



Board of Commissioners Meeting  
 Tuesday January 13, 2026, at 12 pm  
 County Housing Headquarters  
 8865 Natural Bridge Road  
 St. Louis, Missouri 63121

**AGENDA**

<b>Item</b>	<b>Individual</b>	<b>Action</b>
1. Call to Order	Chair	Informational
2. Roll Call	Terri Acoff-States	Informational
3. Approval of Minutes Regular Meeting November 18, 2025	Chair	Motion, 2 <sup>nd</sup> , Vote
4. Public Comments	Chair	Informational
5. Executive Director’s Report	Shannon Koenig	Informational
6. Reports of Officers and Employees		
A. Financial Reports for period ending October 31, 2025	Benjamin Washington	Motion, 2 <sup>nd</sup> , Vote
B. Public Housing Program Performance	Kawanna Tate	Informational
C. Housing Choice Voucher Program Updates	Nicole Alexander	Informational
D. Real Estate Development Report	Kurt Schulte	Informational
7. Unfinished Business	Chair	Informational
8. New Business		
A. Bond Inducement for Arbor Hill Apartments, Resolution No. 1460	Kurt Schulte	Motion, 2 <sup>nd</sup> , Vote
B. Annual Meeting	Terri Acoff-States	Motion, 2 <sup>nd</sup> , Vote
9. Executive Session	Chair	Motion, 2 <sup>nd</sup> , Vote
Subject to an affirmative vote of the Board of Commissioners, an Executive Session may be held to discuss personnel issues, real estate, or litigation matters pursuant to RSMo Sections 610.021 to 610.022.		
10. Announcements Next Meeting March 10, 2026	Chair	Informational
11. Adjournment	Chair	Motion, 2 <sup>nd</sup> , Vote

**COUNTY HOUSING  
BOARD OF COMMISSIONERS REGULAR MEETING  
TUESDAY, NOVEMBER 18, 2025  
MEETING MINUTES**

ATTENDANCE:

COMMISSIONERS:

David Nehrt-Flores, Chair  
Lora Gulley, Vice Chair  
Tiffany Charles, Commissioner  
Joan Kelly Horn, Commissioner  
Reverend Gabrielle N.S. Kennedy, Commissioner  
LaToya Scott, Commissioner

STAFF:

Shannon Koenig, Executive Director and CEO  
Terri Acoff-States, Executive Assistant  
Benjamin Washington, Chief Financial Officer  
Judy Ricks, Chief Administrative Officer  
Nicole Alexander, Director, Housing Choice Voucher Program  
Jennifer Wiegert, Director, Communications & Partnerships  
Kawanna Tate, Director, Housing  
Stacy Gatewood, Director, Human Resources  
Kurt Schulte, Real Estate Development Officer

Guest:

Greg Vatterott, CF Vatterott Construction  
Jeme Chavez, Coro Fellow, University of Missouri-St. Louis

Approval of Minutes for the September 9, 2025 Regular Board Meeting and the September 19, 2025 Special Meeting:

Chair Nehrt-Flores asked for a motion to approve the minutes of the board meetings held September 9, 2025 and September 19, 2025. Commissioner Kennedy motioned for approval, Vice Chair Gulley seconded the motion and upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
D. Nehrt-Flores L. Gulley T. Charles J. Kelly Horn G. Kennedy L. Scott	None

The Chair declared the motion passed.

PUBLIC COMMENTS:

There were no public comments.

REPORT OF THE EXECUTIVE DIRECTOR:

Ms. Koenig greeted everyone and thanked them for attending the meeting.

Ms. Koenig introduced Ms. Jeme Chaves to the board. Ms. Koenig stated Ms. Chaves is a Coro Fellow with University of Missouri-St. Louis, and that County Housing is hosting her government placement.

Ms. Koenig provided the board with an update on FY26 federal appropriations and the anticipated impact to the 2026 budget.

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Ms. Koenig stated that the leadership team is planning for 2026 and beyond, including revisiting strategic objectives with a focus on stabilizing and maintaining operations while continuing to expand access to affordable housing. She further stated that staff will continue to monitor organizational performance using reliable key performance indicators, including PHAS, SEMAP, and MHDC oversight measures.

Ms. Koenig informed the board that the annual customer service survey is now open and was distributed to Public Housing residents, Housing Choice Voucher participants, and landlords.

Ms. Koenig presented the board with the third quarter Agency Performance Report results for 2025.

**REPORTS OF OFFICERS AND EMPLOYEES:**

**A. Financial Reports for the period ending September 30, 2025:**

Mr. Washington reviewed the Financial Reports for the period ending September 30, 2025. After discussion, Chair Nehrt-Flores asked for a motion to approve the September 30, 2025 Financial Reports as read. Commissioner Kennedy moved for approval, Commissioner Horn seconded the motion. Upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
D. Nehrt-Flores L. Gulley T. Charles J. Kelly Horn G. Kennedy L. Scott	None

The Chair declared the motion passed.

**B. County Housing Authority, Proposed FY 2026 Budget, Resolution No. 1455:**

Mr. Washington presented the board with Resolution No. 1455, County Housing Authority Proposed FY 2026 Budget.

After review and discussion, Chair Nehrt-Flores asked for a motion to approve Resolution No. 1455, County Housing Authority Proposed FY 2026 Budget. Commissioner Scott motioned for approval, Commissioner Horn seconded the motion. Upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
D. Nehrt-Flores L. Gulley T. Charles J. Kelly Horn G. Kennedy L. Scott	None

The Chair declared the motion passed.

**C. Public Housing Program Performance:**

Ms. Tate reviewed public housing activities within the framework of the Public Housing Assessment System. She presented an overview of the physical, management and financial assessment subsystems along with the progress of the capital fund program.

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Ms. Tate updated the Board on the status of the occupancy alignment of public housing families being moved to appropriately sized units.

**D. Housing Choice Voucher Program Updates:**

Ms. Alexander presented the board with updates on select activities relating to the administration of the Housing Choice Voucher program (HCV). She gave an overview of the 2025 Section Eight Management Assessment Program (SEMAP) progress.

**E. Housing Choice Voucher Program Administrative Plan Revisions, Resolution No. 1457:**

Ms. Alexander presented the board with an overview of the proposed updates to the Housing Choice Voucher (HCV) Administrative Plan in Chapters 4 and 19, relating to applications, waiting list, tenant services and special purpose vouchers.

After discussion, Chair Nehrt-Flores asked for a motion to approve Resolution No. 1457, updates to the Administrative Plan. Commissioner Scott motioned for approval, Commissioner Kennedy seconded the motion. Upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
D. Nehrt-Flores L. Gulley T. Charles J. Kelly Horn G. Kennedy L. Scott	None

The Chair declared the motion passed.

**F. Landlord Incentives Program Administrative Plan Revision, Resolution No. 1458:**

Ms. Wiegert presented the board with an overview of proposed updates to the HCV Administrative Plan in Chapter 13, which would establish a Landlord Incentive Program at County Housing.

After discussion, Chair Nehrt-Flores asked for a motion to approve Resolution No. 1458, updates to the Administrative Plan. Commissioner Scott motioned for approval, Commissioner Kennedy seconded the motion. Upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
D. Nehrt-Flores L. Gulley T. Charles J. Kelly Horn G. Kennedy L. Scott	None

The Chair declared the motion passed.

**G. Real Estate Development Report:**

Mr. Schulte provided an overview of current development activities. He gave an update on the Wellington Family Homes redevelopment. He stated this project is substantially completed. Mr. Schulte also announced that a ribbon cutting community block party was held early in October.

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Mr. Schulte updated the Board on the Arbor Hill Apartments redevelopment. He stated County Housing has submitted Firm Commitment and is moving forward with closing process, stating it is dependent on return to work by HUD staff due to FHA construction and permanent financing.

Mr. Schulte updated the Board on future development plans. He stated County Housing submitted Peace Place and Olivette/Primm projects as 4% federal only projects to MHDC in June. These projects along with Stratford Commons were submitted again in the competitive round in September.

H. Performance Management and Employee Engagement Initiatives:

Ms. Gatewood provided the Board with updates on Human Resources activities and initiatives aimed at supporting County Housing employees and enhancing employee engagement across the organization.

I. 2026 Board Meeting Schedule:

Ms. Acoff-States presented the Board with the 2026 Board meeting dates.

UNFINISHED BUSINESS:

No unfinished business was discussed.

NEW BUSINESS:

A. Bond Inducement for Velda Glen Townhomes, LP - Resolution No. 1459:

Mr. Schulte presented Resolution No. 1459 authorizing the Executive Director to deliver a request to the Industrial Development Authority of St. Louis County of St. Louis, Missouri (“IDA”) to issue tax-exempt bonds to finance a portion of the cost and acquisition of the proposed rehabilitation of 60 dwelling units in Velda City, Missouri.

After discussion, Chair Nehrt-Flores asked for a motion to approve Resolution No. 1459, Bond Inducement for Velda Glen Townhomes. Commissioner Scott motioned for approval, Commissioner Horn seconded the motion. Upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
D. Nehrt-Flores	None
L. Gulley	
T. Charles	
J. Kelly Horn	
G. Kennedy	
L. Scott	

The Chair declared the motion passed.

