

# Annual Action Plan

Application For Funding  
For City FY 2019

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2018

CITY OF MANCHESTER PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT



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## Executive Summary

### AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

#### 1. Introduction

As proposed the programs and projects included in this year's Annual Action Plan (FFY 2018 - City FY 2019) are based upon the Priority Needs and Goals identified in the City's Consolidated Plan. Since the development of the City's first Consolidated Plan the annual elements have been consistent with the priorities identified in the Consolidated Plan with little variance in the strategies from year to year. However, over the past several years and more so, the most recent few, the City has undergone steady and significant changes. In response to those changes and input from the community, new Priority Needs and goals were developed in conjunction with the 2015-2019 Consolidated Plan.

A review of HUD's most recent Low and Moderate Summary Income Data indicates that 44.8% of Manchester's households have incomes that are less than 80% of the median income compared to 52.2% in 2013, 47% in 2005 and 43% in 1990. American Community Survey 2012-2016 data indicates that 14.6% of Manchester's population is below poverty level, 12.8% of Manchester's Citizens do not have health insurance coverage and 12.6% of residents above the age of 18 are not high school graduates. The City's demographic makeup has remained diverse requiring the assimilation of many new immigrants into the community. These citizens bring with them new, differing and not insignificant demands upon the local support infrastructure. Coupled with the needs of the existing low income population, the ability of the City to effectively provide the varied services necessary for these community members in need continues to be a challenge.

The Priority Needs and Goals identified in the Consolidated Plan were created as a result of soliciting input from the community. However, the ability of the City to address these needs and achieve the goals has been made more difficult as a result of decreasing resources. Since FY 2005, the City of Manchester has sustained CDBG reductions in excess of 21% which effectively has reduced the public service cap making public services assistance to the increasing low income households and minority populations of Manchester even more difficult.

The City's ability to meet the increased demands of the community while complying with the applicable Community Development Block Grant (CDBG) regulations has been greatly facilitated by the designation of Manchester Community Resource Center (MCRC) as our Community Based Development Organization (CBDO).

The City's NRSA was realigned in 2015 to include the upper quartile of the most impoverished block groups, as indicated by the most recent American Community Survey Census data.

## **2. Summarize the objectives and outcomes identified in the Plan**

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The statutes for HUD's formula grant programs set forth three basic goals against which the Consolidated Plan and the City of Manchester's performance under this plan will be reviewed by HUD. The Consolidated Plan as a result must state how it will pursue these goals for all community development programs, as well as all housing programs. The three objectives are: (1) Decent, Affordable Housing; (2) Suitable Living Environment; and (3) Economic Opportunities. The three outcomes are: (1) Availability/Accessibility, (2) Affordability, and (3) Sustainability.

**In compliance with the above directives, this Consolidated Plan sets for the following priority needs and goals.**

### **Priority Needs**

1. Affordable Housing
2. Provide Fair Housing Counseling and Representation
3. To Provide Emergency Shelter
4. To Provide Outreach to Individuals Living in Streets
5. To Provide Tenant Based Rental Assistance
6. To Provide Transitional Housing
7. To Provide Rapid Re-Housing Opportunities
8. For all applicable Agencies to Use HMIS System
9. To Provide Homeless Prevention Activities
10. Provide Home Ownership Down Payment Assistance
11. Safe and Sanitary Housing
12. Supportive Neighborhood Living Environments
13. To Prevent Youth from Engaging in Crime
14. Youth Counseling, Programming and Supportive Service
15. Provide Elderly Independent Living Support Service
16. Provide Childcare Options for Working Parents
17. Access to Health Care
18. Access to Supportive Services that Target Refugees
19. Provide Support to Abused/Neglected Children
20. Economic Wellbeing for all Manchester Citizens
21. Provide Support to Manchester Businesses
22. Provide Youth and Summer Recreation Programming

23. Safe and Affordable Places for Physical Activity
24. ADA Access to Sidewalks, Streets, etc.
25. To Address Deteriorating Streets, Sidewalks, Etc.
26. Address Deteriorating Conditions in City Buildings
27. Effective Administration of State/Federal Programs
28. To Implement Various Planning Studies
29. To Teach Job Skills Through Classroom & Training

## **Goals**

1. Increase the Number of Affordable Housing Units
2. Equal Access to Affordable Housing Opportunities
3. Address Homelessness Issues
4. Increase Community Supportive Living Environments
5. Increase Manchester High School Graduation Rate
6. Perpetuate the Independent Living of the Elderly
7. Increase Access/Availability to Affordable Childcare
8. Support Health Care Activities for Underinsured
9. Assimilate Refugees Into The Community
10. Decrease the Number of Abused/Neglected Children
11. Increase Manchester Employment Opportunities
12. Increase Recreation Programming for Low/Mod Youth
13. Increase Year Round Access to Recreation Facilities
14. To Create a Universally Accessible City
15. Support the City's Infrastructure System
16. Improve Condition of Buildings Accessed by Public
17. Facilities Efficient Planning/Public Management
18. Prepare Individuals for Gainful Employment

The investment of Entitlement funding plus program income plus unprogrammed funds (CDBG \$2,237,013 HOME \$698,741 & ESG \$150,641) during the upcoming program year will assist 26 agencies and 6 city departments with the implementation of 52 projects. All of these projects are consistent with the Priority Needs and Goals identified in the 2015-2019 Consolidated Plan.

