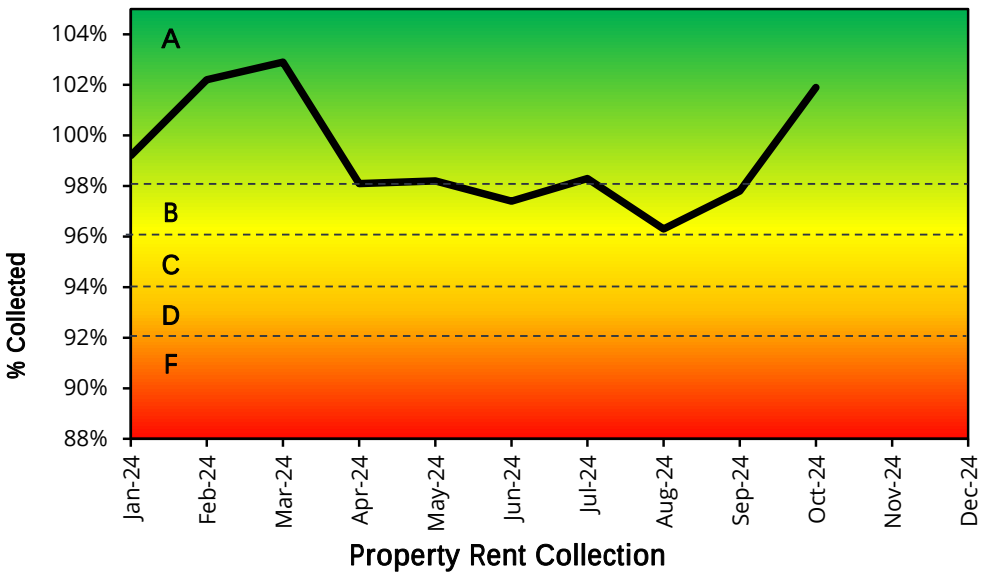
Keene Housing

# MANAGEMENT REPORT
# OCTOBER 2024

## Residential Property Rent Collection Report
## October 2024

| Community | Month Billed | Month Collected | % Collected | Monthly Grade | YTD Billed | YTD Collected | % YTD Collected | YTD Grade |
|---|---|---|---|---|---|---|---|---|
| Ash Brook Apartments | $12,637 | $12,543 | 99.3% | **A** | $121,351 | $121,149 | 99.8% | **A** |
| Bennett Block | $7,326 | $7,562 | 103.2% | **A** | $61,677 | $62,194 | 100.8% | **A** |
| Brookbend East | $21,733 | $18,695 | 86.0% | **F** | $196,181 | $192,613 | 98.2% | **A** |
| Brookbend West | $19,070 | $19,201 | 100.7% | **A** | $185,067 | $179,763 | 97.1% | **B** |
| Central Square Terrace | $32,517 | $32,794 | 100.9% | **A** | $317,782 | $317,048 | 99.8% | **A** |
| Cottage Street | $1,211 | $546 | 45.1% | **F** | $11,640 | $10,975 | 94.3% | **C** |
| Evergreen Knoll LP | $21,405 | $23,601 | 110.3% | **A** | $197,847 | $196,318 | 99.2% | **A** |
| Forest View | $31,170 | $42,359 | 135.9% | **A** | $296,937 | $302,762 | 102.0% | **A** |
| Hampshire House | $5,732 | $5,762 | 100.5% | **A** | $50,374 | $50,964 | 101.2% | **A** |
| Harper Acres | $51,179 | $51,673 | 101.0% | **A** | $476,918 | $477,383 | 100.1% | **A** |
| Meadow Road Apartments | $12,103 | $12,325 | 101.8% | **A** | $98,499 | $98,328 | 99.8% | **A** |
| North and Gilsum | $22,739 | $20,665 | 90.9% | **D** | $181,092 | $173,199 | 95.6% | **C** |
| Riverbend Apartments | $13,366 | $13,367 | 100.0% | **A** | $130,391 | $130,386 | 100.0% | **A** |
| Scattered Sites | $12,413 | $10,548 | 85.0% | **F** | $115,823 | $114,067 | 98.5% | **A** |
| Scattered Sites 2 | $12,899 | $12,815 | 99.3% | **A** | $135,725 | $136,667 | 100.7% | **A** |
| Stone Arch Village Family | $17,681 | $16,668 | 94.3% | **C** | $168,790 | $164,455 | 97.4% | **B** |
| Stone Arch Village Senior | $17,036 | $17,054 | 100.1% | **A** | $150,861 | $150,916 | 100.0% | **A** |
| **Totals** | **$312,217** | **$318,178** | **101.9%** | **A** | **$2,896,955** | **$2,879,187** | **99.4%** | **A** |

***Active Households Only***

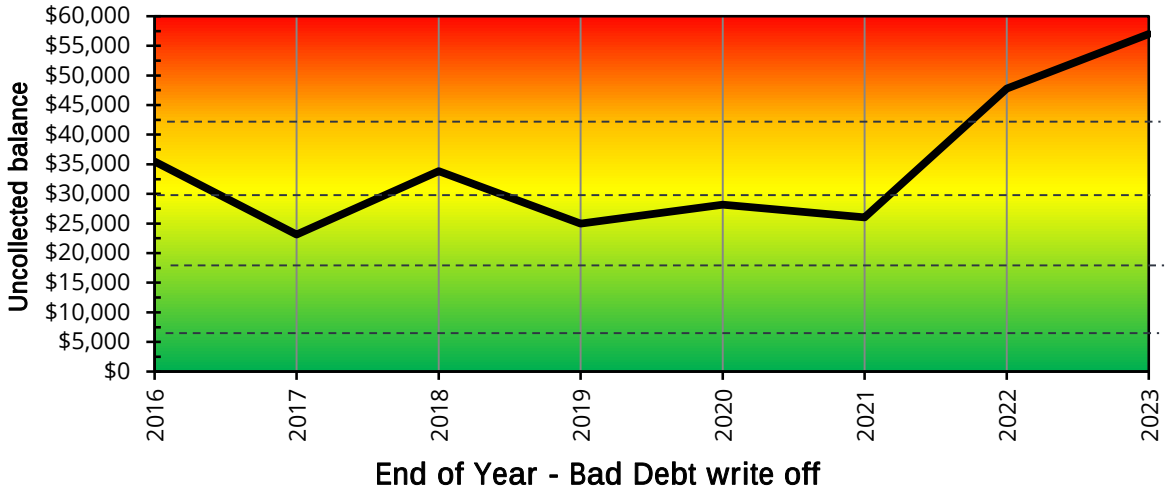



This report compares current tenant's rent billed to rent collected. The percent collected can exceed 100% when back rent is collected. Our goal is to collect at least 98% of rent billed.

## Residential Property Uncollected Accounts - Inactive Tenants - Report
## October 2024

| Community | # of Households | Current | 30 days | 60 days | 90 days | 120 days and over | total |
|---|---|---|---|---|---|---|---|
| Ash Brook Apartments | 0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Bennett Block | 1 | $0 | $0 | $0 | $0 | $55 | $55 |
| Brookbend East | 3 | ($477) | $2,848 | $5 | $1,456 | ($6) | $3,826 |
| Brookbend West | 2 | $30 | $0 | $0 | $0 | ($8) | $22 |
| Central Square Terrace | 1 | $0 | $0 | $0 | $0 | $2,779 | $2,779 |
| Cottage Street | 1 | $0 | $0 | $0 | $0 | $454 | $454 |
| Emerald Street | 0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Evergreen Knoll LP | 7 | $0 | $61 | $0 | $0 | $12,007 | $12,068 |
| Forest View | 8 | $1,450 | $2,929 | $30 | $107 | $3,251 | $7,767 |
| Hampshire House | 5 | $0 | $0 | $75 | $0 | $2,461 | $2,536 |
| Harper Acres | 10 | ($116) | $0 | $0 | $0 | $2,865 | $2,749 |
| Meadow Road Apartments | 0 | $0 | $0 | $0 | $0 | $0 | $0 |
| North and Gilsum | 6 | $1,245 | $1,117 | $15 | $2,367 | $21,977 | $26,721 |
| Riverbend Apartments | 0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Scattered Sites | 2 | ($38) | $0 | $0 | $0 | $1,200 | $1,162 |
| Scattered Sites 2 | 8 | $291 | $838 | $0 | $0 | $2,594 | $3,722 |
| Stone Arch Village Family | 1 | $0 | $0 | $0 | $0 | $213 | $213 |
| Stone Arch Village Senior | 0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Totals** | **55** | **$2,385** | **$7,792** | **$125** | **$3,930** | **$49,841** | **$64,073** |