B. Proposed Amendment to Bylaws to Establish Finance Committee and Advisory Finance Committee:

Ms. Koenig presented to the Board a proposed amendment to the Bylaws to establish a Finance Committee and an Advisory Finance Committee, and she outlined the procedural requirements for the creation of named committees.

After discussion, Chair Nehrt-Flores asked for a motion to approve the proposed amendment to the bylaws to establish a Finance Committee and Advisory Finance Committee. Commissioner Charles

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motioned for approval, Commissioner Kennedy seconded the motion. Upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
D. Nehrt-Flores L. Gulley T. Charles J. Kelly Horn G. Kennedy L. Scott	None

The Chair declared the motion passed.

**EXECUTIVE SESSION:**

Chair Nehrt-Flores asked for a motion to end the Regular Session and enter an Executive Session. Commissioner Horn motioned to enter. Commissioner Kennedy seconded the motion to end the Regular Session and enter Executive Session, and upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
D. Nehrt-Flores L. Gulley T. Charles J. Kelly Horn G. Kennedy	None

The Chair declared the motion passed.

Chair Nehrt-Flores motioned to exit Executive Session. Commissioner Kennedy seconded the motion to exit and upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
D. Nehrt-Flores L. Gulley T. Charles J. Kelly Horn G. Kennedy	None

The Chair declared the motion passed.

**ANNOUNCEMENTS:**

The next meeting is scheduled for Tuesday January 13, 2026.

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ADJOURNMENT OF MEETING:

There being no further business to come before the Board, Chair Nehrt-Flores asked for a motion to adjourn the meeting. Commissioner Kennedy moved for adjournment, which was seconded by Commissioner Charles. Upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
D. Nehrt-Flores L. Gulley T. Charles J. Kelly Horn G. Kennedy	None

The Chair declared the motion passed.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date

DRAFT



## MEMORANDUM

**To:** County Housing Board of Commissioners

**From:** Shannon Koenig, Executive Director and CEO

**Date:** January 13, 2026

**Subject:** *Executive Director's Report*

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This memo provides an update on select County Housing related matters.

**I. Federal Policy Changes and Reminders**

Over the course of 2025, HUD issued policy mandates and reminders that support and align with presidential priorities. These include halting enforcement of the equal access rule (related to gender identity), ensuring County Housing fulfills criminal screening responsibilities, and verifying participants' citizenship and immigration status. Staff are ensuring that County Housing remains in compliance with these policies and will present changes to the Housing Choice Voucher Program Administrative Plan and Public Housing Admissions and Continued Occupancy Policies as needed.

**II. Annual Customer Service Survey Results for 2025**

At County Housing, we value the input of our residents, participants, and property owners. Each year, our annual customer service survey helps us gauge satisfaction, identify areas for improvement, and celebrate successes. In November 2025, we conducted our latest survey, focusing on key interactions with customer-facing roles and processes. The attached summary and presentation provide highlights and insights from this year's results.

**III. Final Agency Performance Report Results for 2025**

The Agency Performance Report for 2025 has been updated to reflect progress on last year's key results (attached).

**IV. Attachments**

Customer Service Survey Results Report and Presentation  
Agency Performance Report, 2025 Q4 Final



**COUNTY  
HOUSING**

THE HOUSING AUTHORITY of ST. LOUIS COUNTY

**2025 CUSTOMER  
SERVICE SURVEY  
RESULTS**

# SURVEY OVERVIEW

In November 2025, County Housing conducted its annual customer service survey, gathering feedback from the following groups:

- Public Housing Residents
- Housing Choice Voucher Residents
- Property Owners

This year's survey focused on overall satisfaction with key processes and customer-facing roles. To better understand how our customers define exceptional service, we included open-ended questions asking how County Housing can improve to meet their needs more effectively.



Survey	Surveys Sent 2024	Surveys Received 2024	Surveys Sent 2025	Surveys Received 2025
Public Housing Survey	279	45	225	33
Housing Choice Voucher Survey	977	290	6,109	1,055
Property Owner Survey	940	219	1,937	304

# PUBLIC HOUSING SURVEY RESULTS

Public housing residents were asked to rate their satisfaction with the following interactions with property management staff on a scale of 0 to 5, with 5 being very satisfied:

61% 

**The way property management staff treated and spoke to you in the past year.**

Of the 33 individuals who responded to this question, 61% indicated that they were **either satisfied or very satisfied** with the way they were treated and spoken to by property management staff within the past year. In 2024, 77% of 44 respondents said the same.

66% 

**Property management staff's timeliness in returning your phone calls.**

Of the 33 individuals who responded to this question, 66% indicated that they were **either satisfied or very satisfied** with property management staff's timeliness in returning their phone calls. In 2024, 64% of 44 respondents said the same.

# PUBLIC HOUSING SURVEY RESULTS

Public housing residents were asked to rate their satisfaction with the following interactions with property management staff on a scale of 0 to 5, with 5 being very satisfied:

54%



**Staff's responsiveness to questions and concerns.**

Of the 33 individuals who responded to this question, 54% said they were **either satisfied or very satisfied** with staff's responsiveness to questions and concerns. In 2024, 61% of 43 respondents said the same.

67%



**Property management staff's notification of your annual income recertification.**

Of the 33 respondents to this question, 67% of individuals selected that they were **either satisfied or very satisfied** with property management staff's notification of their annual income recertification. In 2024, 84% of 44 respondents said the same.

# PUBLIC HOUSING SURVEY RESULTS

Public Housing residents were asked to rate their satisfaction with the following interactions with maintenance staff on a scale of 0 to 5, with 5 being very satisfied:

56% 

**The way maintenance staff treat and spoke to you in the past year.**

Of the 33 individuals who responded to this question, 56% indicated that they were **either satisfied or very satisfied** with the way they were treated and spoken to by maintenance staff within the past year. In 2024, 58% of 45 respondents said the same.

52% 

**The communication for County Housing regarding the scheduling and completion of maintenance tasks.**

Of the 33 individuals who responded to this question, 52% indicated that they were **either satisfied or very satisfied** with the communication from County Housing regarding the scheduling and completion of maintenance requests. In 2024, 47% of 45 respondents said the same.

# PUBLIC HOUSING SURVEY RESULTS

Public Housing residents were asked to rate their satisfaction with the following interactions with maintenance staff on a scale of 0 to 5, with 5 being very satisfied:



**The overall quality of repairs made to your home.**

Of the 33 responses to this question, 55% of individuals selected that they were **either satisfied or very satisfied** with the overall quality of repairs made to their home. In 2024, 44% of 45 respondents said the same.

# PUBLIC HOUSING OPEN-ENDED RESPONSES



What improvements would you like to see in your housing community?

Answered question: 23

- Residents' top priorities are **more responsive and reliable maintenance**, improved **cleanliness and safety**, better **community amenities**, and consistent **communication and accountability** from staff.



What suggestions do you have to improve your experience with property management staff?

Answered question: 19

- Residents' main suggestions center on **improved communication, timely maintenance, sufficient staffing, and caring interactions**. While many are satisfied with staff, consistent follow-up and responsiveness are key areas for enhancement.



# HOUSING CHOICE VOUCHER SURVEY RESULTS

Housing Choice Voucher residents were asked to rate their satisfaction with the following interactions with their case worker on a scale of 0 to 5, with 5 being very satisfied:

80% 

**The way you were treated and spoken to by staff.**

Of the 1,054 individuals who responded to this question, 80% indicated that they were **either satisfied or very satisfied** with the way they were treated and spoken to by County Housing staff within the past year. In 2024, 74% of 289 respondents said the same.

64% 

**Staff's timeliness in returning your phone calls.**

Of the 1,054 individuals who responded to the question, 64% indicated that they were **either satisfied or very satisfied** with staff's timeliness in returning their phone calls. In 2024, 53% of 289 respondents said the same.

# HOUSING CHOICE VOUCHER SURVEY RESULTS

Housing Choice Voucher residents were asked to rate their satisfaction with the following interactions with the inspections department on a scale of 0 to 5, with 5 being very satisfied:

**66%** no change from last year

## The way you were notified about your scheduled inspection.

Of the 1,054 individuals who responded to this question, 66% indicated that they were **either satisfied or very satisfied** with the way they were notified of an upcoming inspection. In 2024, 66% of 289 respondents said the same.

**69%** 

## The way you were treated by staff conducting the inspection.

Of the 1,054 individuals who responded to this question, 69% indicated that they were **either satisfied or very satisfied** with the way they were treated by staff conducting inspections. In 2024, 70% of 289 respondents said the same.

# HOUSING CHOICE VOUCHER SURVEY RESULTS

Housing Choice Voucher residents were asked to rate their satisfaction with the following interactions with their case worker on a scale of 0 to 5, with 5 being very satisfied:

69% 

**Staff's responsiveness to your questions and concerns.**

Of the 1,054 individuals who responded to this question, 69% indicated they were **either satisfied or very satisfied** with staff's responsiveness to questions and concerns. In 2024, 62% of 288 respondents said the same.