### **3. Evaluation of past performance**

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

Between FY 2018 and FY 2019, the number of requests for assistance increased slightly. The amount of funding requested by non-City organizations increased from \$1,283,547 to \$1,410,467. The significant number and types of projects contained within our 2019 CIP (13 agencies funded by the City and 13 agencies funded by the CBDO) reflects the City's response to their requests. The 2019 CIP also continued the trend of supporting non-capital City Public Service initiatives that were carried out with Entitlement Funds as well, with four City Departments administering Programs funded with CDBG funds.

Planning Staff is happy to report that the City's investment of Entitlement funding will support the majority of Priority Needs and Goals identified in the 2015-2019 Consolidated Plan. With the exception of Goal 14 – To Create a Universally Accessible City and Goal 16 – Improve Condition of Buildings Accessed by Public, all other goals have been represented. Given that the demand for operational support and requests for Public Service initiatives by nonprofits and City Departments still exists, the City will continue to rely upon its CBDO to meet the needs of the community. As proposed, the City will subgrant approximately \$617,750 to MCRC to support activities that are consistent with the CBDO's mission. As a result, a number of sub-grantee agencies (13 estimated) will receive funding to operate programs without impacting the City's 15% Public Service cap. The City continues to view the CBDO / NRSA designation as critical in order to be able to respond to the needs of the Community. However, it is important to note that Planning Staff is mindful that Entitlement funding should be distributed in a manner that best achieves all of the goals and needs that have been identified in the Consolidated Plan.

The City is confident that the HUD 2018 CAPER will demonstrate that all of the needs and goals identified in the 2015-2019 Consolidated Plan will be addressed. This will be achieved as a result of the development of new needs and goals based upon the self-evaluation of past programs and the citizen participation process.

#### **4. Summary of Citizen Participation Process and consultation process**

Summary from citizen participation section of plan.

Summary from citizen participation section of plan.

The City will include mechanisms for citizen participation in the development of each Annual Action Plan, as follows:

- 1) Two public hearings will be held each year to solicit input for the proposed Action Plan and budget and to allow comment on program performance.
- 2) The Director of Planning and Community Development will accept written testimony regarding the Annual Action Plan.
- 3) The Community Improvement Program staff will continue to track citizen complaints/concerns/comments received by the City.

The Department of Planning and Community Development maintains a citizen participation mailing list containing community service, housing and economic development agencies, community leaders, and persons who expressed interest in the City's community development programs or the consolidated planning process. There were approximately 75 agencies and/or persons on the list at the time this citizen participation program was [originally] written. Citizens who contribute comments at public hearings or submit written testimony may be added to the citizen participation mailing list, as will any other persons who express interest in participation. Persons/organizations included in the mailing list will be notified of specific opportunities for further participation in the consolidated planning process.

The City will actively promote opportunities for citizen participation. It will publicize public hearings and opportunities to submit written testimony as follows: (1) letters sent to community leaders and all persons/organizations who have requested to be on the mailing list; (2) a notice in the Union Leader; (3) a press release sent to local media may be sent; and (4) a notice posted on the City's Internet web site at [www.manchesternh.gov](http://www.manchesternh.gov). Public hearings were held at City Hall in the Aldermanic Chambers on January 25, 2018 and April 10, 2018.

The City will encourage participation by low and moderate income persons by including agencies that represent such persons in its mailings and requesting that such agencies help publicize opportunities for participation. All of the opportunities described in section (i) above, are accessible to low and moderate income persons.

The City will work with Manchester Housing and Redevelopment Authority (MHRA) to encourage participation amongst residents of public housing complexes.

In accordance with the City of Manchester's Citizen Participation Plan, a legal notice was published in the Union Leader on April 6th, 2018 announcing the availability of a draft of the HUD FY2018 Annual Action Plan for the City FY2019 for public review. The draft was available for public review during a 30 day comment period from April 9, 2018 at 5:00 p.m. through May 8, 2018. A legal notice was published in the Union Leader on May 29th, 2018 announcing the availability of a revised draft of the HUD FY2018 Annual Action Plan for the City FY2019 public review. The draft was available for public review during a 30 day comment period from May 30, 2018 at 5:00 p.m. through June 28, 2018.

## **5. Summary of public comments**

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

City Staff invited verbal comments and solicited written comments as well. See attached document, "AP-05/AP-12 Summary of Public Hearing Comments."

## **6. Summary of comments or views not accepted and the reasons for not accepting them**

No comments were not accepted.

## **7. Summary**

Contingency Plan - In the event that the City does not receive the anticipated amounts of HUD Entitlement funding (CDBG, HOME and ESG), the City will take the following actions:

1. If funding is reduced, CIP Staff will recommend that all project budgets be reduced in accordance with the percentage of the decreased appropriation. City departments and non-city applicants will be contacted to confirm if projects/programs can still be completed with reduced funding. Excess funding from projects that cannot be implemented as a result of funding reductions will be redistributed equally to all projects. Applicable project/program budgets will be revised and submitted to the Board of Mayor and Alderman for approval.
2. If funding is eliminated, CIP Staff will attempt to identify alternative funding sources. If alternative funding sources are identified, project/program budgets will be revised and submitted to the Board of Mayor and Alderman for approval. If alternative funding sources are not identified, project/programs will not be funded.

