



Shannon Wright  
*Executive Director*

**M A N C H E S T E R**  
**HOUSING AND REDEVELOPMENT AUTHORITY**

David Quinn  
*Chair*  
Stephen Duffley  
*Vice-Chair*  
Andrew Papanicolau  
*Commissioner*  
Mike Lopez  
*Commissioner*  
Thomas Hickman  
*Commissioner*

**NOTICE OF REGULAR MEETING**  
**MANCHESTER HOUSING AND REDEVELOPMENT AUTHORITY**  
**MANCHESTER, NEW HAMPSHIRE**

You are hereby notified that the Commissioners of the Manchester Housing and Redevelopment Authority are called to meet for the Regular Meeting at 12:00 p.m. on Tuesday, November 18, 2025, in the 2nd floor conference room, 198 Hanover Street, Manchester, NH

The following shall be the order of business:

- 1. Roll Call**
- 2. Consent Agenda:** No items requiring consent.
- 3. Approval of Minutes:** Minutes of the Meeting of October 21, 2025
- 4. Financial Report**
  - a. AMP Operations YTD reporting
  - b. Section 8 Operations YTD reporting
- 5. Public Housing Operations**
  - a. Public Housing and Tax Credit properties occupancy report
  - b. Maintenance Update
- 6. S-8/HCV Program**
  - a. Utilization Report
- 7. Human Resources**
  - a. HR updates
- 8. Resident Services**
  - a. Program Updates
- 9. Development Report**
  - a. Capital Fund 2025 update & Capital Fund Projects
- 10. Executive Director's Report**
  - a. General updates
- 11. Other Business**
- 12. Adjourn**

**MINUTES OF THE REGULAR MEETING**

**OF THE COMMISSIONERS OF THE**

**MANCHESTER HOUSING AND REDEVELOPMENT AUTHORITY**

The Commissioners of the Manchester Housing and Redevelopment Authority met for the Regular Meeting at 198 Hanover Street, in the City of Manchester, New Hampshire on Tuesday, **October 21, 2025**.

The Chair called the meeting to order, and upon roll call, those present were as follows:

PRESENT

David Quinn	Chair
Stephen Duffley	Vice Chair
Mike Lopez	Commissioner
Andrew Papanicolau	Commissioner
Thomas Hickman	Commissioner
Shannon Wright	Executive Director

STAFF PRESENT

Catherine Brown	Leased Housing Director
Mary Ellen Jutras	Development Director
Marie Papineau	Operations Director
Kris Erkkila	Senior Asset Manager
Regine Pelletier-Tracy	Finance Director
Jen Leonard	Human Resources Manager

The Chair declared a quorum present.

The Chair introduced Item 2: Consent Agenda;

No consent items.

The Chair introduced item 3; Minutes of **September 16, 2025**. The chair stated that if there were no omissions or corrections, he would entertain a motion to accept the minutes of **September 16, 2025**. Upon motion by Vice Chair Duffley and seconded by Commissioner Lopez, it was voted to approve the minutes of **September 16, 2025**.

Upon roll call the “Ayes” and “Nays” were as follows:

AYES

David Quinn  
Stephen Duffley  
Mike Lopez  
Andrew Papanicolau  
Thomas Hickman

NAYS

The Chair introduced Item 4; Financial Report. The Finance Director stated that for the month of September, Public Housing numbers are preliminary as we are still booking accruals until the end of the month of October, but as of now, it shows that PH will be ending around \$135,829 for the year which is \$96,175 below plan. The number is not as printed on the Board meeting package because an accrual was done after the package was sent out to the Commissioners. The auditors have been engaged with to begin their review.

The Finance Director then noted that the Section-8 Administrative program ended the month and year at \$380,814 which is \$315,957 above plan. Again, these are preliminary as we are not done accruing for the year.

Commissioner Papanicalou asked what is left for accruals. The Finance Director said she had asked managers if there were any outstanding invoices from September and they did not mention any; from here the numbers go to MHRA's fee accountant.