# HOUSING CHOICE VOUCHER OPEN- ENDED RESPONSES



What changes or improvements would make it easier to interact with County Housing staff?

Answered question: 589

- Residents' main suggestions focus on **improved communication, consistent caseworker assignments, timely responses, professional and compassionate interactions, and additional support resources**. While many are satisfied, consistent updates and accessibility enhancements would make interactions smoother and less stressful.



Do you have any additional comments or suggestions?

Answered question: 433

- Residents' additional comments focus on **clearer guidance in housing and voucher processes, improved landlord accountability, timely maintenance and snow removal, better staff communication, and support for safer, higher-quality housing**. While some frustrations exist, several responses highlight gratitude for helpful staff and services.

# PROPERTY OWNERS SURVEY RESULTS

Property owners were asked the following questions about their experience with County Housing.

75% 

The process of becoming a landlord with County Housing was straightforward.

Of the 301 individuals who responded to this question, 75% indicated that they **either agree or strongly agree** that the process to become a landlord with County Housing has been straightforward. In 2024, 68% of 218 respondents said the same.

85% 

I feel comfortable with the requirements for biannual property inspections.

Of the 302 individuals who responded to this question, 85% selected that they **either agree or strongly agree** that they feel comfortable with the requirements for biannual property inspections. In 2024, 70% of 219 respondents indicated the same.

# PROPERTY OWNERS SURVEY RESULTS

Property owners were asked the following questions about their experience with County Housing.

84% 

I have had a positive experience leasing to County Housing residents.

Of the 301 individuals who responded to this question, 84% said they **either agree or strongly agree** that they have had a positive experience leasing to County Housing residents. In 2024, 65% of 218 respondents said the same.

82% 

County Housing staff have the knowledge to assist me with my questions.

Of the 301 individuals who responded to this question, 82% said they **either agree or strongly agree** that County Housing staff have the knowledge to assist them with their questions. In 2024, 63% of 218 respondents said the same.

# PROPERTY OWNERS SURVEY RESULTS

Property owners were asked the following questions about their experience with County Housing.

88%



County Housing staff are accessible when I need support.

Of the 304 individuals who responded to this question, 88% said they **either agree or strongly agree** that County Housing staff are always available to answer their questions. In 2024, 48% of 216 respondents said the same.

87%



I would recommend the Housing Choice Voucher Program to other landlords.

Of the 301 individuals who responded to this question, 87% said they **either agree or strongly agree** that they would recommend becoming a Housing Choice Voucher landlord to other landlords. In 2024, 73% of 216 respondents said the same.

# PROPERTY OWNERS SURVEY RESULTS

Property owners were asked the following questions about their experience with County Housing.

33% 

**There are misconceptions about low-income housing that affect my business.**

Of the 299 individuals who responded to this question, 33% said they **either agree or strongly agree** there are misconceptions about low-income housing that affect their business. In 2024, 31% of 216 respondents said the same.

# PROPERTY OWNERS OPEN-ENDED RESPONSES



What changes would make it easier for landlords to work with County Housing?

Answered question: 214

- Feedback clearly reinforces that **communication is the primary driver of satisfaction** among landlords and stakeholders. While County Housing has made measurable progress, continued focus on:
  - **timely responses, clearer expectations, stronger landlord–caseworker collaboration, and consistent service delivery** will be crucial to sustaining trust and improving outcomes.



What types of incentives would motivate more landlords to join the Housing Choice Voucher program?

Answered question: 189

- This feedback underscores that **access, speed, and consistency are critical to landlord engagement**. While County Housing has made progress in professionalism and process improvement, ongoing focus on:
  - **responsive communication, faster turnaround times, stronger tenant accountability mechanisms, and financial competitiveness** will be essential to improving landlord confidence and participation.



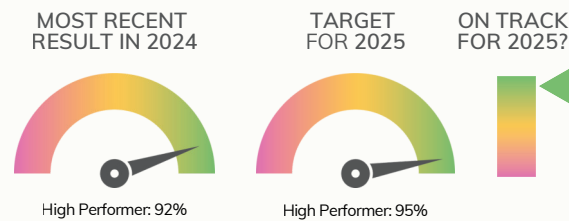
# Agency Performance Report

Fourth Quarter, 2025

## What HUD measures

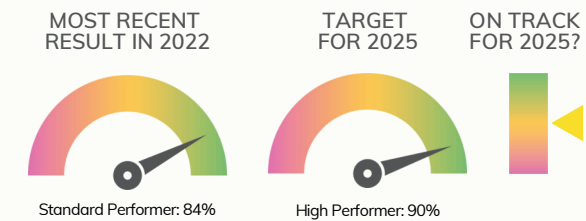
### SEMAP

SEMAP scores indicate the performance of a PHA's Housing Choice Voucher program and influence the agency's HUD funding for the fiscal year.



### PHAS

PHAS scores communicate a PHA's Public Housing program performance, affecting HUD funding and the frequency of public housing inspections.



## What County Housing measures

**Objective 1:** Deliver services safely, effectively, and efficiently.

Results	Q1	Q2	Q3	Q4
Attain zero findings in finance/single audits	●	●	●	●
Ensure no findings from MHDC audits	●	●	●	●

**Objective 3:** Help our residents and families gain self-sufficiency through partnerships with other organizations in the community.

Results	Q1	Q2	Q3	Q4
Communicate programming opportunities	●	●	●	●
Enhance partnerships with local organizations	●	●	●	●
Engage in community initiatives that promote housing stability and affordability	●	●	●	●

**Objective 2:** Foster a customer-centered culture.

Results	Q1	Q2	Q3	Q4
Increase customer satisfaction	●	●	●	●
Dedicate staff to customer outreach and resident engagement	●	●	●	●
Implement quarterly feedback loops for residents	●	●	●	●

**Objective 4:** Expand access to desirable and affordable housing.

Results	Q1	Q2	Q3	Q4
Successfully close the Arbor Hill redevelopment project	●	●	●	●
Develop and execute a comprehensive landlord engagement strategy	●	●	●	●
Increase participation in housing stability programs	●	●	●	●



## MEMORANDUM

**To:** County Housing Board of Commissioners

**Through:** Shannon Koenig, Executive Director and CEO

**From:** Benjamin C. Washington, Chief Financial Officer

**Date:** January 13, 2026

**Subject:** *Financial Summary*

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This memo provides a narrative explanation for the period ending October 31, 2025 financial reports.

**I. Recommendation**

Staff recommend that the Board approve the financial statements and accompanying narrative, as prepared.

**II. Highlights**

**A. Revenue**

The total YTD actual operating revenue of \$72,001,123 exceeded the total YTD budget revenue of \$63,472,016 by \$8,529,107 or 13%.

- Total Voucher Grants and Total Capital Grants contributed to the favorable variance. Specifically, the Housing Choice Voucher (HCV) Housing Assistance Payment (HAP) revenues exceeded the budget due to HUD-held reserves requests.

**B. Expense**

Total YTD actual operating expenses of \$70,967,619 exceeded the total YTD budget expenses of \$62,980,150 by \$7,987,469 or 13%.

- Total HCV rents and utility reimbursements were higher than budgeted due primarily to the HUD-implemented initiative, Small Area Fair Market Rents (SAFMRs). County Housing is required to pay market-rate rents in the applicable zip code areas. Additionally, County Housing abides by its “Hold Harmless Policy” to pay higher rents to keep tenants stable in their current housing when the market-rate rent payment decreases for the landlord.
- Total occupancy expenses exceeded the budget by \$271,951 due primarily to higher utilities costs and contract costs related to occupancy alignment.

**C. Net Income**

The total net operating income is \$1,033,504 before depreciation of \$244,467, resulting in a bottom-line of \$789,037.

**D. Cash**

- As of October 31, 2025, the adjusted cash balance in the USB Agency Disbursing operating bank account was \$58,753 of which \$251,583 is restricted. However, a payroll transfer of \$128,232 and Management Fees, Bookkeeping fees, Asset Management Fees, and Shared Cost transfer for October totaling \$160,452 were in process. The aggregate cash transfers of \$288,684 is a timing issue and increased the unrestricted funds in early November 2025.
- As of October 31, 2025, the adjusted cash balance in the HCV operating bank account was \$2,796,313. The total HAP and admin fees received were \$6,934,050. The total HAP expenses were \$6,616,622.