***Inactive Households Only***



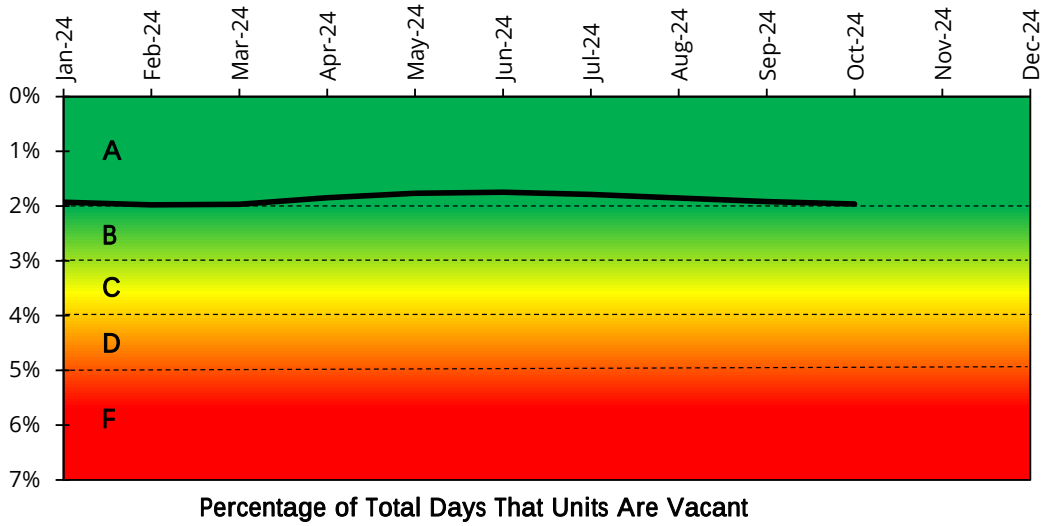

End of Year - Bad Debt write off

This report tracks the balance that is owed to KH and what remains upaid. Most of these tenants have moved from a KH property and are considered Inactive Tenants.

## Monthly Vacancy Report

### October 2024

| Community | Units Available | Available Days | Vacant Days | Monthly Vacancy Percentage | Monthly Grade | YTD Vacancy Percentage | YTD Grade |
|---|---|---|---|---|---|---|---|
| Ash Brook Apartments | 24 | 744 | 0 | 0.0% | **A** | 0.7% | **A** |
| Bennett Block | 14 | 434 | 0 | 0.0% | **A** | 0.4% | **A** |
| Brookbend East | 40 | 1240 | 79 | 6.4% | **F** | 1.6% | **A** |
| Brookbend West | 35 | 1085 | 0 | 0.0% | **A** | 0.3% | **A** |
| Central Square Terrace | 90 | 2790 | 165 | 5.9% | **F** | 2.6% | **B** |
| Cottage Street | 3 | 93 | 0 | 0.0% | **A** | 6.4% | **F** |
| Evergreen Knoll LP | 32 | 992 | 0 | 0.0% | **A** | 3.2% | **C** |
| Forest View | 38 | 1178 | 17 | 1.4% | **A** | 1.3% | **A** |
| Hampshire House | 18 | 558 | 38 | 6.8% | **F** | 7.7% | **F** |
| Harper Acres | 112 | 3472 | 50 | 1.4% | **A** | 2.2% | **B** |
| Meadow Road Apartments | 18 | 558 | 0 | 0.0% | **A** | 0.0% | **A** |
| North and Gilsum | 29 | 899 | 31 | 3.4% | **C** | 1.7% | **A** |
| Riverbend Apartments | 24 | 744 | 0 | 0.0% | **A** | 0.0% | **A** |
| Scattered Sites | 18 | 558 | 3 | 0.5% | **A** | 1.5% | **A** |
| Scattered Sites 2 | 30 | 594 | 0 | 0.0% | **A** | 2.8% | **B** |
| Stone Arch Village Family | 24 | 744 | 31 | 4.2% | **D** | 1.7% | **A** |
| Stone Arch Village Senior | 33 | 1023 | 0 | 0.0% | **A** | 1.6% | **A** |
| **Report Totals:** | **582** | **17,706** | **414** | **2.3%** | **B** | **2.0%** | **A** |

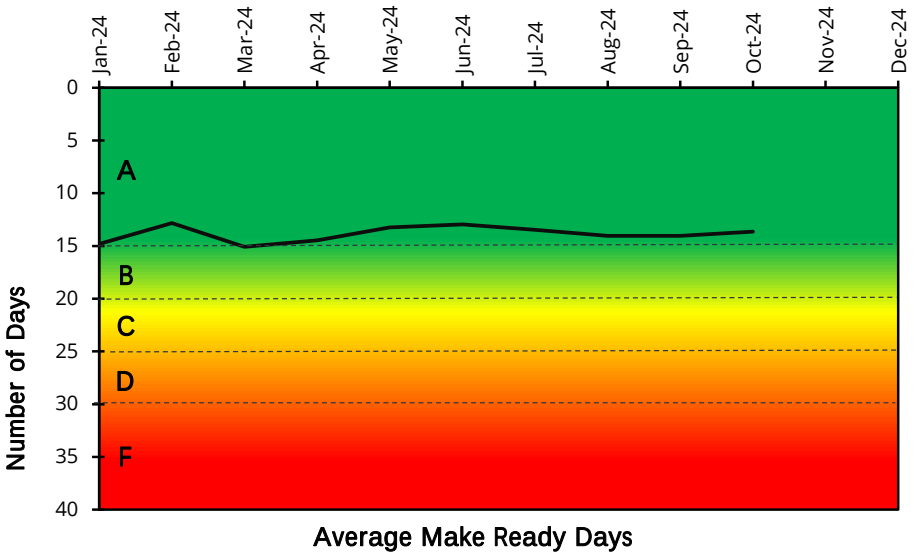



Percentage of Total Days That Units Are Vacant

This report measures vacancies across the portfolio; tracking when the unit became vacant until the resident moves in. The Report Totals are weighted to account for property sizes. Units offline for modernization are temporarily removed from the calculations. Our goal is to keep vacancies at or below 2%.

## Unit Make Ready Days
### October 2024

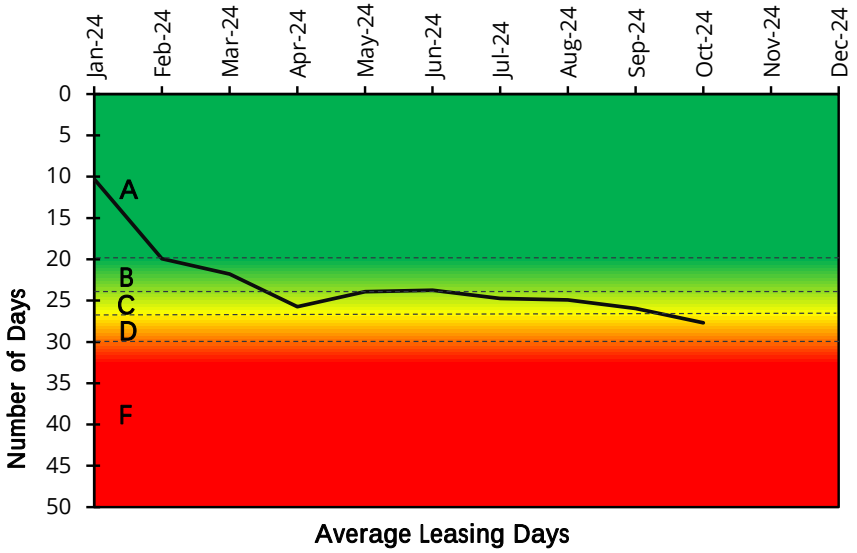
| Community | Number of Units Made Ready | Avg. Make Ready Days | YTD Number of Units Made Ready | YTD Avg. Make Ready Days | YTD Grade |
|---|---|---|---|---|---|
| Ash Brook Apartments | 0 | - | 2 | 20 | **B** |
| Bennett Block | 0 | - | 2 | 9 | **A** |
| Brookbend East | 3 | 12 | 7 | 12 | **A** |
| Brookbend West | 0 | - | 1 | 8 | **A** |
| Central Square Terrace | 5 | 9 | 13 | 9 | **A** |
| Cottage Street | 0 | - | 0 | - | **NONE** |
| Evergreen Knoll LP | 0 | - | 5 | 20 | **C** |
| Forest View | 0 | - | 6 | 21 | **C** |
| Hampshire House | 1 | 23 | 8 | 11 | **A** |
| Harper Acres | 1 | 1 | 15 | 10 | **A** |
| Meadow Road Apartments | 0 | - | 0 | - | **NONE** |
| North and Gilsum | 1 | 23 | 6 | 18 | **B** |
| Riverbend Apartments | 0 | - | 0 | - | **NONE** |
| Scattered Sites | 0 | - | 2 | 25 | **C** |
| Scattered Sites 2 | 1 | 1 | 12 | 19 | **B** |
| Stone Arch Village Family | 1 | 16 | 3 | 12 | **A** |
| Stone Arch Village Senior | 0 | - | 4 | 9 | **A** |
| **Report Totals:** | **13** | **11** | **86** | **14** | **A** |




This report tracks the number of days Facilities & Assets (F&A) takes to prepare a newly vacated unit for the next tenancy; it measures the F&A start and end dates. Our goal is to make a unit ready in 15 days or less.