Commissioner Lopez asked if given the current federal shutdown, if MHRA is having to move any funds. The Finance Director said HUD has funded HAP and operating subsidy through December so no, not at this time. Commissioner Lopez asked the Finance Director if she saw any funding red flags given the current climate of things, she said no but that funding reserves are in a good place.

The Chair introduced Item 5; Public Housing. The Operations Director said that through the department changes, maintenance is holding steady and is at 98% occupancy. Commissioner Quinn asked if there has been additional personnel turnover through the department change. The Operations Director said no, after retirements just one employee was not retained.

Commissioner Lopez asked about evictions at Kelley Falls. The Operations Director said there were several evictions in a short period of time due to the Sheriff's department stacking multiple at a time.

Commissioner Papanicalou noted that there have been a lot of personnel changes within MHRA and it would be helpful for the Board to have a breakdown. The Executive Director said she would prepare an outline for the next Board meeting and the Board can move to executive discussion following its regular meeting to discuss.

Commissioner Lopez asked if there is still a two-strike rule when it comes to evictions. The Senior Asset Manager said evictions are now really down to "problem tenants", not in high numbers as seen post-COVID. She also stated that there is an ongoing challenge filling studio/zero-bedroom units—applicants can opt to transfer to a one-bedroom after one year of occupancy.

The Chair introduced Item 6; S-8/HCV Program. The Section 8 Director stated that as of September 30, 2025 there were 1962 families under lease. This includes 183 veteran families.

There were 11 families that left the program as of the end of September 30, 2025.

22 families have vouchers looking for units to rent.

As of September 30, 2025, approximately \$3,560.00 of rollover funds from Housing Applicant/Landlord Partnership Program are available. We continue to wait to find out if any further funding will become available from the city for this program.

Total claims paid out are as follows:

262 security deposits,

283 landlord incentive fees

66 application fees

45 HQS Unit Repair Fees.

As of September 5, 2025 the total amount spent to date of the Additional Administrative (AF) Fees for the HUD-VASH program allotted by HUD is \$6974.00 out of the total \$47,250.00 allotted.

Total claims paid out are as follows:

1 utility deposit

5 utility arrears payments

3 landlord incentive fees

1 application fee

2 security deposit

We held our first meeting for the upcoming MHRA toy drive which will be held December 6, 2025. As of October 6, 2025 twelve people have volunteered to help. We need many more helpers including helpers with pick up trucks or larger vehicles to help us move toys the day before the event and the afternoon when we wrap up the event.

Commissioner Lopez asked why MHRA continues to have a toy drive when there are resources like the Salvation Army. The Finance Director noted the importance of MHRA's relationship with HOPE in hosting the toy drive. The Senior Asset Manager noted that tenants are more comfortable with MHRA hosting it vs going to somewhere they don't know. Commissioner Lopez asked if we get enough gifts. The Section 8 Director said yes and that families are also given referrals to places like the Salvation Army.

The Chair introduced Item 7; Human Resources. The Human Resources Manager said that MHRA's Employee Appreciation event was a success and that \$980 was raised for the toy drive. She also said that MHRA's holiday party will be Friday, 12/12 at Elmwood Gardens.

The Chair introduced Item 8; Resident Services. The Senior Asset Manager said the after-school programs and Elmwood and Kelley Falls have started with a bang, both sites are seeing numbers larger than in past years, EG had an all-time high of 62 children in one day the first week of October and the

KF numbers have grown to 17. We are receiving a lot of support from community partners like HOPE, MPAL and St Anselm's.

HOPE is hosting the annual family BBQ on Sunday, October 19 from 1-3 at Elmwood and has invited school liaisons to attend and connect with our families.

Tim Brown, a long time FSC is retiring this month, we are actively looking for a strong candidate to replace him, recognizing the importance of a positive male connection for our children and that short term mentorship can do more harm than good we are happy to be able to bridge the gap between Tim's departure and a new FSC being hired with assistance from the community partners that already have relationships with our children and families.