**III. Attachments**

**A. Budgeted Income Statement**

**B. Cash Report**

Housing Authority of St. Louis County  
 Budgeted Income Statement  
 SUMMARY - ALL  
 As of October 31, 2025

	Entity Wide			COCC			AMP's			HCV - ALL			BA			
	YTD Actual	YTD Budget	Variance	YTD Actual	YTD Budget	Variance	YTD Actual	YTD Budget	Variance	YTD Actual	YTD Budget	Variance	YTD Actual	YTD Budget	Variance	
<b>OPERATING ITEMS</b>																
4099-00-940	Total Voucher Grants	67,341,614	58,778,025	8,563,589	-	-	-	-	-	-	67,341,614	58,778,025	8,563,589	-	-	-
4199-00-940	Total Operating Subsidy	979,184	1,054,208	(75,024)	-	-	-	979,184	1,054,208	(75,024)	-	-	-	-	-	-
4299-00-940	Total Capital Grants	583,966	478,158	105,808	-	-	-	583,966	478,158	105,808	-	-	-	-	-	-
4399-00-940	Total Tenant Charges	769,144	808,333	(39,189)	-	-	-	753,893	808,333	(54,440)	2,368	-	2,368	12,883	-	12,883
4499-00-940	Total Fraud Recovery	22,331	-	22,331	-	-	-	-	-	-	22,331	-	22,331	-	-	-
4599-00-250	Total Investment Income	110,284	162,708	(52,424)	1,117	2,500	(1,383)	186	250	(64)	3,224	43,292	(40,067)	105,757	116,667	(10,910)
4699-00-950	Total Miscellaneous Other Income	631,212	237,500	393,712	78,798	84,167	(5,369)	19,800	-	19,800	73,752	49,167	24,585	458,862	104,167	354,696
4997-00-950	Total Internal Income	1,563,387	1,953,083	(389,696)	1,563,387	1,953,083	(389,696)	-	-	-	-	-	-	-	-	-
	<b>Total Income</b>	<b>72,001,123</b>	<b>63,472,016</b>	<b>8,529,107</b>	<b>1,643,302</b>	<b>2,039,750</b>	<b>(396,448)</b>	<b>2,337,029</b>	<b>2,340,949</b>	<b>(3,920)</b>	<b>67,443,290</b>	<b>58,870,483</b>	<b>8,572,806</b>	<b>577,503</b>	<b>220,833</b>	<b>356,669</b>
5999-00-940	Total Rents and Utility Reimbursements	61,495,608	53,548,333	7,947,275	-	-	-	41,400	35,833	5,567	61,454,208	53,512,500	7,941,708	-	-	-
6299-00-940	Total Salaries	3,673,167	3,817,412	(144,244)	944,892	1,057,581	(112,689)	508,357	528,379	(20,023)	2,092,021	2,150,386	(58,365)	127,898	81,066	46,832
6599-00-940	Total Benefits and Taxes	1,036,319	963,697	72,622	223,221	253,600	(30,379)	165,954	134,009	31,945	617,764	560,111	57,653	29,380	15,977	13,403
6699-00-940	Total Other Employee Costs	1,077	-	1,077	1,077	-	1,077	-	-	-	-	-	-	-	-	-
6799-00-940	Total Training, Seminars, Conferences	26,884	75,917	(49,032)	18,700	41,750	(23,050)	1,085	5,833	(4,749)	6,149	28,333	(22,184)	950	-	950
	<b>Total Admin Expenses</b>	<b>66,233,056</b>	<b>58,405,359</b>	<b>7,827,698</b>	<b>1,187,891</b>	<b>1,352,931</b>	<b>(165,040)</b>	<b>716,795</b>	<b>704,055</b>	<b>12,740</b>	<b>64,170,142</b>	<b>56,251,330</b>	<b>7,918,812</b>	<b>158,229</b>	<b>97,043</b>	<b>61,186</b>
7099-00-950	Total Utilities	386,016	296,250	89,766	42,663	37,500	5,163	336,119	258,750	77,370	-	-	-	7,233	-	7,233
7199-00-950	Total Materials	179,540	125,834	53,707	2,769	7,083	(4,314)	176,643	118,750	57,893	-	-	-	128	-	128
7299-00-950	Total Contract Costs	599,155	385,666	213,488	72,513	52,083	20,430	483,322	328,583	154,739	-	5,000	(5,000)	43,320	-	43,320
7399-00-950	Total Tenant Services Expense	6,776	57,542	(50,766)	-	-	-	641	7,917	(7,275)	6,135	49,625	(43,490)	-	-	-
7499-00-950	Total Other Maintenance Expenses	25,509	8,917	16,592	1,380	2,750	(1,370)	22,860	6,167	16,693	1,269	-	1,269	-	-	-
7599-00-950	Total Outside Services	1,836	-	1,836	296	-	296	237	-	237	1,106	-	1,106	197	-	197
7699-00-950	Total Other Occupancy Expenses	89,244	141,916	(52,673)	9,931	21,667	(11,736)	49,024	59,167	(10,143)	27,806	55,250	(27,444)	2,483	5,833	(3,351)
	<b>Total Occupancy Expenses</b>	<b>1,288,075</b>	<b>1,016,125</b>	<b>271,951</b>	<b>129,552</b>	<b>121,083</b>	<b>8,469</b>	<b>1,068,846</b>	<b>779,333</b>	<b>289,514</b>	<b>36,316</b>	<b>109,875</b>	<b>(73,559)</b>	<b>53,361</b>	<b>5,833</b>	<b>47,527</b>
8099-00-950	Total Insurance	409,659	330,000	79,659	89,778	75,000	14,778	259,006	225,833	33,173	55,133	26,667	28,466	5,742	2,500	3,242
8199-00-950	Total Outside Services	298,068	330,000	(31,932)	72,259	104,167	(31,908)	29,565	60,000	(30,435)	145,346	132,500	12,846	50,898	33,333	17,565
8299-00-950	Total Professional Fees	270,623	253,417	17,207	140,353	175,000	(34,647)	31,580	34,167	(2,586)	79,680	34,250	45,430	19,009	10,000	9,009
8399-00-950	Total Other Fees	161,173	158,250	2,924	76,818	51,250	25,568	3,031	2,417	614	81,310	104,583	(23,273)	14	-	14
8499-00-950	Total Telephone and Technology	409,011	371,917	37,094	70,551	83,750	(13,199)	38,986	33,750	5,236	287,711	242,333	45,378	11,763	12,083	(321)
8599-00-950	Total Other Administrative Expenses	332,690	165,000	167,690	140,005	74,167	65,838	18,465	33,500	(15,036)	77,971	50,417	27,554	96,250	6,917	89,333
8996-00-950	Total Internal Charges	1,565,262	1,950,083	(384,821)	-	-	-	206,033	358,417	(152,384)	1,357,355	1,591,667	(234,312)	1,875	-	1,875
	<b>Total Other General Expenses</b>	<b>3,446,487</b>	<b>3,558,667</b>	<b>(112,179)</b>	<b>589,765</b>	<b>563,333</b>	<b>26,431</b>	<b>586,666</b>	<b>748,084</b>	<b>(161,418)</b>	<b>2,084,506</b>	<b>2,182,416</b>	<b>(97,910)</b>	<b>185,550</b>	<b>64,833</b>	<b>120,717</b>
	<b>Total Expenses</b>	<b>70,967,619</b>	<b>62,980,150</b>	<b>7,987,469</b>	<b>1,907,208</b>	<b>2,037,347</b>	<b>(130,140)</b>	<b>2,372,307</b>	<b>2,231,472</b>	<b>140,835</b>	<b>66,290,964</b>	<b>58,543,621</b>	<b>7,747,343</b>	<b>397,140</b>	<b>167,709</b>	<b>229,430</b>
	<b>Total Operating Income (Loss)</b>	<b>1,033,504</b>	<b>491,866</b>	<b>541,638</b>	<b>(263,906)</b>	<b>2,403</b>	<b>(266,309)</b>	<b>(35,278)</b>	<b>109,477</b>	<b>(144,756)</b>	<b>1,152,326</b>	<b>326,862</b>	<b>825,464</b>	<b>180,363</b>	<b>53,124</b>	<b>127,239</b>
<b>NON-OPERATING ITEMS</b>																
9099-00-930	Investment Gain/ Loss on Treasury Strips	-	-	-	-	-	0	-	-	0	-	-	-	-	-	-
	Total Depreciation Expense	(244,468)	(230,776)	(13,692)	(9,305)	(9,305)	0	(193,558)	(178,200)	(15,358)	-	(1,667)	1,667	(41,605)	(41,604)	(1)
	<b>Total Non- Operating Items</b>	<b>(244,468)</b>	<b>(230,776)</b>	<b>(13,692)</b>	<b>(9,305)</b>	<b>(9,305)</b>	<b>0</b>	<b>(193,558)</b>	<b>(178,200)</b>	<b>(15,358)</b>	<b>-</b>	<b>(1,667)</b>	<b>1,667</b>	<b>(41,605)</b>	<b>(41,604)</b>	<b>(1)</b>
	<b>Net Income (Loss)</b>	<b>789,037</b>	<b>261,090</b>	<b>527,947</b>	<b>(273,211)</b>	<b>(6,902)</b>	<b>(266,309)</b>	<b>(228,836)</b>	<b>(68,723)</b>	<b>(160,114)</b>	<b>1,152,326</b>	<b>325,195</b>	<b>827,130</b>	<b>138,758</b>	<b>11,520</b>	<b>127,239</b>