## Leasing Days
### October 2024

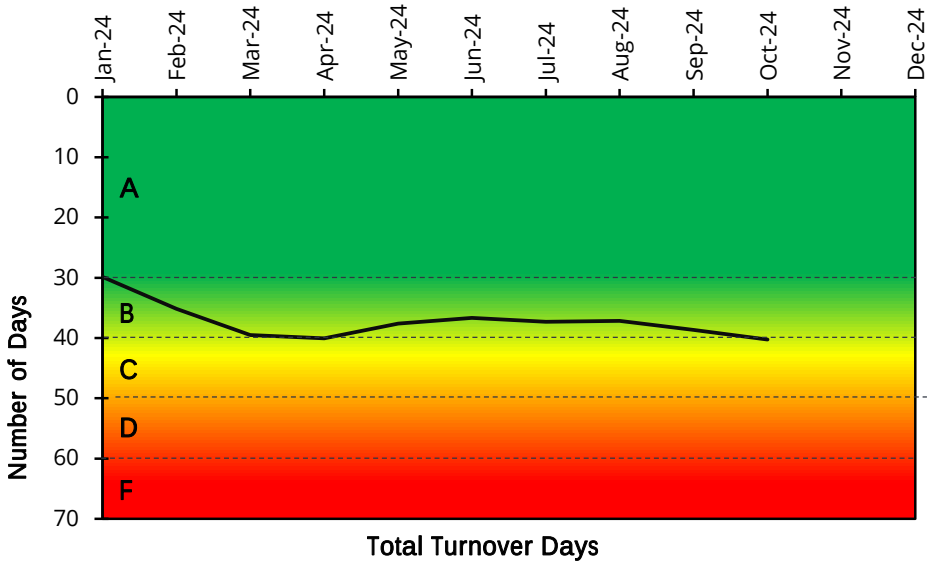
| Community | Number of Units Leased | Average Leasing Days | YTD Number of Units Leased | YTD Avg Leasing Days | YTD Grade |
|---|---|---|---|---|---|
| Ash Brook Apartments | 0 | - | 2 | 7 | **A** |
| Bennett Block | 0 | - | 1 | 4 | **A** |
| Brookbend East | 1 | 18 | 5 | 15 | **A** |
| Brookbend West | 0 | - | 1 | 23 | **B** |
| Central Square Terrace | 3 | 62 | 9 | 58 | **F** |
| Cottage Street | 0 | - | 1 | 81 | **F** |
| Evergreen Knoll LP | 0 | - | 6 | 53 | **F** |
| Forest View | 1 | 19 | 6 | 6 | **A** |
| Hampshire House | 1 | 44 | 7 | 38 | **F** |
| Harper Acres | 1 | 37 | 14 | 19 | **A** |
| Meadow Road Apartments | 0 | - | 0 | - | **NONE** |
| North and Gilsum | 0 | - | 6 | 6 | **A** |
| Riverbend Apartments | 0 | - | 0 | - | **NONE** |
| Scattered Sites | 0 | - | 2 | 17 | **A** |
| Scattered Sites 2 | 0 | - | 5 | 19 | **A** |
| Stone Arch Village Family | 0 | - | 2 | 34 | **F** |
| Stone Arch Village Senior | 0 | - | 4 | 34 | **F** |
| **Report Totals:** | **7** | **43** | **71** | **28** | **D** |




This report tracks the number of days Housing & Services (H&S) takes to lease a vacant unit. The lease-up process begins as soon as the F&A team finishes prep of the unit and ends once the Property Manager completes resident move in. Our goal is to complete lease-ups in 20 days or less.

## Unit Turnover
## October 2024

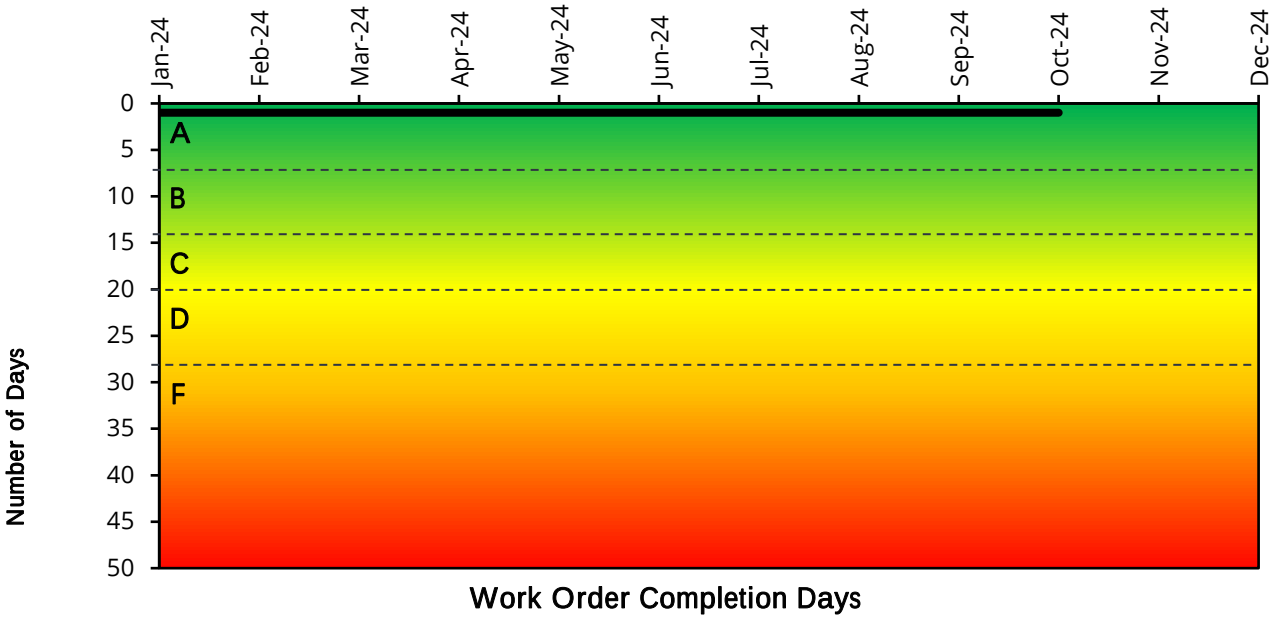
| Community | Number of Units Turned in Month | Average Turnover Days | YTD Number of Units Turned | YTD Avg Turnover Days | YTD Grade |
|---|---|---|---|---|---|
| Ash Brook Apartments | 0 | - | 2 | 26 | **A** |
| Bennett Block | 0 | - | 2 | 7 | **A** |
| Brookbend East | 1 | 33 | 5 | 26 | **A** |
| Brookbend West | 0 | - | 1 | 30 | **A** |
| Central Square Terrace | 3 | 66 | 9 | 67 | **F** |
| Cottage Street | 0 | - | 1 | 88 | **F** |
| Evergreen Knoll LP | 0 | - | 6 | 71 | **F** |
| Forest View | 1 | 45 | 6 | 26 | **A** |
| Hampshire House | 1 | 48 | 7 | 47 | **C** |
| Harper Acres | 1 | 62 | 14 | 28 | **A** |
| Meadow Road Apartments | 0 | - | 0 | - | **NONE** |
| North and Gilsum | 0 | - | 6 | 19 | **A** |
| Riverbend Apartments | 0 | - | 0 | - | **NONE** |
| Scattered Sites | 0 | - | 2 | 40 | **B** |
| Scattered Sites 2 | 0 | - | 5 | 48 | **C** |
| Stone Arch Village Family | 0 | - | 2 | 43 | **C** |
| Stone Arch Village Senior | 0 | - | 4 | 42 | **C** |
| **Report Totals:** | **7** | **55** | **72** | **40** | **C** |




This report tracks the number of days it takes to refill a vacant unit, including F&A making the unit ready and H&S leasing it to an eligible household. The faster we turn units over, the lower the vacancy rate. Our goal is to complete turnovers in 30 days or less.