There continues to be positive feedback about our new cleaning schedule and protocols and these improvements can also be seen in our decreasing pest issues in the majority of units where we are providing services.

Commissioner Lopez asked about rental of the O'Neil center and said there is a group that is looking for a space to rent for the month of March. The Finance Director said the gym is mostly rented for pickleball from November to October. Commissioner Lopez asked that the gym schedule be reviewed as it would be a contribution to the community. The Executive Director will follow-up.

The Chair introduced Item 9., Development and Capital Fund Report. The Managing Director of Real Estate Development and Special Projects proceeded to update the Commissioners:

#### Capital Fund and Other Updates

- Emergency Lighting at Kelley Falls is nearing completion on interiors. Once installation is complete, interior hallway lights will be on for 24/7 coverage of those areas. The same will be done with Buildings 11 and 17.
- At Elmwood Gardens the roof work has been completed on last seven, trim work, and power washing.
- Elmwood Playground equipment - completed
- The replacement of three roofs at Kelley Falls is 100% complete except for metal work around the edges.
- Elmwood Shed Replacement/Boiler Move Pilot (John McGrath's project):
  - Three sheds for six apartments have been torn down
  - The building itself is in production
  - This week the pad will be poured and conduits run to the boiler room
  - The building to arrive late November, boilers will be moved, connections will be completed, and residents can return belongings to storage unit.
- Kelley Falls Exterior Improvements Buildings 11 & 17 (partially Capital Fund):
  - New main door frames have been installed.
  - Some unit doors have been replaced.
  - Some hallway lights are on back order.
  - Awnings to be installed beginning this week.
  - Next will be the decorative exterior panels.
  - Once all unit doors are replaced, the hallways will be painted.

- Meetings continue weekly with the contractor and architect.
- A November completion is expected – this is a change from the original expected August completion.

Commissioner Duffley asked about precautions to prevent freezing of the boilers at Elmwood Gardens once moved to the new building. Suggested a glycol loop (with antifreeze) and possibly back up heat. Director and Senior Asset Manager recalled that a monitoring system is planned.

Commissioner Papanicolau asked if the third-floor window on Buildings 11 and 17 were functioning. Director responded that they are. He explained that he was thinking about future use/development. Director noted that this could be discussed further at some point as initial estimates have been received and raised many issues. Executive Director noted that she had some discussion with HUD regarding Section 30 as an option for using that space.

The Chair introduced Item 10; Executive Director's Report. The Executive Director commented that the unexpected increase in health insurance premiums will be taking an additional approximate \$70,000 from this years' operating budget. She was hopeful MHRA would be able to work with a direct broker versus its current benefit advisor but quotes came in at 30% higher premiums. Commissioner Papanicolau asked if what options MHRA has, if we have considered a tiered premium approach. The Executive Director said there are many different approaches to be taken, including tiering premiums based on income level but there are pros and cons to that method. Commissioner Lopez requested that management continue to consider how COLA is applied to varying salary levels. Commissioner Quinn asked if all the local PHAs could come together as one group for insurance; the Executive Director said this had been asked of a consultant and unfortunately no due to ERISA guidelines.

The Executive Director commented on the current federal government shutdown with no hint of a solution in site but that MHRA has funding through December, as the Finance Director had mentioned, for HAP and operating subsidy.

The Chair introduced Item 11; Other Business. No other business to report.

The Chair introduced Item 12; Adjournment. There being no further business, Commissioner Lopez made a motion to adjourn, Vice Chair Duffley seconded the motion. All were in favor.