**County Housing  
Cash Report  
October 2025**

**USB Agency Disbursing**

<b>BEGINNING BANK CASH BALANCE 10/1/2025</b>	<b>\$ 392,467</b>
<b>ADD:</b>	
Tenant Rent	
CFP	
FSS Deposits	\$ -
Other Deposits	\$ 282,267
HAP Income	\$ -
Operating Subsidy / Admin Fee	\$ 125,740
Interest	\$ 37
Transfer	\$ 414,050
Treasury Strips	
<b>TOTAL DEPOSITS</b>	<b>\$ 822,095</b>
<b>LESS:</b>	
Other Transfers	\$ (343,747)
Checks	\$ (50,889)
Payroll/Payroll Benefits Payment	\$ (645,910)
HAP payments	\$ -
Withdraws/Other Deductions	\$ (89,608)
Operating Subsidy Out	
Treasury Strips	
<b>TOTAL PAYMENTS</b>	<b>\$ (1,130,154)</b>
<b>ENDING BANK CASH BALANCE 10/31/2025</b>	<b>\$ 84,408</b>
<b>Ending Bank Balance 10/31/2025</b>	<b>\$ 84,408</b>
Outstanding Checks	\$ (29,518)
Deposits in Transit	\$ 990
Other Items	\$ 2,873
<b>Adjusted Bank Balance 10/31/2025</b>	<b>\$ 58,753</b>
Unrestricted Cash	\$ (192,830)
Restricted Cash - April HAP and Admin	\$ -
Security Deposit Cash	\$ -
Restricted Cash	\$ 251,583
	<b>\$ 58,753</b>



## MEMORANDUM

**To:** County Housing Board of Commissioners

**Through:** Shannon Koenig, Executive Director and CEO

**From:** Kawanna Tate, Director, Housing Administration

**Date:** January 13, 2026

**Subject:** *Public Housing Performance*

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At our last meeting, we discussed our performance projections using the Public Housing Assessment System or the PHAS framework. Today, I will cover our current projections and other programmatic updates.

**I. PASS – projected 34/40 points**

The purpose of PASS is to determine whether public housing units are decent, safe, sanitary and in good repair, and to determine the level to which the PHA is maintaining its public housing in accordance with housing condition standards.

**A. Maintenance Activity**

The maintenance team completed 86 work orders from November through December and rehabilitated 24 vacant units at Highview, Fee Fee Manor, and Villa Lago. Twenty-seven additional rehabilitations are in progress.

**II. MASS – projected 10/25 points**

The purpose of the management operations indicator is to assess the AMP's and PHA's management operations capabilities.

Sub-Indicator	Performance	Points
Occupancy	94.56	8/16
Accounts Payable Ratio	.151	2/4
Tenant Accounts Receivable	.376	0/5
<b>Projected Points</b>		<b>10</b>

Our occupancy score has decreased due to several factors.

- HUD's unit offline process: HUD has recently adjusted the way units can be taken offline, which has impacted our numbers.
- Vacancies from tenant turnover: We've had several evictions, along with tenants choosing to vacate before the eviction process was completed, leaving multiple units unoccupied.

- Occupancy alignment moves: A few additional units will also become vacant as tenants relocate due to occupancy alignment requirements.

**III. FASS – projected 25 points**

The purpose of the financial condition indicator is to measure the financial condition of each public housing project. The reporting period is through October 31, 2025.

Housing Authority	QR	MENAR	DSCR	Projected Points
County	11.58/12	8.99/11	2/2	<b>22.57</b>

**IV. CFP - 10/10 projected points**

The purpose of the Capital Fund program assessment is to identify how long it takes a PHA to obligate the funds provided to it from the Capital Fund program.

**A. Capital Grant Fund Progress**

Grant Year	Amount	Obligated	Expended	Deadline to expend
2019	\$1,120,718	100%	100%	4/15/25
2020	\$1,650,401	99%	46%	3/25/26
2021	\$1,726,055	100%	100%	2/22/25
2022	\$1,732,441	90%	35%	5/11/26
2023	\$1,741,259	100%	35%	2/16/27
2024	\$1,614,796	35%	35%	5/5/28

**V. Projected Overall PHAS Score**

PASS – 34/40 points  
 MASS – 10/25 points  
 FASS – 22.57/25 points  
 CFP – 10/10 points

**Total 76.57**

**Standard Performer**

**VI. Occupancy Alignment**

**A. January** – Two County Housing residents are downsizing from a three-bedroom unit to a one-bedroom unit. One County Housing family will be upsizing from a three-bedroom unit to a four-bedroom unit. One family from another Housing Authority will be downsized from a two-bedroom unit to a one-bedroom unit.

**B. February** – One County Housing resident will be downsizing from a two-bedroom unit to a one-bedroom unit. One family from another Housing Authority will be downsizing from a three-bedroom unit to a one-bedroom unit.



## MEMORANDUM

**To:** County Housing Board of Commissioners

**Through:** Shannon Koenig, Executive Director and CEO

**From:** Nicole Alexander, Director, Housing Choice Voucher Program

**Date:** January 13, 2026

**Subject:** *Housing Choice Voucher Program Updates*

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This memo provides updates on County Housing's tenant protection vouchers, project-based vouchers, and the Section Eight Management Assessment Program (SEMAP).

### **I. Tenant Protection Vouchers**

When a private property owner decides to end their HUD-subsidized contract and return units to market-rate rent, HUD works with the local housing authority to protect affected residents. HUD offers additional vouchers and funding so families do not lose their housing assistance.

In 2025, HUD offered County Housing two projects under this program, both of which we accepted.

#### **A. Douglas Manor, Webster Groves**

County Housing assisted 40 senior residents living at Douglas Manor, a senior apartment complex in Webster Groves. Due to ongoing poor housing conditions, HUD ended its contract with the property owner effective March 31, 2025. To prevent residents from becoming homeless, County Housing accepted HUD's request to provide housing vouchers.

Throughout the spring and summer, County Housing's Housing Choice Voucher (HCV) Intake Team worked closely with residents, along with HUD's relocation partner, the Leumas Group. Together, the teams helped residents find new homes, provided security deposit assistance, arranged transportation for apartment searches, and offered other support as needed.

As of December 19, 2025, the project was officially closed. All but one resident successfully relocated. That remaining resident continues to receive a voucher through County Housing, although assistance from the Leumas Group has ended.

#### **B. Soulard In-Fill, St. Louis**

In fall 2025, HUD notified County Housing that the subsidy contract for the Soulard In-Fill Apartments was set to expire. HUD asked County Housing to take on 33

additional Housing Choice Vouchers so residents would not lose their rental assistance.

On December 11, 2025, the HCV Intake Team conducted an onsite visit to begin determining eligibility for affected households. Staff met with 31 of the 33 families. Vouchers were expected to be issued beginning January 1, 2026. County Housing worked ahead of the issuance date to complete eligibility reviews and avoid any gaps in assistance.

Property owners are encouraging residents to stay in their current units and use their vouchers there. The property is well maintained, and residents appear satisfied. While families are free to use their vouchers elsewhere if they choose, remaining in place offers added stability.

County Housing will continue working with all 33 households until each family has successfully used its voucher, either at the current property or in a new unit.

## **II. Project Based Voucher Program**

The Project Based Voucher (PBV) Program is a newer initiative for County Housing. Administration of this program began in 2024 with the Wellington Family Homes project. Since then, County Housing has expanded the program to help preserve existing affordable housing and support new affordable developments.

### **A. Wellington Family Homes**

The Wellington Family Homes Project consists of 186 units. Over the past two years, these units were redeveloped and gradually occupied. County Housing works closely with the owners and property managers to manage the waiting list, determine applicant eligibility, conduct inspections, complete annual income reviews, and refer qualified applicants to property management as needed.

The project completed its initial lease-up in October 2025. All 186 units are now occupied by low-income families at affordable rents.

### **B. Stratford Commons**

In 2025, Stratford Commons was approved for 28 project-based vouchers, and program setup began in the fall. County Housing opened the waiting list in November 2025 and has already received more than 165 applications. The waiting list is limited to applicants whose household size matches the available two-, three- and four-bedroom units.

Because County Housing owns the property, it is required to contract with an independent inspection company. Following a competitive process, Inspective LLC was selected. Inspections for the 28 units are scheduled for mid-January. Once inspection reports are received, County Housing will begin selecting applicants from the waiting list and referring them to the property manager.

**III. SEMAP Updates**

Public Housing Agencies are required to submit an annual SEMAP certification to HUD by February 28, 2026. County Housing is currently expected to receive a **High Performer** rating for 2025.

Most required audits have been completed. A small number of files are still being finalized and will be audited in January. Once those audits are complete, County Housing will request an electronic vote from the Board of Commissioners.

The SEMAP certification and a summary of the submission will be shared electronically for Board review and approval. After approval, the certification will be signed by the Executive Director and the Board Chair and submitted to HUD.



## MEMORANDUM

**To:** County Housing Board of Commissioners

**Through:** Shannon Koenig, Executive Director and CEO

**From:** Kurt Schulte, Real Estate Development Officer

**Date:** January 13, 2026

**Subject:** *Development Report*

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This memo provides an overview of current development activities as well as future development plans.

**I. Recommendation**

No Board action is required.