## Residential Property Non-Emergency Work Order Completion Days
### October 2024

| Community | Number of Work Orders | Avg Days to Complete | Monthly Grade | YTD Number of Work Orders | YTD Avg Days to Complete | YTD Grade |
|---|---|---|---|---|---|---|
| Ash Brook Apartments | 14 | 1 | A | 105 | 1 | A |
| Bennett Block | 7 | 0 | A | 96 | 1 | A |
| Brookbend East | 24 | 0 | A | 212 | 1 | A |
| Brookbend West | 10 | 0 | A | 188 | 1 | A |
| Central Square Terrace | 61 | 1 | A | 417 | 1 | A |
| Cottage Street | 1 | 3 | A | 21 | 1 | A |
| Emerald Street House | 8 | 1 | A | 61 | 1 | A |
| Evergreen Knoll LP | 15 | 1 | A | 165 | 1 | A |
| Forest View | 27 | 0 | A | 264 | 1 | A |
| Hampshire House | 10 | 0 | A | 62 | 1 | A |
| Harper Acres | 127 | 1 | A | 659 | 1 | A |
| Keene Housing Main Office | 9 | 1 | A | 56 | 1 | A |
| Meadow Road | 4 | 1 | A | 76 | 1 | A |
| North and Gilsum | 30 | 1 | A | 249 | 1 | A |
| Riverbend Apartments | 6 | 1 | A | 84 | 1 | A |
| Scattered Sites | 10 | 1 | A | 107 | 1 | A |
| Scattered Sites 2 | 17 | 1 | A | 159 | 1 | A |
| Stone Arch Village Family | 19 | 1 | A | 164 | 1 | A |
| Stone Arch Village Senior | 58 | 1 | A | 383 | 1 | A |
| **Report Totals:** | **457** | **1** | **A** | **3,528** | **1** | **A** |



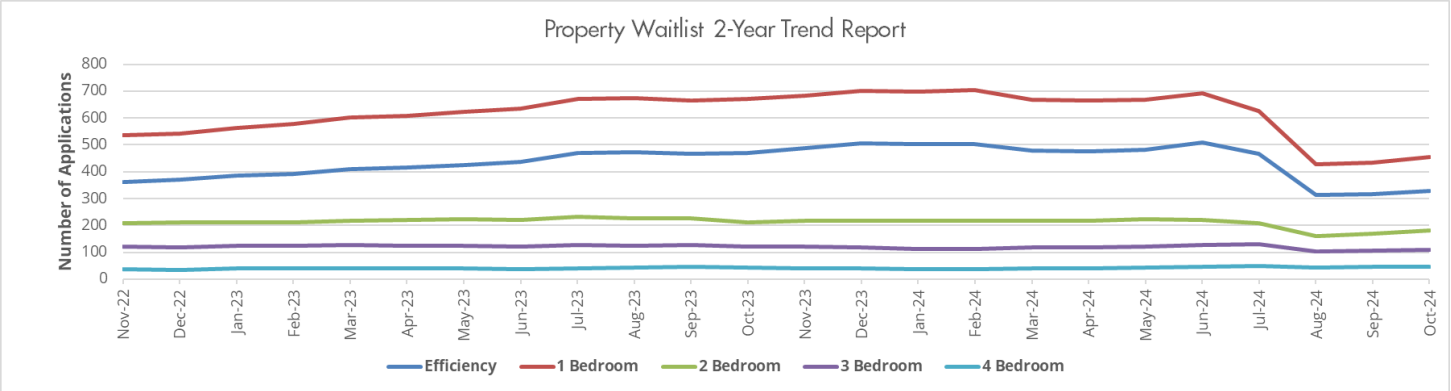

This report tracks the number of days it takes the Facilities and Assets team to complete non-emergency work orders. Our goal is to complete non-emergency work orders in 5 days or less.

## Residential Property Emergency Work Order Completion Days
### October 2024

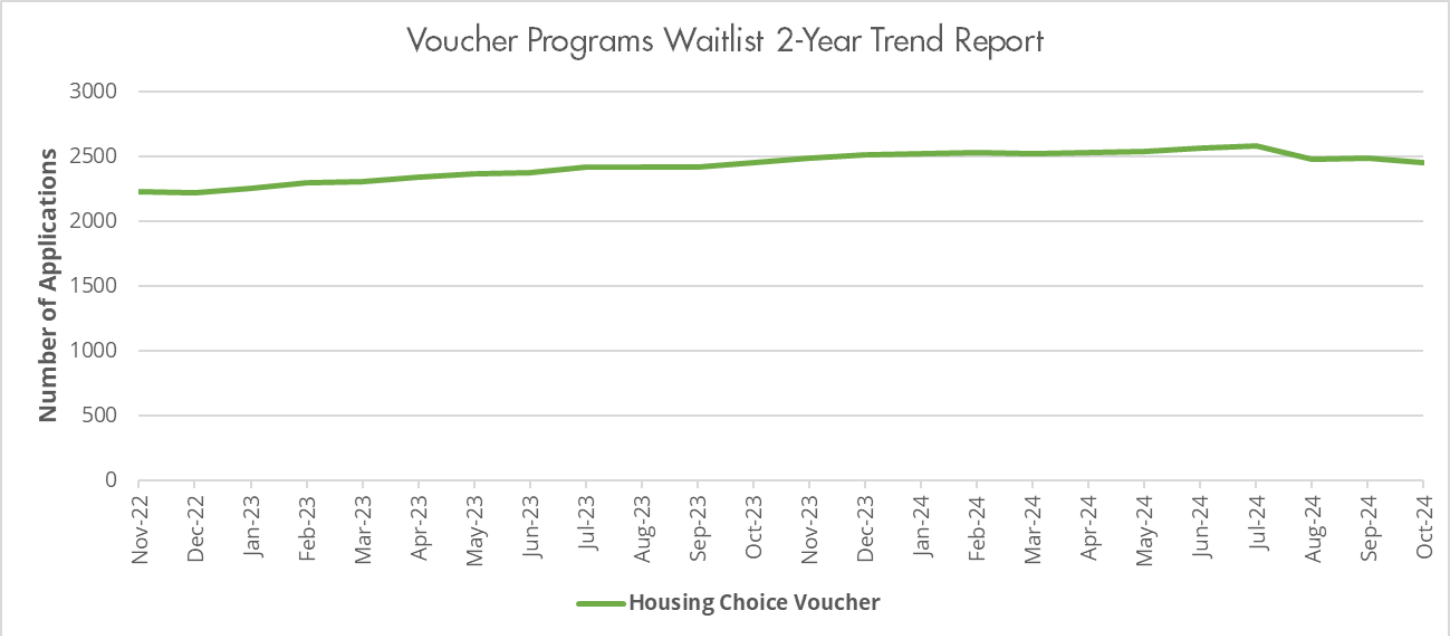
| Community | Number of Work Orders | Average Days To Complete | Monthly Grade | YTD Number of Work Orders | YTD Average Days To Complete | YTD Grade |
|---|---|---|---|---|---|---|
| Ash Brook Apartments | - | - | NONE | 3 | 0 | P |
| Bennett Block | 2 | 0 | P | 15 | 0 | P |
| Brookbend East | - | - | NONE | 6 | 0 | P |
| Brookbend West | - | - | NONE | 9 | 0 | P |
| Central Square Terrace | 3 | 0 | P | 43 | 0 | P |
| Cottage Street | - | - | NONE | 1 | 0 | P |
| Emerald Street House | 1 | 0 | P | 3 | 0 | P |
| Evergreen Knoll LP | 3 | 0 | P | 17 | 0 | P |
| Forest View | 2 | 0 | P | 18 | 0 | P |
| Hampshire House | 1 | 0 | P | 3 | 0 | P |
| Harper Acres | 3 | 0 | P | 51 | 0 | P |
| Keene Housing Main Office | - | - | NONE | - | - | NONE |
| Meadow Road | 1 | 0 | P | 11 | 0 | P |
| North and Gilsum | - | - | NONE | 24 | 0 | P |
| Riverbend Apartments | - | - | NONE | 10 | 0 | P |
| Scattered Sites | 1 | 0 | P | 14 | 0 | P |
| Scattered Sites 2 | - | - | NONE | 12 | 0 | P |
| Stone Arch Village Family | - | - | NONE | 9 | 0 | P |
| Stone Arch Village Senior | 1 | 0 | P | 14 | 0 | P |
| **Report Totals:** | **18** | **0** | **P** | **263** | **0** | **P** |

This report tracks whether emergency work orders are completed within 24 hours. Emergency work orders are those which, if left unattended, would lead to significant KH and/or tenant property loss.