Respectfully submitted,  
Shannon Wright, Secretary/Executive Director

**MHRA - Financial**  
**Income & Expense**  
**Public Housing**  
**October 2025**

Program	Account Description	2026	Oct 2025		Oct 2024		2025	Oct 2024		YTD	YTD
		Annual Budget	Y-T-D Budget	Y-T-D Actual	Y-T-D Budget	Y-T-D Actual	Annual Budget	Y-T-D Budget	Y-T-D Actual		
<b>Total AMPS</b>	Dwelling Rent	5,992,543	499,379	524,798	25,419	6,112,119	509,343	514,254	4,911		
	Subsidy	4,101,894	341,824	517,168	175,344	5,280,805	440,067	413,780	(26,287)		
	All Other Income	1,152,519	96,043	121,242	25,199	1,002,340	83,528	72,915	(10,613)		
	<b>Total Income</b>	<b>11,246,955</b>	<b>937,246</b>	<b>1,163,208</b>	<b>225,962</b>	<b>12,395,264</b>	<b>1,032,939</b>	<b>1,000,949</b>	<b>(31,990)</b>		
	Admin & Maint & Benefits	3,687,790	307,316	412,341	105,026	4,905,722	408,810	321,361	(87,449)		
	Tenant Services	169,250	14,104	315	(13,789)	170,350	14,196	3,701	(10,495)		
	Utilities	2,591,300	215,942	139,512	(76,430)	2,157,400	179,783	118,325	(61,458)		
	Maintenance	1,733,682	144,473	146,931	2,458	1,918,025	159,835	103,815	(56,020)		
	All Other Expenses	2,659,143	221,595	203,298	(18,297)	3,006,763	250,564	217,391	(33,173)		
	Extraordinary Maint.	6,800	567	444	(123)	5,000	417	204	(213)		
	<b>Total Expenses</b>	<b>10,847,965</b>	<b>903,997</b>	<b>902,842</b>	<b>(1,155)</b>	<b>12,163,260</b>	<b>1,013,605</b>	<b>764,797</b>	<b>(248,808)</b>		
	<b>Net Income/(Loss)</b>	<b>398,990</b>	<b>33,249</b>	<b>260,366</b>	<b>227,117</b>	<b>232,004</b>	<b>19,334</b>	<b>236,152</b>	<b>216,818</b>		

\*Operating Subsidy is above plan.  
\* Salaries & Benefits are under budget due a couple positions being vacant  
And also the fact that the Health insurance increased is as of 01/01/2023

## MHRA - Financial Reporting

### Income & Expense Report S-8 Administrative Income & Expense Oct-25

<u>Account Description</u>	2026		Oct-25		2025		Oct-24		Y-T-D	
	Annual <u>Budget</u>	Y-T-D <u>Budget</u>	Y-T-D <u>Actual</u>	Y-T-D <u>Difference</u>	Annual <u>Budget</u>	Y-T-D <u>Budget</u>	Y-T-D <u>Actual</u>	Y-T-D <u>Actual</u>	Y-T-D <u>Difference</u>	
Fees Earned	2,185,666	182,139	180,553	(1,586)	2,255,000	187,917	185,307	185,307	(2,610)	
Other Income	22,100	1,842	11,544	9,702	18,500	1,542	0	0	(1,542)	
<b>Total Income</b>	<b>2,207,766</b>	<b>183,981</b>	<b>192,097</b>	<b>8,117</b>	<b>2,273,500</b>	<b>189,458</b>	<b>185,307</b>	<b>185,307</b>	<b>(4,151)</b>	
Salaries & Benefits	1,309,891	109,158	124,676	15,518	1,393,578	116,132	105,835	105,835	(10,297)	
All Other Expenses	662,678	55,223	47,574	(7,650)	751,065	62,589	46,274	46,274	(16,315)	
Fees Paid to other housing	94,000	7,833	8,808	974	80,000	6,667	7,089	7,089	422	
<b>Total Expenses</b>	<b>2,066,569</b>	<b>172,214</b>	<b>181,057</b>	<b>8,843</b>	<b>2,224,643</b>	<b>185,387</b>	<b>159,198</b>	<b>159,198</b>	<b>(26,189)</b>	
<b>Net Income/(Loss)</b>	<b>141,197</b>	<b>11,766</b>	<b>11,040</b>	<b>(726)</b>	<b>48,857</b>	<b>4,071</b>	<b>26,109</b>	<b>26,109</b>	<b>22,038</b>	

\* The Fees earned is estimated at the time of budget preparation and is based on vouchers administered. This amount could differ monthly depending on how many vouchers are leased and the proration we will receive from HUD.