**PR-05 Lead & Responsible Agencies – 91.200(b)**

**1. Agency/entity responsible for preparing/administering the Consolidated Plan**

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	MANCHESTER	Planning and Community Development
HOME Administrator	MANCHESTER	Planning and Community Development
ESG Administrator	MANCHESTER	Planning and Community Development

**Table 1 – Responsible Agencies**

**Narrative (optional)**

The Manchester Planning and Community Development Department serves as the lead agency responsible for coordinating the development of the Consolidated Plan. This Department also developed the City’s previous four Consolidated Plans and has a demonstrated ability to bring together local and state agencies for the purpose of identifying resources and bridging gaps in local service programs.

The Planning and Community Development Department monitors the progress of City departments/agencies receiving funding from the Community Development Block Grant, HOME, ESG as well as various other HUD funded programs including but not limited to; Lead Hazard Control Grant Programs. The Planning and Community Development Department’s staff provides technical assistance to social service agencies and the City’s housing providers.

In addition to activities associated with social service activities, Department Staff supports and provides assistance to local organizations seeking to obtain federal, state and local funding for housing opportunities that will enhance the permanent affordable housing inventory in Manchester. It also monitors federal funds distributed to emergency and transitional housing providers and other supportive housing agencies to assure that the allocated funds continue to support the needs of Manchester's homeless population. The Planning and Community

Development Department seeks to assist in the identification of solutions to the problems of Manchester's increasingly diverse population by working in direct partnership with community organizations servicing and advocating for that population.

In 1975 the City of Manchester created the Community Improvement Program (CIP) as a formal mechanism to manage the receipt of various types of federal and state grant programs.

The CIP budget integrates the planning and policy considerations of a capital improvement budget with other community needs. Since its inception, the City, through CIP, has applied for and received several major grants both on an entitlement basis and through various competitive processes.

### **Consolidated Plan Public Contact Information**

The Legal Notice for the 2018 Annual Action Plan for HUD 2018 included the following information:

Copies of the draft 2018 Annual Action Plan will be available for public inspection beginning on April 9, 2018 at the following locations during regular business hours: Planning & Community Development Dept., One City Hall Plaza, Manchester, NH; Manchester City Library, 405 Pine Street, Manchester, Manchester Community Resource Center, 434 Lake Avenue, Manchester.

Available digitally at: <http://www.manchesternh.gov/website/Departments/PlanningandCommDev/CommunityImprovementProgram>

Questions regarding the 2018 Annual Action Plan may be addressed to CIP Coordinator, Todd Fleming in the Planning and Community Development Department at 624-6450.

The public is encouraged to submit comments on the proposed Action Plan until May 10, 2018. Please submit written comments to the City of Manchester Department of Planning and Community Development, One City Hall Plaza, Manchester, NH 03101.

## **AP-10 Consultation – 91.100, 91.200(b), 91.215(I)**

### **1. Introduction**

The Department of Planning and Community Development maintains a mailing list with around 100 agencies/ and or people that are kept updated on funding, collaboration, and other opportunities. The Planning Department is also participates in monthly Manchester Continuum of Care meetings. Manchester Community Resource Center also remains an important collaborator with the City as they are the City's CBDO.

### **Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))**

The Department of Planning and Community Development maintains a citizen participation mailing list containing community service, housing and economic development agencies, community leaders, and persons who expressed interest in the City's community development programs or the consolidated planning process. There were approximately 100 agencies and/or persons including representatives from health, mental health, social service and workforce development agencies on the list at the time this Action Plan was written. Citizens who contribute comments at public hearings or submit written testimony may be added to the citizen participation mailing list, as will any other persons who express interest in participation. The Planning and Community Development Community Improvement Program Staff collaborate with the Manchester Health Department on identifying and addressing health needs of Manchester residents.

The City also collaborates with the Southern NH Planning Commission on various planning and zoning studies such as the regional analysis of Impediments to Fair Housing. Another City partner is the Manchester Housing and Redevelopment Authority (MHRA). MHRA provides valuable input for the City's Consolidated Plan, Action Plan, and CAPER as well as other updates throughout the year. They also develop affordable housing units with City HOME funds that address the needs of the population.

The City strongly encourages partnerships among Social Service agencies to create synergies where appropriate and reducing costs. Specifically, the City will ask individual agencies about their partnerships with similar organizations and take that into account when evaluating projects. The City works closely with the CBDO--Manchester Community Resource Center--during the preparation of the Action Plan and throughout the program year to assess and evaluate social service needs in the City.

### **Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

The City coordinates closely with the Manchester Continuum of Care (MCoC) to address the needs of various homeless populations in the jurisdiction. Prevention/diversion activities are utilized at all MCoC agencies during business hours in alignment with Manchester's coordinated entry work.

### **Chronically homeless individuals and families.**

Since 2015, the amount of permanent supportive housing beds dedicated for Chronically Homeless (CH) in Manchester has stayed around 54 beds. All MCoC organizations funded through HUD's Continuum of Care Notice of Funding Availability ("NOFA") have agreed to prioritize 100% of turnover beds for chronically homeless, up from 90% in 2015. It is important to note that the number of chronically homeless people in Manchester has continued to decline despite the decrease in dedicated beds from 2014 to 2015 (about a 20 bed decrease).

### **Households with dependent children.**

The MCoC's Permanent Housing and Rapid Rehousing are major assets for families. Homeless Prevention includes education, positive landlord relationships, City initiatives around lead poisoning, bedbugs or other infestations, and individualized diversion strategies. Outreach is ongoing with the Manchester School District, Child & Family Services and Office of Youth Services. Families in Transition operates a Manchester Emergency Family Shelter which hosts a Head Start daycare, health clinic, a food pantry with a commercial kitchen, and an intake center. This facility assists homeless families in a targeted manner by assisting them with (re)gaining stable housing. 2-1-1 NH, assessment hubs, and a MCoC collaborative team continues to divert or coordinate services for homeless families.