**II. Discussion**

**A. Arbor Hill Apartments Redevelopment**

- i. County Housing has submitted Firm Commitment and is moving forward with closing process.
- ii. Proformas are being continuously updated.
- iii. County Housing is examining temporary off-site replacement units for residents.
- iv. Working with HUD on RAD conversion.

**B. Future Development Plans**

County Housing 9% applications to MHDC were not funded. Staff are currently working on identifying gap financing to submit projects under non-competitive funding rounds.



## MEMORANDUM

**To:** County Housing Board of Commissioners

**Through:** Shannon Koenig, Executive Director and CEO

**From:** Kurt Schulte, Real Estate Development Officer

**Date:** January 13, 2026

**Subject:** *Tax Exempt Bond Application – Arbor Hill Apartment, Resolution No. 1460*

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This memo provides a recommendation and background information regarding a proposed bond issuance for Arbor Hill Apartments. Funds would be used for a portion of the reconstruction of 68 dwelling units in Maryland Heights, Missouri.

**I. Recommendation**

Staff recommend the Board approve the financing and authorize the Executive Director to deliver a request to the Industrial Development Authority of St. Louis County of St. Louis, Missouri (“IDA”) to issue tax-exempt bonds in a principal amount of up to \$20,000,000 to finance a portion of the cost and acquisition of the proposed rehabilitation of the project.

**II. Background**

**A. Cooperation Agreement with the IDA**

There is presently a Cooperation Agreement in place between County Housing and the IDA for the issuance of tax-exempt bond applications.

**B. Bond Application Process**

County Housing, in partnership with the IDA, can facilitate new issuances of tax-exempt bond applications for the development of multi-family housing in the County. Applications must meet all local building codes and comply with the St. Louis County Office of Community Development’s consolidated plan, among other criteria.

**III. Arbor Hill Apartments Application**

**A. Proposal Overview**

County Housing owns and operates 70 units of public housing at the Arbor Hill development in Maryland Heights. Built in the 1950s or 1960s, the property suffers from economic and functional obsolescence. To ensure the long-term viability of the site, County Housing has secured federal and state Low-Income Housing Tax

Credits (LIHTCs) from the Missouri Housing Development Commission (MHDC) to support redevelopment. County Housing is converting the property under HUD's Rental Assistance Demonstration (RAD) Program and has amended its PHA Plan accordingly. Development will occur through its nonprofit affiliate, Arbor Hill Paradigm, Inc. The project will replace the existing buildings with modern housing that better meets current market demands.

Despite significant investment in maintenance, the original design and construction standards continue to limit the property's functionality. Inefficient site design and outdated building layouts fail to meet the needs of today's residents. Units are undersized, and the electrical and plumbing systems will soon require replacement. County Housing evaluated the buildings alongside market and financial projections and determined that demolition and new construction represent the only feasible long-term solution.

As traditional funding sources for public housing authorities continue to decline, many agencies have turned to LIHTC financing. County Housing has successfully used this approach to redevelop several properties and considers it the most viable strategy for ensuring Arbor Hill's long-term sustainability.

County Housing and its development team designed a modern site plan with an efficient building layout. The project will feature upgraded exteriors with masonry, fiber-cement siding, and enhanced landscaping. Interior unit designs will include larger living spaces and energy-efficient appliances. The development will incorporate green features and meet current green-building standards. Units will also improve accessibility and comply with MHDC ADA requirements.

The project includes a new community building with exercise facilities, a library, gathering areas, offices, and computer stations with internet access. Residents will also have access to a community garden for growing fruits and vegetables, as well as a nearby playground.

The total development cost is approximately \$27 million. Funding sources include LIHTC equity, MHDC and local HOME funds, HOME-ARP, PHA Capital Funds, and a HUD-insured first mortgage.

County Housing evaluated the project's economic impact using a tool developed by the National Association of Home Builders. Construction activity will generate more than \$8 million in economic benefits and support over 50 jobs. Post-construction spending will produce an annual induced economic impact exceeding \$4.3 million and support an additional 27 jobs.

A study by the Center for Outcomes Research and Education (CORE), sponsored by Enterprise Community Partners, found that access to affordable housing reduced Medicaid health care expenditures by 12 percent. The study attributed these savings to more efficient use of health services, including an 18 percent reduction in emergency department visits and a 20 percent increase in primary care utilization. These savings occurred without compromising access to or quality of care.

On average, individuals' Medicaid expenditures declined by \$48 per month after moving into affordable housing, with seniors experiencing the greatest reduction at \$84 per month. Applied to a family of four, this equates to \$192 in monthly savings per household. Assuming an average household size of four, the planned development could generate estimated health care savings of approximately \$12,672 per month, or \$152,064 annually.

**B. Required Application Attachments**

Enclosed is a copy of the application with the required attachments:

- i. Brief narrative of the proposed development
- ii. Construction cost estimates

## **Introduction**

The Housing Authority of St. Louis County (“County Housing”) owns and operates 70 public housing units at the Arbor Hill development in Maryland Heights. Built in the 1950s–1960s, the property now suffers from significant economic and functional obsolescence. To secure the site’s long-term viability, County Housing has obtained an allocation of Low-Income Housing Tax Credits (LIHTCs) from the Missouri Housing Development Commission (MHDC) and is converting the property under HUD’s Rental Assistance Demonstration (RAD) Program. County Housing has amended its PHA Plan to support this conversion and will develop the project through its nonprofit affiliate, Arbor Hill Paradigm, Inc.

The proposed redevelopment will demolish the existing buildings and replace them with modern, family-oriented housing that reflects current market expectations. The City of Maryland Heights is actively planning for the future of the High Ridge Heights area, and a comprehensive redevelopment of Arbor Hill directly complements those efforts. The City views the project as a critical component of broader neighborhood revitalization.

## **Development Characteristics**

County Housing has invested heavily in maintaining Arbor Hill, yet the original design standards limit the property’s functionality and long-term sustainability. Inefficient site planning, outdated building layouts, undersized units, and aging electrical and plumbing systems no longer meet the needs of today’s families. After evaluating the physical condition of the buildings alongside market and financial projections, County Housing determined that demolition and new construction represent the only feasible long-term solution.

As traditional public housing funding has declined, County Housing has successfully leveraged LIHTC financing to redevelop multiple properties. This proven strategy offers the most viable path to preserving and enhancing Arbor Hill for future generations. The redevelopment will combine federal and state LIHTC equity with other sources, including HOME and HOME-ARP funds and a private first mortgage. RAD conversion will further strengthen the capital stack and support long-term operations.

County Housing and its development team designed a modern site plan that improves efficiency, accessibility, and livability. The project will feature upgraded exteriors with masonry, fiber-cement siding, and enhanced landscaping. Interior layouts will offer larger living spaces, energy-efficient appliances, and accessible designs that meet MHDC ADA standards. Green building elements will reduce operating costs and utility expenses for residents.

This approach mirrors County Housing’s recent Windfall Trace redevelopment, which replaced a similarly obsolete property with high-quality housing now regarded as a community asset. The new Arbor Hill will include units prewired for cable and internet, with site-wide Wi-Fi under consideration. In compliance with HUD’s Broadband Rule, internet access will remain low-cost or included in rent. Local programs already provide service for as little as \$11 per month, and nonprofit partners offer affordable computers.

The project will also include a new community building with fitness space, a library, gathering areas, offices, and computer stations with internet access. Additional amenities will include a community garden and a nearby playground.

County Housing's mission centers on providing high-quality affordable housing in areas of opportunity. Market analysis shows a strong demand for family-sized units in high-performing school districts. Arbor Hill lies within the Pattonville School District, one of the strongest districts in St. Louis County. Demand for three- and four-bedroom units significantly exceeds supply, and the redevelopment plan directly responds to this need.

### **Market Characteristics**

The proposed unit mix includes 20 two-bedroom, 34 three-bedroom, and 14 four-bedroom units. All units will receive project-based vouchers under RAD, with rents of \$850, \$1,050, and \$1,250—providing a strong market advantage. A capture rate of 1.0% confirms robust demand, and no other LIHTC developments exist within three miles of the site.

Arbor Hill's location offers exceptional access for families. Public transit lies 0.2 miles away. The neighborhood elementary and middle schools sit within 0.4 miles, and Pattonville High School is 3.7 miles away. Retail, dining, banking, and recreation are within 0.7 miles, while Vago Park is just over a half mile north. Clinics, pharmacies, and a hospital are located within three miles. Residents will also benefit from proximity to the new Maryland Heights Community Center.

The site sits near major transportation corridors, providing access to multiple regional employment centers. Within four miles there are seven major employers, including SSM Health, Schnucks, Edward Jones, Monsanto, Arch Coal, and Sigma-Aldrich. Clayton and Downtown St. Louis are seven and 13 miles away, respectively. Maryland Heights itself serves as a major employment hub with strong representation in technology, manufacturing, and service industries. The ongoing redevelopment of The Crossings at Northwest continues to generate new jobs.

Maryland Heights has consistently outperformed regional and state unemployment rates, including during the most recent recession. Current unemployment remains below four percent.