# Waitlists Trend Report
# October 2024




*Waitlist purge completed in August 2024



# Housing and Services FY 2024 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 | $550,299 | $412,279 | 75% | 590 | $699 | 100% | 592 | $376 | $138,020 |
| February | $550,299 | $417,975 | 76% | 589 | $710 | 99% | 592 | $875 | $132,324 |
| March | $550,299 | $419,917 | 76% | 585 | $718 | 99% | 592 | $245 | $130,382 |
| April | $569,483 | $444,837 | 78% | 604 | $736 | 98% | 619 | $422 | $124,646 |
| May | $569,485 | $447,895 | 79% | 607 | $738 | 98% | 619 | $322 | $121,590 |
| June | $569,485 | $447,247 | 79% | 610 | $733 | 99% | 619 | $370 | $122,238 |
| July | $569,485 | $455,368 | 80% | 618 | $737 | 100% | 619 | $225 | $114,117 |
| August | $569,485 | $454,205 | 80% | 616 | $737 | 100% | 619 | $315 | $115,280 |
| September | $569,485 | $461,241 | 81% | 632 | $730 | 102% | 619 | $354 | $108,244 |
| October | $569,485 | $462,805 | 81% | 625 | $740 | 101% | 619 | $315 | $106,680 |
| November | | | | | | | | | |
| December | | | | | | | | | |
| **Total** | $5,637,290 | $4,423,769 | 78% | 6076 | $728 | 99% | 6,109 | $3,819 | $1,213,521 |

**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 | $550,299 | $401,345 | 73% | 520 | $772 | 88% | 592 | $376 | $148,954 |
| February | $550,299 | $406,253 | 74% | 522 | $778 | 88% | 592 | $875 | $144,046 |
| March | $550,299 | $411,367 | 75% | 521 | $790 | 88% | 592 | $245 | $138,932 |
| April | $569,483 | $434,857 | 76% | 537 | $810 | 87% | 619 | $422 | $134,626 |
| May | $569,485 | $438,224 | 77% | 542 | $809 | 88% | 619 | $322 | $131,261 |
| June | $569,485 | $437,342 | 77% | 541 | $808 | 87% | 619 | $370 | $132,143 |
| July | $569,485 | $444,772 | 78% | 548 | $812 | 89% | 619 | $225 | $124,713 |
| August | $569,485 | $443,301 | 78% | 544 | $815 | 88% | 619 | $315 | $126,184 |
| September | $569,485 | $448,973 | 79% | 556 | $808 | 90% | 619 | $354 | $120,512 |
| October | $569,485 | $450,420 | 79% | 550 | $819 | 89% | 619 | $315 | $119,065 |
| November | | | | | | | | | |
| December | | | | | | | | | |
| **Total** | $5,637,290 | $4,316,854 | 77% | 5381 | $802 | 88% | 6,109 | $3,819 | $1,320,436 |

**Affordable Housing Preservation Program (AHPP)**

| Month | Actual HAP Received | HAP Expense | HAP Utilization | UML | Avg. PUC | % Leased | UMA | HAP Recovery | Excess (Deficiency) |
|---|---|---|---|---|---|---|---|---|---|
| January | $26,049 | $26,047 | 100% | 26 | $1,002 | 96% | 27 | $0 | $2 |
| February | $26,049 | $25,488 | 98% | 27 | $944 | 100% | 27 | $0 | $561 |
| March | $25,443 | $25,044 | 98% | 27 | $928 | 100% | 27 | $0 | $399 |
| April | | | | | | | | | |
| May | | | | | | | | | |
| June | ($22,178) | | | | | | | | ($22,178) |
| July | - | - | - | - | - | - | - | - | - |
| August | - | - | - | - | - | - | - | - | - |
| September | - | - | - | - | - | - | - | - | - |
| October | - | - | - | - | - | - | - | - | - |
| November | - | - | - | - | - | - | - | - | - |
| December | - | - | - | - | - | - | - | - | - |
| **Total** | $55,363 | $76,579 | 99% | 80 | $958 | 99% | 81 | $0 | ($21,216) |

**Non-Elderly Disabled (NED)**

| Month | Actual HAP Received | HAP Expense | HAP Utilization | UML | Avg. PUC | % Leased | UMA | HAP Recovery | Excess (Deficiency) |
|---|---|---|---|---|---|---|---|---|---|
| January | $70,305 | $66,469 | 95% | 87 | $764 | 87% | 100 | $0 | $3,836 |
| February | $70,305 | $66,101 | 94% | 87 | $760 | 87% | 100 | $0 | $4,204 |
| March | $69,288 | $66,247 | 96% | 86 | $770 | 86% | 100 | $185 | $3,041 |
| April | $69,288 | $73,281 | 106% | 90 | $814 | 90% | 100 | $3,483 | ($3,993) |
| May | $68,622 | $70,247 | 102% | 92 | $764 | 92% | 100 | $0 | ($1,625) |
| June | $84,531 | $69,725 | 82% | 91 | $766 | 91% | 100 | $200 | $14,806 |
| July | $67,423 | $70,851 | 105% | 93 | $762 | 93% | 100 | $100 | ($3,428) |
| August | $71,652 | $70,969 | 99% | 93 | $763 | 93% | 100 | $0 | $683 |
| September | $71,652 | $72,422 | 101% | 94 | $770 | 94% | 100 | $0 | ($770) |
| October | $71,652 | $72,831 | 102% | 93 | $783 | 93% | 100 | $0 | ($1,179) |
| November | | | | | | | | | |
| December | | | | | | | | | |
| **Total** | $714,718 | $699,143 | 98% | 906 | $772 | 91% | 1,000 | $3,968 | $15,575 |

**Mainstream (MS)**

| Month | Actual HAP Received | HAP Expense | HAP Utilization | UML | Avg. PUC | % Leased | UMA | HAP Recovery | Excess (Deficiency) |
|---|---|---|---|---|---|---|---|---|---|
| January | $56,909 | $63,186 | 111% | 81 | $780 | 81% | 100 | $0 | ($6,277) |
| February | $56,909 | $63,726 | 112% | 80 | $797 | 80% | 100 | $2,100 | ($6,817) |
| March | $61,944 | $65,469 | 106% | 82 | $798 | 82% | 100 | $0 | ($3,525) |
| April | $61,944 | $68,085 | 110% | 85 | $801 | 85% | 100 | $0 | ($6,141) |
| May | $66,471 | $68,803 | 104% | 87 | $791 | 87% | 100 | $0 | ($2,332) |
| June | $65,001 | $71,492 | 110% | 89 | $803 | 89% | 100 | $0 | ($6,491) |
| July | $62,251 | $72,269 | 116% | 90 | $803 | 90% | 100 | $20 | ($10,018) |
| August | $66,778 | $73,024 | 109% | 89 | $820 | 89% | 100 | $44 | ($6,246) |
| September | $70,179 | $75,674 | 108% | 87 | $870 | 87% | 100 | $0 | ($5,495) |
| October | $70,179 | $75,067 | 107% | 89 | $843 | 89% | 100 | $0 | ($4,888) |
| November | | | | | | | | | |
| December | | | | | | | | | |
| **Total** | $638,565 | $696,795 | 109% | 859 | $811 | 86% | 1000 | $2,164 | ($58,230) |