### **Veterans.**

Manchester's homeless veterans count stayed the same in 2017 as 2016 with 34 veterans. The 2017 Point in Time Count also found one veteran in a Supportive Housing bed. Housing options for homeless veterans include the Harbor Homes BAE Systems Independence Hall (which uses the housing first transitional housing model. Harbor Homes also offers a program through the Department of Veteran Affairs that provides low income veteran households with resources for prevention against homelessness. These resources include case management and subsidies.

### **Unaccompanied Youth.**

Child and Family Services provides runaway, homeless and street youth with a number of youth-specific services including a street outreach program, a transitional housing program, a drop-in center, individual counseling, substance abuse assistance, and additional services as needed. The MCoC works with the City to monitor the success of these services and to identify other services that will work toward ending youth homelessness.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

The Manchester Continuum of Care (MCoC) utilizes monthly general meetings, public comment periods and staff meetings to collaborate with the City and the City's ESG Subrecipients for effective use and evaluation of ESG funding. The MCoC assists ESG Subrecipients with monitoring and performance outcomes of programs funded by ESG within the MCoC's geographic service area. The MCoC's consultation activities include, but are not limited to, the provision of HMIS and other programmatic technical assistance to ESG Subrecipients, the provision of comments regarding the City's ESG projects and activity grant subawards, and the encouragement of a collaborative partnership between the MCoC and the City and ESG Subrecipients.

The MCoC Leadership Committee includes a representative from the City Planning and Community Development Department's Community Improvement Program, which oversees ESG activities, funding, monitoring, and reporting. Additionally, the City has established work groups with MCoC member organizations to develop written standards, performance measurements, and policies and procedures for ESG Subrecipients.

The MCoC Data Collection Committee works closely with all reporting agencies and the City to ensure HMIS data quality, proper usage and following of all HMIS policies and procedures. As part of ongoing technical assistance and monitoring, the City monitors ESG Annual Performance Reviews monthly and shares results with MCoC Data Collection Committee or the General Assembly as needed. The MCoC Data Collection Committee is also spearheading the Coordinated Entry efforts in the City.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities**

**Table 2 – Agencies, groups, organizations who participated**

1	<b>Agency/Group/Organization</b>	YWCA
	<b>Agency/Group/Organization Type</b>	Services-Victims of Domestic Violence Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Homelessness Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency attended and participated in action plan hearing. Agency emphasized emergency shelters being used as transitional housing, with most clients staying over 12 months in the shelter. Consultation will help with guidance towards solutions in limiting the length of emergency shelter stays.
2	<b>Agency/Group/Organization</b>	Holy Cross Family Learning Center
	<b>Agency/Group/Organization Type</b>	Services-Education
	<b>What section of the Plan was addressed by Consultation?</b>	Immigrant and Refugee Services
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency attended and participated in action plan hearing. Agency stressed the importance of funding for the refugee and immigrant community. The City will continue coordination with Holy Cross to help understand the needs of the refugee and immigrant community.
3	<b>Agency/Group/Organization</b>	MANCHESTER COMMUNITY RESOURCE CENTER
	<b>Agency/Group/Organization Type</b>	Services-Employment CBDO
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Public Services needed in the NRSA

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Consultation with the Community Based Development Organization (CBDO) will identify the needs and gaps in social services in the City, and will guide workforce development activities funded by entitlement and other leveraged resources.
4	<b>Agency/Group/Organization</b>	THE WAY HOME
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homelessness Strategy Housing Services
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency attended and participated in the action plan public hearing. Consultation with The Way Home will guide the Homelessness Needs Strategy and the implementation of rapid rehousing and homeless prevention. Additionally, consultation with the agency to determine affordable housing and tenant based rental assistance activities under the Affordable Housing Strategy.
5	<b>Agency/Group/Organization</b>	HELPING HANDS OUTREACH CENTER
	<b>Agency/Group/Organization Type</b>	Services-homeless Services- Drug and Alcohol Recovery
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy Drug and Alcohol Recovery
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency attended and participated in the action plan public hearing. Agency emphasized the importance of emergency shelters, transitional housing, and drug and alcohol counseling. Consultation with Helping Hands will help determine community needs in drug and alcohol recovery as well as the transitional process from homelessness to eventual affordable housing.

6	<b>Agency/Group/Organization</b>	ST JOSEPH COMMUNITY SERVICES
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons
	<b>What section of the Plan was addressed by Consultation?</b>	Services- Elderly Persons
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency attended and participated in the action plan hearing. Agency emphasized the importance of healthy meals for senior citizens as well as promoting independent living for these individuals. Consultation with St. Joseph's will help guide the needs of the aging population of the community.

**Identify any Agency Types not consulted and provide rationale for not consulting**

All agency types were consulted.