The redevelopment will deliver larger, family-sized units than currently exist on site, with generous floor plans: 948 square feet (2-BR), 1,188 square feet (3-BR), and 1,308 square feet (4-BR). Energy-efficient construction will reduce utility costs, while RAD ensures resident rent contributions remain stable. Market studies indicate strong demand for these units, which will fill a critical gap in the local housing supply.

Residents will also have access to County Housing's robust referral network. County Housing is active discussions with community partners and Horizon Housing Foundation to provide on-site case management and supportive services, including life skills training, utility assistance, health program enrollment, healthy homes education, financial literacy, and employment coaching.

### **Development Team**

#### **Housing Authority of St. Louis County**

County Housing brings extensive development experience, including conventional public housing, more than 1,100 LIHTC units, and numerous affordable housing projects of varying scale. Recent LIHTC developments include Stratford Manor, Laurel Park, and Windfall Trace Phases I and II. Arbor Hill will be developed through its nonprofit affiliate, Arbor Hill Paradigm, Inc.

### **E.M. Harris Construction**

Founded more than 30 years ago, E.M. Harris has completed over 150 projects ranging from \$2 million to \$30 million. As a leading LIHTC contractor, the firm maintains a strong track record with MHDC and a successful working relationship with County Housing.

### **St. Louis Design Alliance**

Established in 1977, St. Louis Design Alliance is a regional leader in residential and commercial design, licensed in over 14 states. The firm brings deep experience in LIHTC developments, modern and traditional architecture, and historic rehabilitation.

### **Feasibility**

Total development costs fall below HUD 221(d)(3) cost limits. Financing includes LIHTC equity, deferred developer fees, project income, and other public and private sources. While larger units increase construction costs, the development team has maintained cost discipline while delivering high-quality housing.

The City of Maryland Heights strongly supports the project. The proposed use complies with local zoning, and the City has recommended rezoning the site as a Planned District to allow the project to proceed as designed. The rezoning process is expected to take approximately 90 days. Boston Financial, the project's investor, has participated throughout the planning process and previously partnered with County Housing on two successful developments.

County Housing has also secured \$300,000 HOME and \$500,000 HOME-ARP awards from St. Louis County, contingent on receipt of tax credits.

### **Community Impact**

Arbor Hill sits adjacent to the City's proposed High Ridge Heights Redevelopment Area. The City has discussed expanding the redevelopment boundary to include Arbor Hill and views this project as essential to the success of broader revitalization efforts. Redeveloping Arbor Hill removes a major obstacle to neighborhood investment and allows the City to proceed confidently with its long-term plans.

Maryland Heights supports more than 1,700 businesses and 75,000 jobs, with major employers including Worldwide Technology, Edward Jones, and numerous hospitality and entertainment venues. Continued economic growth depends on retaining a stable workforce with access to affordable housing.

Using a National Association of Home Builders economic impact model, County Housing estimates that construction will generate over \$8 million in economic activity and support more than 50 jobs. Ongoing post-construction spending will generate an additional \$4.3 million annually and support 27 permanent jobs.

Affordable housing also produces measurable public health benefits. A CORE study sponsored by Enterprise Community Partners found that Medicaid expenditures declined by 12 percent for residents after moving into affordable housing, driven by reduced emergency room visits and increased use of primary care. For a family of four, this equates to \$192 in monthly savings. Applied across the development, this translates to approximately \$152,064 in annual health care savings.

The City has demonstrated a strong commitment to economic development through the use of tax abatements, TIF, industrial development bonds, and infrastructure investment. City and County officials have expressed enthusiastic support for the Arbor Hill redevelopment, which aligns directly with adopted policies and long-term economic goals.

### **Narrowing the Digital Divide**

The redevelopment will address digital equity through pre-wired units, potential site-wide Wi-Fi, and free internet access in the community building. HUD-compliant broadband solutions will ensure affordability, with local programs offering service as low as \$11 per month and discounted computers and tablets through nonprofit partners.

### **Conclusion**

Redeveloping Arbor Hill preserves affordable housing in a high-opportunity area where rising land costs would otherwise eliminate this resource. Without intervention, the site risks permanent loss as affordable housing. County Housing remains committed to maintaining a strong presence in this high-performing school district and employment center while delivering safe, modern housing that supports families, strengthens the community, and advances regional economic goals.

VIII. Development Budget

**TOTAL DEVELOPMENT COSTS**

Itemized Cost	Total Development \$	4% Acquisition Adjusted Basis	4% Adjusted Basis	9% Adjusted Basis	Fed Historic Adjusted Basis
1) Site Work	\$2,628,663	N/A	\$2,628,663	\$0	\$0
2) Off-Site Improvement	\$560,000	N/A	N/A	N/A	\$0
3) Building Demolition	\$784,000	N/A	N/A	N/A	\$0
4) Interior Demolition	\$0	N/A	\$0	\$0	\$0
5) New Construction	\$14,917,946	N/A	\$14,917,946	\$0	\$0
6) Rehabilitation	\$0	N/A	\$0	\$0	\$0
7) Accessory Building	\$214,816	N/A	\$214,816	\$0	\$0
8) Bonding	\$143,116	N/A	\$134,116	\$0	\$0
9) Permits	\$175,504	N/A	\$175,504	\$0	\$0
10) General Requirements	\$1,065,890	N/A	\$1,065,890	\$0	\$0
11) Builder's Overhead	\$355,289	N/A	\$355,289	\$0	\$0
12) Builder's Profit	\$1,065,890	N/A	\$1,065,890	\$0	\$0
13) <b>Total Construction Contract Cost (1-12)</b>	<b>\$21,911,114</b>	<b>\$0</b>	<b>\$20,558,114</b>	<b>\$0</b>	<b>\$0</b>
14) Paid by owner-Construction Costs (Describe)					
14a)		N/A			
14b)		N/A			
15) <b>Total Construction Cost (13-14)</b>	<b>\$21,911,114</b>	<b>\$0</b>	<b>\$20,558,114</b>	<b>\$0</b>	<b>\$0</b>
16) Architect & Engineering Fee-Design	\$312,000	N/A	\$312,000		
17) Architect Fee - Supervision	\$22,000	N/A	\$22,000		
18) Soils Report	\$25,000	N/A	\$25,000		
19) Survey	\$20,000	N/A	\$20,000		
20) Engineering	\$65,000	N/A	\$65,000		
21) <b>Total for all Improvements (lines 15-20)</b>	<b>\$22,355,114</b>	<b>\$0</b>	<b>\$21,002,114</b>	<b>\$0</b>	<b>\$0</b>
22) Construction Loan Interest	\$489,350	N/A	\$367,013		
23) Construction Period R.E.Taxes	\$10,000	N/A	\$10,000		
24) Construction Period Insurance	\$105,000	N/A	\$105,000		
25) MHDC Rental Production Application Fee	\$2,000	N/A	N/A	N/A	N/A
26) MHDC Construction Loan Fee		N/A			
27) Other Construction Loan Fee	\$18,150	N/A	\$18,150		
28) MHDC Construction Inspection Fee	\$13,500	N/A	\$13,500		
29) Other Construction Inspection Fee	\$30,250	N/A	\$30,250		
30) MHDC Permanent Financing Fee		N/A	N/A	N/A	N/A
31) Other Permanent Financing Fee	\$62,000	N/A	N/A	N/A	N/A
32) Environmental Study	\$21,000	N/A	\$21,000		
33) Market Study	\$6,500	N/A	\$6,500		
34) Appraisal	\$6,500	N/A	\$6,500		
35) Title Recording & Disbursing (Construction Loan)	\$57,000	N/A	\$57,000		
36) Title Recording & Disbursing (Permanent Loan)	\$21,893	N/A	N/A	N/A	
37) Legal (Construction)	\$60,000	N/A	\$60,000		
38) Legal (Permanent)	\$10,000	N/A	N/A	N/A	
39) Organization (Legal/Fees)	\$10,000	N/A	N/A	N/A	
40) Cost Certification	\$30,000	N/A	\$30,000		
41) Accountant's Fee	\$15,000	N/A	\$15,000		
42) Prepaid MIP (Risk Share only)	\$31,000	N/A	N/A	N/A	
43) Contingency	\$1,295,000	N/A	\$1,295,000		
44) Environmental Abatement		N/A			
45) Historic Credit Fees		N/A			
46) Relocation	\$500,000	N/A	\$500,000		
47) FF & E	\$50,000	N/A	\$50,000		N/A
48) Other:(Describe)		N/A			
49) Other:(Describe)		N/A			
50) Other:(Describe)		N/A			
51) Other:(Describe)		N/A			
52) Other:(Describe)		N/A			
53) <b>Replacement Cost w/o Acq (lines 21-52)</b>	<b>\$25,199,257</b>	<b>\$0</b>	<b>\$23,587,027</b>	<b>\$0</b>	<b>\$0</b>
54) Legal Acquisition & Recording	\$100,000		N/A	N/A	N/A
55) Acquisition Cost of Buildings			N/A	N/A	N/A
56) Other Acquisition Related Costs			N/A	N/A	N/A
57) Land		N/A	N/A	N/A	N/A
58) <b>Acquisition Cost (lines 54-57)</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
59) <b>Total Replacement Cost (lines 53-57)</b>	<b>\$25,299,257</b>	<b>\$0</b>	<b>\$23,587,027</b>	<b>\$0</b>	<b>\$0</b>
60) Consultant's Fee (Before Completion)					
61) Consultant's Fee (At/After Completion)					
62) Developer's Fee (Before Completion)	\$165,679		\$165,679		
63) Developer's Fee (At/After Completion)	\$684,321		\$684,321		
64) Tax Credit Allocation Fee (7%)	\$88,951	N/A	N/A	N/A	N/A
65) Tax Credit Monitoring Fee	\$20,400	N/A	N/A	N/A	N/A
66) AHAP Application & Reservation Fee		N/A	N/A	N/A	N/A
67) Other:(Describe)					
68) Other:(Describe)					