**Pathways**

| Month | Actual HAP Received | HAP Expense | HAP Utilization | UML | Avg. PUC | % Leased | UMA | HAP Recovery | Excess (Deficiency) |
|---|---|---|---|---|---|---|---|---|---|
| January | $1,534 | $1,534 | 0% | 3 | $511 | 25% | 12 | $0 | $0 |
| February | $2,429 | $2,429 | 0% | 5 | $486 | 42% | 12 | $0 | $0 |
| March | $4,253 | $4,253 | 0% | 5 | $851 | 42% | 12 | $0 | $0 |
| April | $3,431 | $3,431 | 0% | 5 | $686 | 42% | 12 | $0 | $0 |
| May | $3,043 | $3,043 | 0% | 4 | $761 | 33% | 12 | $0 | $0 |
| June | $3,056 | $3,056 | 0% | 4 | $764 | 33% | 12 | $0 | $0 |
| July | $3,909 | $3,909 | 0% | 5 | $782 | 42% | 12 | $0 | $0 |
| August | $3,909 | $3,909 | 0% | 5 | $782 | 42% | 12 | $0 | $0 |
| September | $3,909 | $3,909 | 0% | 5 | $782 | 42% | 12 | $0 | $0 |
| October | $3,909 | $3,909 | 0% | 5 | $782 | 42% | 12 | $0 | $0 |
| November | | | | | | | | | |
| December | | | | | | | | | |
| **Total** | $33,382 | $33,382 | 0% | 46 | $719 | 38% | 120 | $0 | $0 |

Foster Youth to Independence

| Month | Actual HAP Received | HAP Expense | HAP Utilization | UML | Avg. PUC | % Leased | UMA | HAP Recovery | Excess (Deficiency) |
|---|---|---|---|---|---|---|---|---|---|
| January | $5,102 | $5,251 | 96% | 5 | $1,050 | 100% | 5 | $0 | $197 |
| February | $5,096 | $5,251 | 96% | 5 | $1,050 | 100% | 5 | $0 | $197 |
| March | $5,096 | $5,251 | 98% | 5 | $1,050 | 100% | 5 | $0 | $105 |
| April | $5,096 | $5,251 | 98% | 5 | $1,050 | 100% | 5 | $0 | $105 |
| May | $5,096 | $5,251 | 98% | 5 | $1,050 | 100% | 5 | $0 | $105 |
| June | $5,096 | $5,251 | -69% | 5 | $1,050 | 100% | 5 | $0 | ($12,873) |
| July | $5,096 | $6,400 | 119% | 6 | $1,067 | 100% | 6 | $0 | ($1,044) |
| August | $5,096 | $6,265 | 117% | 6 | $1,044 | 100% | 6 | $0 | ($909) |
| September | $5,096 | $6,265 | 95% | 6 | $1,044 | 100% | 6 | $0 | $358 |
| October | $5,096 | $7,532 | 114% | 7 | $1,076 | 117% | 6 | $0 | ($909) |
| November | | | | | | | | | |
| December | | | | | | | | | |
| **Total** | $50,966 | $57,968 | 86% | 55 | $1,053 | 102% | 54 | $0 | ($14,668) |

***FY24 utilization targets are 98% in NEDs, 98% in AHPP, 95% in MTW without THASP, 103% with THASP, and MS 80%.***

| 2023 Summary | | | |
|---|---|---|---|
| **Program** | **UMA** | **UML** | **% UML** |
| MTW | 7104 | 7378 | 104% |
| NED | 1200 | 1049 | 87% |
| AHPP | 297 | 295 | 99% |
| Mainst | 1200 | 937 | 78% |

Keene Housing

# FINANCE REPORT
# OCTOBER 2024

| Keene Housing | KEENE HOUSING Consolidated | | | |
|---|---|---|---|---|
| | BALANCE SHEET - summary | | | |
| | Ending balance as of October 31, 2024 | Ending balance as of December 31, 2023 | $ Variance Incr / (Decr) | % Variance |
| **ASSETS** | | | | |
| Total Current Assets | 27,713,135 | 26,273,821 | 1,439,314 | 5% |
| Total Fixed Assets | 58,531,369 | 58,905,023 | (373,654) | -1% |
| Total Other Assets | 1,562,660 | 1,562,660 | 0 | 0% |
| **Total Assets** | **$87,807,165** | **$86,741,505** | **$1,065,660** | **1%** |
| **LIABILITIES and EQUITY** | | | | |
| Total Current Liabilities | 1,621,031 | 2,110,487 | (489,456) | -30% |
| Total Long Term Liabilities | 31,631,153 | 32,234,806 | (603,652) | -2% |
| **Total Liabilities** | **$33,252,185** | **$34,345,293** | **($1,093,108)** | **-3%** |
| **Total Equity** | **$54,554,980** | **$52,396,212** | **$2,158,768** | **4%** |
| **Total Liabilities & Equity** | **$87,807,165** | **$86,741,505** | **$1,065,660** | **1%** |

| KEENE HOUSING AND COMPONENT UNIT ENTITIES | | | |
|---|---|---|---|
| Debt Current Ratio | 7.76% | 5.54% | |

Debt Current Ratio shows how many times an entity can cover current debt with cash and cash equivalents.

| Keene Housing | KEENE HOUSING Consolidated | | | |
|---|---|---|---|---|
| | INCOME STATEMENT | | | |
| | Actual | Budget | Variance | |
| | YTD Activity as of October 31, 2024 | YTD Activity as of October 31, 2024 | $ Variance (under) / over | % Variance |
| Total Operating Revenue | 19,711,479 | 18,600,622 | 1,110,856 | 6% |
| Total Operating Expenses | 14,995,310 | 15,364,227 | (368,917) | -2% |
| **NET OPERATING INCOME** | **$4,716,168** | **$3,236,395** | **1,479,773** | **31%** |

*Excludes inter-agency transfers, partnership distributions and depreciation.

| Non-Operating Expense | Actual | Budget | Variance | |
|---|---|---|---|---|
| Total Depreciation Expense | $2,302,005 | $2,282,977 | $19,027 | 1% |

Keene Housing

KEENE HOUSING

## INCOME STATEMENT CONSOLIDATED SUMMARY

| | Actual | Budget | Variance | |
|---|---|---|---|---|
| | YTD Activity as of October 31, 2024 | YTD Activity as of October 31, 2024 | $ Variance (under)/over | % Variance |
| **REVENUE** | | | | |
| Rents/HAP/Subsidy Income | 14,908,233 | 14,532,209 | 376,024 | 3% |
| MTW Non-HAP Income | 1,484,139 | 1,140,100 | 344,039 | 23% |
| Vacancy Loss | (110,367) | (42,333) | (68,034) | 62% |
| Admin Fee Income | 1,053,250 | 978,758 | 74,492 | 7% |
| Managmeent Fees | 635,995 | 591,219 | 44,776 | 7% |
| Interest Income | 126,128 | 106,548 | 19,580 | 16% |
| Partnership/Incentive Fees | 416,213 | 357,917 | 58,296 | 14% |
| Other Income | 1,151,702 | 899,220 | 252,481 | 22% |
| Misc Tenant Income | 46,186 | 36,984 | 9,202 | 20% |
| Total Revenue | $ 19,711,479 | $ 18,600,622 | $ 1,110,856 | 6% |
| **EXPENSES** | | | | |
| Administrative | 945,501 | 977,189 | (31,688) | -3% |
| Operational | 504,300 | 540,029 | (35,728) | -7% |
| Payroll | 3,029,292 | 3,258,775 | (229,483) | -8% |
| Utilities | 1,168,181 | 1,253,805 | (85,623) | -7% |
| Maintenance | 1,423,701 | 1,432,649 | (8,948) | -1% |
| Taxes & Insurance | 1,048,274 | 1,090,899 | (42,625) | -4% |
| Interest | 728,165 | 649,600 | 78,566 | 11% |
| Amortization of Finance Costs | - | 140 | (140) | 0% |
| Tenant Programs | 198,154 | 234,546 | (36,392) | -18% |
| HAP | 5,949,741 | 5,926,597 | 23,144 | 0% |
| Total Operating Expenses | $ 14,995,310 | $ 15,364,227 | $ (368,917) | -2% |
| | | | | |
| **NET OPERATING INCOME** | **$ 4,716,168** | **$ 3,236,395** | **$ 1,479,773** | **31%** |

KEENE HOUSING Consolidated

# INCOME STATEMENT - variances

## Actuals compared to Budget

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 $4.7m, over budget by $1.5m.