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Families in Transitions	<p>The initiatives that are outlined as a part of the City's Emergency Shelter, Transitional Housing and Strategies for the Homeless Strategic Plan are consistent with the goals of the City's 2008 Ten-Year Plan to End Homelessness and the HEARTH Act Performance Measures discussed in a later section. Almost all of the homeless providers that are funded in accordance with this Annual Action Plan are also part of the Manchester Continuum of Care (MCoC) designed to provide timely access to important community based services. Employment training, medical care, mental health and substance abuse counseling, housing and other services facilitate an individual or family's ability to attain and maintain a stable living environment. The goals of the Ten-Year Plan include the following: --Rapidly re-house the homeless-- Prevent people from becoming homeless--Provide adequate employment/educational services--No one sleeps or lives on the streets--Focus on needs of homeless Veterans--Increase access to supportive services--Build public awareness--Maintain a steering committee to serve as community champions for the Ten-Year Plan. The City's past experience and success with ESG Rapid Rehousing programs support a continued emphasis on Rapid Rehousing. This activity is in alignment with the City's 10-Year Plan to End Homelessness and MCoC Goals and meets the National Objective goals of reducing length of time of homelessness. Other Strategy Elements include: --Participate in the MCoC process to access additional available resources to meet the needs of Manchester's Homeless population. --Continue to collaborate with non-profit organizations to support rapid re-housing, relocation, stabilization services and homeless prevention services. --Support organizations that provide ESG-eligible emergency shelter essential services. --Offer street outreach to homeless individuals that do not access services from the traditional shelter setting. --Support agencies in need of training and other support in the HMIS data collection process.</p>

**Table 3 – Other local / regional / federal planning efforts**

**Narrative (optional)**



## **AP-12 Participation – 91.105, 91.200(c)**

### **1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting**

A public hearing for the City's 2019 (HUD FY 2018) Action Plan was held by City Community Improvement Program (CIP) Staff at City Hall, Aldermanic Chambers, One City Hall Plaza, on Thursday, January 25th at 6:30 PM (see attached Legal Notice).

This meeting was held in order to provide City residents an opportunity to comment on the expenditure of the federal fiscal year 2018 HUD monies to be received by the City for expenditure beginning July 2018. These HUD funds may include Community Development Block Grant (CDBG), Home Investment Partnerships (HOME) and Emergency Solutions Grant Program (ESG) Monies.

Manchester Citizens, including public housing residents, public and private agencies, community groups, businesses and other interested parties were invited and encouraged to attend so they could voice their concerns and express their opinions on the priority needs of the community. These hearings also included discussion and citizen comments about the Manchester Continuum of Care (MCoC) and the coordination between the City and the MCoC of funds spent to support homelessness needs and services. The overall discussion topics included housing and homelessness, public infrastructure, environment, neighborhood investment and revitalization, education, public safety, recreation, economic development and social services.

CIP Staff closed the public hearing by describing the general timeline for the budget process. In the spring 2018, the Mayor will draft a budget with potential funding amounts and the Board of Mayor and Aldermen will have an opportunity to recommend revisions to any funding amounts they believe should be different and vote on a final City budget. In accordance with the City's budget process, all Action Plan public hearing participants were encouraged to submit written and oral comments to CIP Staff and Aldermen should they desire to.

**Citizen Participation Outreach**

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Newspaper Ad	Non-targeted/broad community	Public notices were published in the Union Leader announcing the 2 scheduled public hearings (see Legal Notice in AD-26 Citizen Participation Comments Attachment). A legal notice announcing the availability of the draft HUD FY2018 Annual Action Plan for public comment and review was published in the Union Leader.	Staff invited verbal comments and also solicited written comments as well (see attached, "AD-26 Citizen Participation Comments").		

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Internet Outreach	Non-targeted/broad community	Email notices were sent to multiple listservs including the Manchester Continuum of Care, to previously funded agencies and to agencies with a submitted application for City FY2019 funding request. The times, dates and locations were also posted on the City of Manchester website.	Staff invited verbal comments and also solicited written comments as well (see attached, "AD-26 Citizen Participation Comments").		

**Table 4 – Citizen Participation Outreach**



## Expected Resources

### AP-15 Expected Resources – 91.220(c)(1,2)

#### Introduction

In 2015, the City re-evaluated the needs of the community and revised the corresponding priority needs and goals in accordance with the adopted Citizen Participation Plan. This exercise was completed as part of the City’s Consolidated Planning Process to yield a new, updated 5 year plan for HUD funding that accurately addresses those identified needs. The City will be entering into Year 4 of the 5-Year Consolidated Plan beginning July 1, 2018. As a component of this Consolidated Plan, the City’s Annual Action Plan for FY 2018/City FY2019, identifies a proposed listing of projects to directly address the priority needs that have recently been improved with a more current needs assessment.

The City plans to use its annual entitlement funding of CDBG, ESG, and HOME to address these needs and goals over the next 2 years. In addition, many projects are able to leverage other public or private funding sources to supplement the Federal funding. The City will not have the resources to allocate Cash to any projects in the upcoming Fiscal Year. Bonding is a financial instrument that the City tends to use annually for larger scale projects with a longer return on investment.

#### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,833,319	38,000	365,694	2,237,013	189,885	During the budget process each agency submits an application for funding that identifies the leveraged resources that are available for their specific project or agency should federal funding be secured. The leveraged resources are identified in the application and are included as part of this plan for each project identified for funding. Additionally, each Subrecipient Agreement identifies the cumulative cost per unit and the HUD cost per unit. This calculation allows CIP staff to perform a cost benefit analysis based on HUD resources and all additionally leveraged resources for the program.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	675,241	23,500	0	698,741	0	In accordance with the HOME requirements, the City continues to meet and exceed the 25% match commitment for all funds drawn down for affordable housing development. The City submits an annual match report in September as part of the CAPER to document the fulfillment of this requirement. The match requirement is included in both the City's Subrecipient and Developer's Agreements. HOME matching funds come from both non-profit housing developers and non-profit organizations that operate the City's tenant based rental assistance programs. All sources of HOME match are documented in accordance with CPD Notice 97-03.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	150,641	0	0	150,641	0	In accordance with ESG requirements, the City ESG funding assistance to Subrecipients is on a dollar for dollar matching basis. As such, Subrecipients are required to provide the match and will submit to the City documentation of cash contributions or in-kind calculations as match evidence for eligible expenses. Match sources come from various sources including private donations, foundation awards and/or state grant awards.