69)	Other:(Describe)						
70)	Other:(Describe)						
71)	Other:(Describe)						
72)	Bond Related Costs (see Tab XII)	\$435,000	N/A	\$0			
73)	Syndication Costs (see Tab IX)	\$50,000	N/A	N/A	N/A	N/A	N/A
74)	Lease-up/Marketing (From FIN-117)	\$40,000	N/A	N/A	N/A	N/A	N/A
75)	Operating Reserve (cash escrow)	\$229,000	N/A	N/A	N/A	N/A	N/A
76)	Replacement Reserve (cash escrow)	\$40,800	N/A	N/A	N/A	N/A	N/A
77)	Other Escrow(s): FHA Working Capital	\$121,000	N/A	N/A	N/A	N/A	N/A
78)	Other Escrow(s): Special Opportunity Area Res	\$25,000	N/A	N/A	N/A	N/A	N/A
79)	Other Escrow(s):		N/A	N/A	N/A	N/A	N/A
80)	Other Escrow(s):		N/A	N/A	N/A	N/A	N/A
81)	Other Escrow(s):		N/A	N/A	N/A	N/A	N/A
82)	<b>Total Development Costs (lines 59-82)</b>	<b>\$27,199,408</b>	<b>\$0</b>	<b>\$24,437,027</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Less federal grants which finance development costs</b>		( N/A )	( N/A )	( )			Eligible Federal Historic Tax Credits
<b>Less federal subsidies which finance development costs</b>		( N/A )	( N/A )	( )			
<b>Less Historic Tax Credit (Residential Portion Only)</b>		( )	( )	( )			
<b>Subtotal Eligible Basis</b>		<b>\$0</b>	<b>\$24,437,027</b>	<b>\$0</b>		<b>\$0</b>	
<b>QCT, DDA or State Designated Increase (30%)</b>		<b>N/A</b>	<b>\$7,331,108</b>	<b>\$0</b>			Eligible State Historic Tax Credits
<b>Total Eligible Basis</b>		<b>\$0</b>	<b>\$31,768,135</b>	<b>\$0</b>			
<b>Multiplied by the Applicable Fraction</b>		<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>			
<b>Total Qualified Basis</b>		<b>\$0</b>	<b>\$31,768,135</b>	<b>\$0</b>		<b>\$0</b>	
<b>Multiplied by the Applicable Percentage</b>		<b>3.16%</b>	<b>4.00%</b>	<b>9.00%</b>			Residential Portion Fed Historic Credits
<b>MAXIMUM ELIGIBLE TAX CREDIT AMOUNT</b>		<b>\$0</b>	<b>\$1,270,725</b>	<b>\$0</b>			
<b>TOTAL ELIGIBLE TAX CREDIT AMOUNT (ACQUISITION CREDITS + 4% CREDITS + 9% CREDITS)</b>				<b>\$1,270,725</b>			

RESOLUTION NO. 1460

REQUESTING THE FINANCING BY THE INDUSTRIAL DEVELOPMENT  
AUTHORITY OF THE COUNTY OF ST. LOUIS, MISSOURI FOR THE  
ACQUISITION AND REHABILITATION OF AN APARTMENT FACILITY  
CONTAINING 60 UNITS

RECITALS:

1. Arbor Hill Apartments has applied to the Housing Authority of St. Louis County, Missouri (the "Authority") to recommend issuance by The Industrial Development Authority of the County of St. Louis, Missouri of tax-exempt revenue bonds in a principal amount not expected to exceed \$20,000,000 to finance a portion of the costs of the acquisition and rehabilitation of an apartment facility containing 68 units known as Arbor Hill Apartments, located at 145 Apple Avenue, Maryland Heights, Missouri (the "Project").

2. At least 100% of the available rental dwelling units in the Project will be rented to persons and families of low and moderate income.

3. The Project will promote the economic welfare and the development of St. Louis County, Missouri, and will be in furtherance of the public purposes set forth in Chapter 349, RSMo.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSIONERS OF THE HOUSING AUTHORITY OF ST. LOUIS COUNTY, MISSOURI, AS FOLLOWS:

**Section 1. Project Approval.** The Authority approves the Project for financing and authorizes and directs the Executive Director of the Authority to execute and deliver to The Industrial Development Authority of the County of St. Louis, Missouri (the "IDA") a request to issue tax exempt revenue bonds in a principal amount not expected to exceed \$20,000,000 to finance a portion of the costs of the acquisition and rehabilitation of the Project. The Executive Director is authorized to deliver a letter of final approval to the IDA provided (i) the bonds are rated at least "AA" or equivalent by a national credit rating service, such as Standard & Poor's Ratings Services, a Standard & Poor's Financial Services LLC business, or Moody's Investors Service, or privately placed, and (ii) final financing documents are in acceptable form as determined by the Executive Director and provide that there shall be no liability on the part of the Authority, the IDA, or St. Louis County with respect to the bonds or their repayment (other than the IDA to the limited extent provided in a trust indenture or other agreement under which the bonds are issued).

**Section 2. Further Authority.** The Authority shall, and the officers, agents and employees of the Authority are hereby authorized and directed to, take such further action, and execute such other documents, certificates and instruments, as may be necessary or desirable to carry out and comply with the intent of this Resolution.

**Section 3. Effective Date.** This Resolution shall take effect immediately upon its adoption.

Approved by the Commissioners of the Housing Authority of St. Louis County, Missouri this 13<sup>th</sup> day of January 2026.

\_\_\_\_\_  
Chair

(SEAL)

Attest:

\_\_\_\_\_  
Secretary



## MEMORANDUM

**To:** County Housing Board of Commissioners

**Through:** Shannon Koenig, Executive Director and CEO

**From:** Terri Acoff-States, Executive Assistant

**Date:** January 13, 2025

**Subject:** *Annual Meeting*

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Per the County Housing Board of Commissioners bylaws, the board is required to hold an annual meeting for the purpose of electing officers, including the positions of Chair and Vice-Chair. Below are the relevant sections of the County Housing Authority bylaws.

### I. **ARTICLE II – OFFICERS**

- A. Section 2. Chair. The Chair presides at all meetings of the Board. Except as otherwise authorized by resolution of the Board, the Executive Director signs all contracts, deeds, and other instruments made by the Authority. At each meeting of the Board, the Executive Director may submit such recommendations and information as they may consider proper about the business, affairs, finances, and policies of the Authority.
- B. Section 3. Vice Chair. The Vice Chair will perform the duties of the Chair in the absence or incapacity of the Chair. In case of the resignation or death of the Chair, the Vice Chair will perform the duties of the Chair until such time as the Board selects a new Chair.
- C. Section 6. Election or Appointment. The Chair and Vice Chair will be elected at the annual meeting of the Board from among the Commissioners and will hold office for one year or until their successors are elected and qualified.

### II. **ARTICLE III – ANNUAL MEETING**

- A. Section 1. Annual Meeting. The annual meeting of the Board will be held concurrently with the regular meeting for the month of January. If no regular meeting is held that month, the annual meeting shall be held concurrently with the next succeeding regular meeting.

### III. **Attachment**

Confidential Voting Ballot

Confidential Voting Ballot

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County Housing Board of Commissioners Annual Meeting

January 13, 2025

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Instructions: Mark only one choice per position. To maintain anonymity, do not add identifying marks on this ballot. Please fold your ballot and place it in the ballot box when finished.

**Election of Chair**

*Please select one candidate for the position of Chair by marking an "X" next to the candidate's name.*

- Candidate 1: Tiffany Charles
  - Candidate 2: Lora Gulley
  - Candidate 3: Joan Kelly Horn
  - Candidate 4: Reverend Gabrielle N.S. Kennedy
  - Candidate 5: David Nehrt-Flores
  - Candidate 6: LaToya Scott
- 

**Election of Vice-Chair**

*Please select one candidate for the position of Vice-Chair by marking an "X" next to the candidate's name.*

- Candidate 1: Tiffany Charles
  - Candidate 2: Lora Gulley
  - Candidate 3: Joan Kelly Horn
  - Candidate 4: Reverend Gabrielle N.S. Kennedy
  - Candidate 5: David Nehrt-Flores
  - Candidate 6: LaToya Scott
-