**OPERATING REVENUES** are $20m a net increase of $1.1m as compared to the budget of $19m.

**OPERATING EXPENSES** are $15m a decrease of $369k as compared to the budget of $15.4m.

| REVENUE | VARIANCES for Revenue categories (Less)/Higher than Budget | |
|---|---|---|
| Rent/HAP/Subsidy Income | 376,024 | This budget is related to tenant rents, voucher subsidy, commerical rental income and is tracking a slight higher than budget at this point. |
| MTW Non-HAP Income | 344,039 | This budget is the portion of MTW funds that is internally allocated to fund the budget for capital improvements, resident services and youth services. KH will request reimbursement from HUD for the eligible projects that have been completed. KH has requested $1.5m in 2024 at this point. The budget is $1.1m to transfer funds out. |
| Vacancy Loss | (68,034) | The Vacancy Loss is a reduction to revenue (the actuals are higher than the budget than this is a decrease to revenue). Variance related to KAHP, CST, Evergreen, Brookbend East. |
| Admin Fee Income | 74,492 | HUD Admin Fees are over budget. The Section 8 admin fees are over budget by $23k,(the actuals are based on the actual admin expensed each month). MS admin fee is over budget by $33k and Special Purpose Voucher admin fee is over budget by $18k. |
| Interest Income | 19,580 | Interest earned on operations and reserve balances. |
| Partnership/Incentive Fees | 58,296 | Over budget. |
| Management Fees | 44,776 | Over budget slightly across all properties. |
| Other Income | 252,481 | Other Income is higher than budget. There was the final contribution from the 105 Castle St commerical tenant NH Cares was $309k received in March 2024 and was not in the budget. |
| Misc Tenant Income | 9,202 | On budget. |
| Total Operating Revenue | 1,110,856 | Higher than Budget |

Keene Housing

KEENE HOUSING Consolidated

## INCOME STATEMENT - variances

### Actuals compared to Budget

| EXPENSES | VARIANCES for Expense categories (Less)/Higher than Budget | |
|---|---|---|
| Administrative/Operational | (67,416) | Most of this under budget is related to the Pre-Development legal fees paid in 2023 and 2024 which were reimbursement from the LP at closing 8/2024. |
| Payroll/Benefits | (229,483) | Benefit Expenses are under budget by $190k. Salaries are under budget by $40k. There had been 4 vacancies and hires since 1/2024. Currently, there is no vacancy. |
| Utilities | (85,623) | Fuel Expense is under budget by $36k (CST $31k). Electric is under budget by $51k (under at KAHP $66k and over at CST $23k). Water & Sewer is on budget. |
| Maintenance | (8,948) | There are maintenance line items that are over budget by $144k . There are also a few maintenance line Items under budget by $153k. |
| Taxes & Insurance | (42,625) | Property Tax is under budget by $7k and Insurance are under budget by $33k. |
| Interest/Taxes/Amort/Investor Fee | 78,425 | |
| Tenant Programs | (36,392) | Tenant programs activities under budget by $47k, landlord incentive program are over budget by $8k. |
| HAP | 23,144 | HAP disbursements are over budget in the MTW voucher program by $148k, MS vouchers are over budget by $117k. The NEDs vouchers are under budget by $242k which is related to a AHPP vouchers that were moved from NEDs to MTW in April. |
| Total Operating Expenses | (368,917) | Lower than Budget |
| **Net Variance for Net Income** | **$1,479,773** | **Higher than Budget** |

*All entities have year end as of 12/31 except CST and BBE are 10/31 year ends.

*Excludes inter-agency transfers, partnership distributions and depreciation.

KEENE HOUSING

## INCOME STATEMENT - SUMMARY BY ENTITY

| | ACTUALS | BUDGET | Changes Compared to Approved Budget | | |
|---|---|---|---|---|---|
| | Operational Surplus/ (Deficit) | Operational Surplus/ (Deficit) | Revenue (Less)/Higher than budget | Expenses (Less)/Higher than budget | Notes on variances |
| **KEENE HOUSING AND COMPONENT UNIT ENTITIES** | | | | | |
| Central Office (Locals) | 155,845 | 56,413 | 70,313 Higher Revenue | (29,119) Lower Expenses | |
| Monadnock Affordable (MAHC) | 284,744 | 241,020 | (21,614) Lower Revenue | (65,339) Lower Expenses | |
| Keene Affordable (KAHP) | 1,284,152 | 792,519 | 577,582 Higher Revenue | 85,948 Higher Expenses | |
| Meadow Road | 94,420 | 44,704 | 11,322 Higher Revenue | (38,394) Lower Expenses | |
| Ash Brook Apartment | 94,335 | 48,561 | 16,594 Higher Revenue | (29,180) Lower Expenses | |
| Emerald Street | 27,421 | 1,766 | 689 Higher Revenue | (24,966) Lower Expenses | |
| Hampshire House | 28,927 | 3,324 | 7,903 Higher Revenue | (17,700) Lower Expenses | |
| Cottage St Apartments | 12,697 | 15,363 | (7,735) Lower Revenue | (5,069) Lower Expenses | |
| Section 8 Voucher Program (MTW) | 1,406,294 | 1,137,982 | 344,725 Higher Revenue | 76,412 Higher Expenses | |
| Mainstream Voucher Program | (62,191) | (51,737) | 92,777 Higher Revenue | 103,230 Higher Expenses | |
| Special Purpose Vouchers (NEDs, AHPP,FYIP | (38,968) | (54,210) | (239,395) Lower Revenue | (254,637) Lower Expenses | |
| Riverbend (and LIHTC) | 115,983 | 61,035 | 33,516 Higher Revenue | (21,432) Lower Expenses | |
| **TOTALS** | $3,403,660 | $2,296,738 | $886,676 Higher Revenue | ($220,246) Lower Expenses | |
| **PARTNERSHIPS** | | | | | |
| Low Income Tax Credits Properties (LIHTC) | | | | | |
| Evergreen Knoll | 86,868 | 61,628 | 3,154 Higher Revenue | (22,086) Lower Expenses | |
| Brookbend West | 270,041 | 211,944 | 14,100 Higher Revenue | (43,997) Lower Expenses | |
| Stone Arch Family | 66,013 | 88,497 | 6,861 Higher Revenue | 29,345 Higher Expenses | |
| Stone Arch Senior | 73,306 | 86,935 | (12,643) Lower Revenue | 986 Higher Expenses | |
| LIHTC with 10/31 year ends | | | | | |
| Brookbend East | 382,013 | 313,342 | 11,459 Higher Revenue | (57,212) Lower Expenses . | |
| Central Square (multifamily) | 434,265 | 177,310 | 201,249 Higher Revenue | (55,706) Lower Expenses | |
| | | | | | |
| **TOTALS** | 1,312,508 | $939,657 | $224,180 Higher Revenue | ($148,671) Lower Expenses | |
| **GRAND TOTALS** | **4,716,168** | **3,236,395** | **1,110,856 Higher Revenue** | **(368,917) Lower Expenses** | |

*Excludes inter-agency transfers, partnership distributions and depreciation.

# Keene Housing-Active Contracts

| Type of Service | Vendor | Original Contract Dates | Current Expiration Date | Renewal Options | 2024 ANNUAL Contract Limits | 2024 ANNUAL Contract Specific Amounts |
|---|---|---|---|---|---|---|
| Capital Needs Assessment | GDS Associates | 12/18/19- 12/17/22 | 12/17/2024 | remaining renewal options: 0 | as needed | |
| Operating Support from KH/MTW | Keene Housing Kids Collaborative | 01/1/21 -12/31/24 | 12/31/2024 | remaining renewal options: 0 | | |
| Admin Support from KH | Keene Housing Kids Collaborative | 01/1/21 -12/31/24 | 12/31/2024 | remaining renewal options: 0 | | 7034.42/Month |
| Energy Consulting Services | Nova Consulting Group | 2/20/20 - 2/20/21 | 2/20/2025 | remaining renewal options: 0 | <$50,000.00 | |
| Trash Removal | Waste Management | 05/01/22 - 04/30/25 | 4/30/2025 | remaining renewal options: 2 (2026,2027) | | |
| Snow Removal | Connecticut Valley Yard Works | 10/01/22-05/01/24 | 5/1/2025 | remaining renewal options:2 (2025, 2026) | Forestview & North & Gilsum | $57,474 |
| Snow Removal | AGM Landscaping | 10/01/22-05/01/24 | 5/1/2025 | remaining renewal options:2 (2025, 2026) | BB,HH, Elm, Pine, Wes,Damon,AB,MR, BBE & Bw | $197,342 |
| Snow Removal | Arlen Landscaping | 10/01/22-05/01/24 | 5/1/2025 | remaining renewal options:2 (2025, 2026) | Marlborough, Marlboro St, Dover, Water, Cottage , Rox Ct, ES | $24,308 |
| Electrical Services | Elm City Electric | 05/15/22- 05/14/25 | 5/14/2025 | remaining renewal options: 2 (2026, 2027) | as needed | |
| Janitorial | Jan-Pro Cleaning Systems | 06/24/22- 06/23/23 | 6/23/2025 | remaining renewal options: 1 (2025) | | $54,000 |
| Propane Gas Heating Services | L&G Propane | 07/01/22 - 06/30/25 | 6/30/2025 | remaining renewal options: 2 (2026,2027) | | Fixed Pricing 1.4475/gal |
| Elevator Service | Pine State Elevator | 09/01/21- 08/31/23 | 9/11/2025 | remaining renewal options: 0 | monthly | |
| Heating/AC/AH | Gary Jackson Heating | 09/16/21 - 09/15/23 | 9/15/2025 | remaining renewal options: 1 (2026) | as needed | |
| Legal - RE Law & Federal Reg | Ballard Spahr | 11/01/22-11/30/25 | 10/31/2025 | remaining renewal options: 2 (2026, 2027) | as needed | |
| Printing/Binding | Silver Direct | 11/1/22-/31/25 | 10/31/2025 | remaining renewal options: 2 (2026, 2027) | as needed | |
| Legal - RE & Landlord/Tenant Law | Bragdon, Dowd & Kossayda | 11/01/22 - 10/31/25 | 10/31/2025 | remaining renewal options: 2 (2026, 2027) | as needed | |
| Legal - RE Law & Federal Reg | Reno Cavanaugh | 11/01/22 - 10/31/25 | 10/31/2025 | remaining renewal options: 2 (2026, 2027) | as needed | |