Table 5 - Expected Resources – Priority Table

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

During the budget process each agency submits an application for funding that identifies the leveraged resources that are available for their specific project or agency should federal funding be secured. The leveraged resources are identified in the application and are included as part of this plan for each project identified for funding. Additionally, each Subrecipient Agreement identifies the cumulative cost per unit and the HUD cost per unit. This calculation allows CIP staff to perform a cost benefit analysis based on HUD resources and all additionally leveraged resources

for the program.

In accordance with the HOME requirements, the City continues to meet and exceed the 25% match commitment for all funds drawn down for affordable housing development. The City submits an annual match report in September as part of the CAPER to document the fulfillment of this requirement. The match requirement is included in both the City's Subrecipient and Developer's Agreements. HOME matching funds come from both non-profit housing developers and non-profit organizations that operate the City's tenant based rental assistance programs. All sources of HOME match are documented in accordance with CPD Notice 97-03.

In accordance with ESG requirements, the City ESG funding assistance to Subrecipients is on a dollar for dollar matching basis. As such, Subrecipients are required to provide the match will submit to the City documentation of cash contributions or in-kind calculations as match evidence for eligible expenses. Match sources come from various sources including private donations, foundation awards and/or state grant awards.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

With the exception of publicly owned park facilities, there is currently one city owned property being used to address the needs that are identified in the HUD FY 2018 Annual Action Plan. The renovated Odd Fellows Hall located at 434 Lake Avenue is a City owned four-story, 20,000 square foot building that is being utilized as a Human Service Center. The building is currently occupied by two non-profit organizations that provide various services that benefit low and moderate-income households.

**Discussion**

Inasmuch as the priorities and needs of the community far outweigh the annual HUD entitlement, not all of the key strategies identified within this Action Plan will be addressed through projects funded with HUD entitlement funding. Rather, some of these strategies and activities will be realized through projects and programs that use a variety of non-HUD resources, including local property tax generated dollars, state funding and other federal funds. Not all of the strategies noted are targeted towards activities that strictly benefit low and moderate income City residents. However, the projects that have been designated to receive funding are intended to address a myriad of needs of the community, these being social and health services, education, recreation, infrastructure, transportation, housing and public safety. While some of these activities are not specifically targeted towards low and moderate-income residents, the resulting impacts from improvements realized will also benefit this segment of Manchester's citizenry. The Annual Action Plan is in effect part and parcel of the City's process for the development of the Community Improvement Program Budget. The HUD funded activities represent one element of the entire Community Improvement Program.