## Monthly Property Occupancy Report

	<u>Total No. Units</u>	<u>Occupied</u>	<u>Vacant</u>	<u>% Occupied</u>
<b>Public Housing Property</b>				
Kelley Falls	132	128	4	97.00%
Gallen Apartments	95	92	1	97.00%
O'Malley Apartments	100	96	4	96.00%
Kalivas Apartments	100	96	4	96.00%
Pariseau Apartments	100	96	4	96.00%
Burns Apartments	121	119	2	98.00%
Elmwood Gardens	200	196	4	98.00%
Scattered Sites	321	319	2	99.00%
<b>TOTAL PUBLIC HOUSING UNITS</b>	<b>1169</b>	<b>1142</b>	<b>25</b>	<b>98.00%</b>
<b>Assisted Market Rate Property</b>				
Tarrytown Road Apts	102	100	2	98.00%
West Baker St	2	2	0	100.00%
Cedar/Chestnut	3	3	0	100.00%
<b>TOTAL ASSISTED MKT RATE UNITS</b>	<b>107</b>	<b>105</b>	<b>2</b>	<b>98.00%</b>
<b>Tax Credit Properties</b>				
Marygale Apartments	37	35	2	95.00%
Browns School Apts	34	34	0	100.00%
Laurette Sweeney Apts	61	60	1	98.00%
South Main/Log St. Apts	20	20	0	100.00%
Upland Heights	48	45	3	94.00%
<b>TOTAL TAX CREDIT UNITS</b>	<b>200</b>	<b>194</b>	<b>6</b>	<b>97.00%</b>
<b>Total Number of People Served</b>	<b>2,449</b>			
<b>Total Number of Veterans Housed</b>	<b>86</b>			

As of October 31, 2025 there were 1945 families under lease. This includes 184 veteran families.

There were 115 families that left the program as of the end of October 2025.

26 families have vouchers looking for units to rent.

As of October 31, 2025, approximately \$4,893.00 of rollover funds from Housing Applicant/Landlord Partnership Program are available. We continue to wait to find out if any further funding will become available from the city for this program.

Total claims paid out are as follows:

262 security deposits,

283 landlord incentive fees

66 application fees

45 HQS Unit Repair Fees.

As of November 4, 2025 the total amount spent to date of the Additional Administrative (AF) Fees for the HUD-VASH program allotted by HUD is \$6974.00 out of the total \$47,250.00 allotted.

Total claims paid out are as follows:

1 utility deposit

5 utility arrears payments

3 landlord incentive fees

1 application fee

2 security deposit



## Resident Services Update

### BOC meeting 11/18/2025

- During October both afterschool groups held cookie decorating activities and a Halloween party.
- St Anslem's students have helped at both locations with math and language arts homework.
- October 18<sup>th</sup> both Kelley Falls and Elmwood children attended a football game at St. A's. The kids had the opportunity to make posters before the game and to take a tour of the campus.
- Manchester Community Music school has started weekly music sessions at Elmwood that will run through April. This activity is made possible by the HOPE program and the donors are willing to consider funding a similar program at Kelley Falls next year if the EG program is successful.
- Upland Heights children are now attending the KF afterschool program which is helping to raise participation numbers and blend the neighborhoods.
- Our FSC coordinators have been helping residents with SNAP recertifications and connecting older residents with help to participate in Medicare open enrollment.
- The new cleaning schedule is continuing to show significant results not just in overall cleanliness of units but in pest treatment as well. The cleaning team is now able to regularly hit touch points in lobbies and other common areas, the improvement is noticeable and I believe will help keep germs from spreading this winter.
- The NH food bank provided an extra food drop for our residents on November 14<sup>th</sup>. This was planned during the concerns for SNAP benefits during the shutdown.