| | | | | | | |
|---|---|---|---|---|---|---|
| Admin Support from KH | Keene Housing Kids Collaborative | 01/1/21 -12/31/24 | 12/31/2024 | remaining renewal options: 0 | | 7034.42/Month |
| Energy Consulting Services | Nova Consulting Group | 2/20/20 - 2/20/21 | 2/20/2025 | remaining renewal options: 0 | <$50,000.00 | |
| Legal - RE Law & Federal Reg | Sheehan Phinney Bass & Green | 11/01/22 - 10/31/25 | 10/31/2025 | remaining renewal options: 2 (2026, 2027) | as needed | |
| Legal - Labor & Employment Law | Sheehan Phinney Bass & Green | 11/01/22 - 10/31/25 | 10/31/2025 | remaining renewal options: 2 (2026, 2027) | as needed | |
| Legal - RE Law & Federal Reg | Hawkins Delafield & Wood | 11/01/22 - 11/30/25 | 10/31/2025 | remaining renewal options: 2 (2026, 2027) | as needed | |
| Legal - RE Law & Federal Reg | PretiFlaherty | 11/01/22-11/30/25 | 10/31/2025 | remaining renewal options: 2 (2026, 2027) | as needed | |
| Lawn Care | AGM Landscaping | 04/01/23-11/30/23 | 11/30/2025 | remaining renewal options: 1 (2025) | FV, NG, DC, Rox Ct, Elm, Pine, Bassett, HH, RB, EK, SAV | $105,525 |
| Lawn Care | Arlen Landscaping | 04/01/23-11/30/23 | 11/30/2025 | remaining renewal options: 1 (2025) | West, Water, Winchester, Dover, Marlboro, School, Mckinley, ES, Cottage | $23,100 |
| Lawn Care | Homegrown Lawn Garden & Landscaping | 04/01/23-11/30/23 | 11/30/2025 | remaining renewal options: 1 (2025) | HA, AB, MR, BBE, BBW | $73,100 |
| Background Checks | MRI | 1/1/24-12/31/24 | 12/31/2025 | remaining renewal options: 4 automatically | as needed | |
| Graphic Design | Silver Direct | 02/01/24 - 1/31/26 | 1/31/2026 | remaining renewal options: 3 (2027,2028, 2009) | < $15,000.00 | |
| Interpert Support | DT Interperting | 3/10/21-3/10/26 | 3/10/2026 | remaining renewal options: 0 | | |
| Snow Removal | C.M. Minkler | 10/01/24-05/01/26 | 5/1/2026 | remaining renewal options: 0 | Harper Acres & Winchester Street | $34,000 |
| Architect/Engineering Services | Stevens & Associates | 07/01/24-06/30/26 | 6/30/2026 | remaining renewal options: 1 (2026) | as needed | |
| Architect/Engineering Services | Warrenstreet Architects | 07/01/24-06/30/26 | 6/30/2026 | remaining renewal options: 1 (2026) | as needed | |
| Architect/Engineering Services | CJ Architects | 07/01/24-06/30/26 | 6/30/2026 | remaining renewal options: 1 (2026) | as needed | |
| Architect/Engineering Services | Banwell Architects | 07/01/24-06/30/26 | 6/30/2026 | remaining renewal options: 1 (2026) | as needed | |
| Audit Services | Otis Atwell | 10/06/21-9/30/23 | 9/30/2026 | remaining renewal options: 0 | LITHC only | |
| Development Consulting | TAG Associates | 10/01/21- 9/30/23 | 9/30/2026 | remaining renewal options: 0 | <$50,000.00 | |
| Development Consulting | Evernorth (Formerly NNEHIF) | 10/01/21 - 09/30/23 | 9/30/2026 | remaining renewal options: 0 | <$50,000.00 | |
| Environmental Services | LE-Environmental | 01/01/22 - 12/31/23 | 12/31/2026 | remaining renewal options: 0 | <$50,000.00 | |

| | | | | | | |
|---|---|---|---|---|---|---|
| Admin Support from KH | Keene Housing Kids Collaborative | 01/1/21 -12/31/24 | 12/31/2024 | remaining renewal options: 0 | | 7034.42/Month |
| Energy Consulting Services | Nova Consulting Group | 2/20/20 - 2/20/21 | 2/20/2025 | remaining renewal options: 0 | <$50,000.00 | |
| IT Support | True North Networks/Visory | 1/1/21-12/31/26 | 12/31/2026 | remaining renewal options: 0 | | |
| Technical Assistance | Edgemere Consulting | 02/01/24 - 1/31/27 | 1/31/2027 | remaining renewal options: 2 (2028, 2009) | <$50,000.00 | |
| Laundry Service | CSC Service Works | 2/16/22-2/16/27 | 2/16/2027 | remaining renewal options: 0 | | |
| Copier/Printer Leases | SymQuest/Konica Minolta | 8/31/2024 | 8/31/2029 | remaining renewal options: 0 | | $1,005/Month |

# November 2024

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|---|---|---|---|---|---|---|
| | | | | | 1 | 2 |
| 3 | 4 | 5<br>CST Planning Meeting & Craft Group | 6 | 7<br>CST Garden Meeting | 8 | 9 |
| 10 | 11<br>Office Closed Veterans Day | 12 | 13 | 14<br>CST Garden Meeting | 15<br>Staff Potluck | 16 |
| 17 | 18<br>DEIB Staff Training Harper AARP Fraud Prevention Workshop | 19<br>CST Card Making | 20<br>SAVS Healthy Eating for Healthy Living Workshop and Craft Group | 21<br>CST Garden Meeting Board of Commissioners Meeting | 22 | 23 |
| 24 | 25 | 26 | 27 | 28<br>Office Closed Thanksgiving | 29<br>Office Closed Day after Thanksgiving | 30 |

Keene Housing

# DECEMBER 2024

| Sun | Mon | Tue | Wed | Thu | Fri | Sat |
|---|---|---|---|---|---|---|
| 1 | 2<br>Harper Acres Craft Group | 3<br>CST Craft Group | 4<br>CST Bingo | 5 | 6 | 7 |
| 8 | 9<br>Harper Acres Craft Group | 10<br>CST Card Making | 11<br>CST Bingo<br>SAVS Card Making | 12<br>Bennett Block Card Making<br>5:30pm Staff Holiday Party at Papagallos | 13<br>CST Holiday Game and Gift Swap | 14 |
| 15 | 16 | 17 | 18<br>CST Bingo<br>SAVS Healthy Eating for Healthy Living Workshop<br>SAVS Holiday Party | 19<br>Board of Commissioners Meeting<br>CST Holiday Party | 20<br>SAVS Holiday Pretzel Making Workshop | 21 |
| 22 | 23<br>Harper Acres Cookie Decorating Workshop | 24 | 25<br>Office Closed Christmas | 26 | 27 | 28 |
| 29 | 30 | 31<br>CST New Year's Eve Potluck | | | | |

Keene Housing