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase the Number of Affordable Housing Units	2015	2019	Affordable Housing	Citywide/CDBG-eligible CT-BG	Affordable Housing	CDBG: \$18,000 HOME: \$602,637	Rental units constructed: 2 Household Housing Unit Rental units rehabilitated: 10 Household Housing Unit
2	Equal Access to Affordable Housing Opportunities	2015	2019	Affordable Housing	Citywide/CDBG-eligible CT-BG	Provide Fair Housing Counseling and Representation	CDBG: \$5,000	Public service activities for Low/Moderate Income Housing Benefit: 30 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Address Homelessness Issues	2015	2019	Homeless	Citywide/CDBG-eligible CT-BG	For All Applicable Agencies To Use HMIS System Provide Outreach to Individuals Living in Streets To Provide Emergency Shelter To Provide Homeless Prevention Activities To Provide Rapid Re-Housing Opportunities To Provide Tenant Based Rental Assistance To Provide Transitional Housing	HOME: \$45,000 ESG: \$139,441	Tenant-based rental assistance / Rapid Rehousing: 16 Households Assisted Homeless Person Overnight Shelter: 376 Persons Assisted Homelessness Prevention: 155 Persons Assisted
4	Increase Community Supportive Living Environments	2015	2019	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Safe and Sanitary Housing Supportive Neighborhood Living Environments To Prevent Youth From Engaging in Crime	CDBG: \$316,645 HOME: \$3,500	Public service activities other than Low/Moderate Income Housing Benefit: 3425 Persons Assisted Buildings Demolished: 1 Buildings Housing Code Enforcement/Foreclosed Property Care: 7600 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Increase Manchester Highschool Graduation Rate	2015	2019	Non-Housing Community Development	Manchester Neighborhood Revitalization Strategy Area Citywide/CDBG-eligible CT-BG	Youth Counseling, Programming & Supportive Service	CDBG: \$403,875	Public service activities other than Low/Moderate Income Housing Benefit: 1935 Persons Assisted
6	Perpetuate the Independent Living of the Elderly	2015	2019	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Provide Elderly Independent Living Support Service	CDBG: \$54,982	Public service activities other than Low/Moderate Income Housing Benefit: 560 Persons Assisted
7	Increase Access/Availability to Afford. Childcare	2015	2019	Non-Housing Community Development	Manchester Neighborhood Revitalization Strategy Area	Provide Childcare Options for Working Parents	CDBG: \$32,982	Public service activities other than Low/Moderate Income Housing Benefit: 100 Persons Assisted
8	Support Health Care Activities for Underinsured	2015	2019	Non-Housing Community Development	Manchester Neighborhood Revitalization Strategy Area	Access to Health Care	CDBG: \$62,982	Public service activities other than Low/Moderate Income Housing Benefit: 700 Persons Assisted
9	Assimilate Refugees Into The Community	2015	2019	Non-Housing Community Development	Manchester Neighborhood Revitalization Strategy Area Citywide/CDBG-eligible CT-BG	Access to Supportive Services That Target Refugees	CDBG: \$25,600	Public service activities other than Low/Moderate Income Housing Benefit: 80 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
10	Decrease the number of Abused/Neglected Children	2015	2019	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Provide Support to Abused/Neglected Children	CDBG: \$47,982	Public service activities other than Low/Moderate Income Housing Benefit: 400 Persons Assisted
11	Increase Manchester Employment Opportunities	2015	2019	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Economic Wellbeing for all Manchester's Citizens Provide Support to Manchester Businesses	CDBG: \$50,000	Jobs created/retained: 10 Jobs
12	Increase Recreation Programming for Low/Mod youth	2015	2019	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Provide Youth with Summer Recreation Programming	CDBG: \$40,000	Public service activities other than Low/Moderate Income Housing Benefit: 200 Persons Assisted
13	Increase Year Round Access to Rec. Facilities	2015	2019	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Safe and Affordable Places for Physical Activity	CDBG: \$195,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 9786 Persons Assisted
14	To Create a Universally Accessible City	2015	2019	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	ADA Access to Sidewalks, Streets and Buildings		Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 0 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
15	Support the City's Infrastructure System	2015	2019	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	To address Deteriorating Streets, Sidewalks, Etc.	CDBG: \$550,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 3535 Persons Assisted
16	Improve Condition of Buildings Accessed By Public	2014	2019	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Address Deteriorating Conditions in City Buildings		Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 0 Persons Assisted
17	Facilitate Efficient Planning/Public Management	2015	2019	Planning and Administration	Citywide/CDBG-eligible CT-BG	Effective Administration of State/Federal Programs To Implement Various Planning Studies	CDBG: \$315,500 HOME: \$47,604 ESG: \$11,200	Other: 110378 Other
18	Prepare Individuals for Gainful Employment	2015	2019	Non-Housing Community Development	Manchester Neighborhood Revitalization Strategy Area Citywide/CDBG-eligible CT-BG	To Teach Job Skills Through Classroom & Training	CDBG: \$118,464	Public service activities other than Low/Moderate Income Housing Benefit: 385 Persons Assisted

**Table 6 – Goals Summary**

**Goal Descriptions**

1	<b>Goal Name</b>	Increase the Number of Affordable Housing Units
	<b>Goal Description</b>	Increase the number of quality affordable housing opportunities in the City and insure that they are available to all of Manchester's residents. Initiatives to include the development of new housing units through both new construction and the renovation of existing buildings as well as the rehabilitation of the existing housing stock.
2	<b>Goal Name</b>	Equal Access to Affordable Housing Opportunities
	<b>Goal Description</b>	Enforce fair housing and advocate for individuals who have been discriminated against.
3	<b>Goal Name</b>	Address Homelessness Issues
	<b>Goal Description</b>	Decrease the number of homeless individuals/families in the City of Manchester.
4	<b>Goal Name</b>	Increase Community Supportive Living Environments
	<b>Goal Description</b>	Increase the number of healthy neighborhoods in the City, through activities that: improve neighborhood walkability and livability, provide access to places for physical activities; increase the number of affordable safe and sanitary code compliant housing units; provide access to healthy, affordable food sources; provide access to local transportation systems; and effect physical and social improvements that create and maintain a "Supportive Living Environment".
5	<b>Goal Name</b>	Increase Manchester Highschool Graduation Rate
	<b>Goal Description</b>	Increase the High School graduation rate as a result of providing a portfolio of services that help students K-12 stay on track and get back on track to graduation and life success. Educational and enrichment programming to inspire and empower adolescents to be compassionate, courageous and committed leaders in their communities. Activities include after school tutoring, mentoring, counseling, recreational programming and arts/music theater opportunities for youth residing in low-income neighborhoods.

6	<b>Goal Name</b>	Perpetuate the Independent Living of the Elderly
	<b>Goal Description</b>	Programs that allow elderly residents to continue living independently in their own homes.
7	<b>Goal Name</b>	Increase Access/Availability to Afford. Childcare
	<b>Goal Description</b>	Programming that allows low-income families to access high quality early learning opportunities for their children.
8	<b>Goal Name</b>	Support Health Care Activities for Underinsured
	<b>Goal Description</b>	Support programming that provides health care to the City's underinsured residents. Targeting the most vulnerable populations with intensive care management services will enable communities to achieve health equity and improve health outcomes by eliminating health disparities, which is defined as differences in length/quality of life and rates and severity of disease and disability because of social position, race/ethnicity, age, education, or other factors.
9	<b>Goal Name</b>	Assimilate Refugees Into The Community
	<b>Goal Description</b>	Foster an environment in which refugees resettling in Manchester can become productive members of the community
10	<b>Goal Name</b>	Decrease the number of Abused/Neglected Children
	<b>Goal Description</b>	The City will work with applicable agencies such as Court Appointed Special Advocates of NH and The Child Advocacy Center of Hillsborough County to provide services to abused and neglected children. The goal is to provide these children with the best possible services so that they can begin the healing process and stop the cycle of violence.
11	<b>Goal Name</b>	Increase Manchester Employment Opportunities
	<b>Goal Description</b>	Increase the number of employment opportunities in Manchester through various initiatives that create and retain jobs.
12	<b>Goal Name</b>	Increase Recreation Programming for Low/Mod youth
	<b>Goal Description</b>	Increase the number of recreational opportunities for low and moderate-income youth residing in the City of Manchester.

13	<b>Goal Name</b>	Increase Year Round Access to Rec. Facilities
	<b>Goal Description</b>	By upgrading existing facilities and investing in new facilities, the City will strive to increase year round access to safe and affordable places for physical activity for residents of all ages.
14	<b>Goal Name</b>	To Create a Universally Accessible City
	<b>Goal Description</b>	Provide universal access to all public streets, sidewalks, parks, etc. in the community.
15	<b>Goal Name</b>	Support the City's Infrastructure System
	<b>Goal Description</b>	A planned program providing for appropriate improvements and necessary expansion of the community's infrastructure. Sound infrastructure is vital to both the City's financial and physical integrity.
16	<b>Goal Name</b>	Improve Condition of Buildings Accessed By Public
	<b>Goal Description</b>	Upgrade Manchester's inventory of public buildings including the elimination of architectural barriers.
17	<b>Goal Name</b>	Facilitate Efficient Planning/Public Management
	<b>Goal Description</b>	Facilitate Efficient Planning/Public Management
18	<b>Goal Name</b>	Prepare Individuals for Gainful Employment
	<b>Goal Description</b>	Assist Manchester residents to attain self-sufficiency by providing access to employment, education, information and referral in a multi-cultural environment. Programs are designed to promote the development of each individual's work-maturity competencies, emotional growth and social development through the acquisition of appropriate job skills, workplace training, knowledge, and attitudes. Activities include adult workforce development, job training and ESL skills development and youth employment programs.

## Projects

### AP-35 Projects – 91.220(d)

#### Introduction

The City of Manchester plans to undertake the following projects in Federal FY 2018 (City FY 2019), which are aligned with the strategies in its Five Year Consolidated Plan.

#### Projects

#	Project Name
1	Big Brothers Big Sisters of Greater Manchester- One-to-One Mentoring for Manchester At-Risk Youth
2	The Child Advocacy Center of Hillsborough County - Forensic Interviews
3	Child and Family Services - Home Care Program
4	Health Department - Community Schools Project - Healthy Children and Families
5	ESG18 Manchester
6	CASA Operating Support to Abused & Neglected Children
7	Helping Hands - Case Manager Funding
8	Holy Cross Family Learning Center - ESL/Citizenship/Civics/Operations
9	Lamprey Health Care - Interpretation Training Program
10	Manchester Community Resource Center - CBDO Special Activities
11	NH Legal Assistance - Housing Justice Project
12	ORIS Youth Farm and Food Leader Project
13	PCD Concentrated Code Enforcement 1
14	PCD Concentrated Code Enforcement 2
15	PCD Dilapidated Building
16	PCD Planning & Administration
17	PCD HOME CHDO Set-Aside
18	PCD Community Development Initiatives
19	PCD Master Plan
21	Police Department - Weed & Seed Officer Support
22	PW Highway - Traffic Signal Upgrades
23	PW Highway - Municipal Infrastructure
24	PW Parks - Sweeny Park Playground Replacement
25	PW Parks - Hunt Pool Site
26	PW Parks - Fun-In-The-Sun
27	Salvation Army - Saturday Night Teen Program
28	The Way Home - Tenant Based Rental Assistance

#	Project Name
29	The Way Home - 502 Spruce Street Rehabilitation Project
30	PCD HOME Housing Initiatives
31	Palace Theatre Ticket Program
32	MEDO - Facade Improvement/Business Code Compliance
33	FIT/New Horizons - Housing First

**Table 7 - Project Information**

**Describe the reasons for allocation priorities and any obstacles to addressing underserved needs**

Due to the demand and the need for social services demonstrated by non-profit organizations, the City has prioritized the appropriation of its CDBG funding to support these activities. Approximately \$590,750 of funds was sub-granted to MCRC to support activities that were consistent with the CBDO's mission. In addition to CBDO activities, approximately \$256,600 of CDBG funding was appropriated to 10 non-profit organizations and 3 City Departments to provide public service activities.

With the exception of Goal 14 - To Create a Universally Accessible City and Goal 16 - Improve Condition of Buildings Accessed by Public, The City was able to allocate funding to all of the goals and objectives identified in the Annual Action Plan.

**AP-38 Project Summary**  
**Project Summary Information**

<b>1</b>	<b>Project Name</b>	Big Brothers Big Sisters of Greater Manchester- One-to-One Mentoring for Manchester At-Risk Youth
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Manchester Highschool Graduation Rate
	<b>Needs Addressed</b>	Youth Counseling, Programming & Supportive Service
	<b>Funding</b>	CDBG: \$9,000
	<b>Description</b>	Program to increase the well-being, self-esteem and instill responsible social values in children in need of sound guidance and meaningful companionship.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	50
	<b>Location Description</b>	Activities will be undertaken at the Big Brothers Big Sisters offices located at 670 N Commercial St, Manchester, NH 03101.
	<b>Planned Activities</b>	Mentoring activities for at-risk youth.
<b>2</b>	<b>Project Name</b>	The Child Advocacy Center of Hillsborough County - Forensic Interviews
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Decrease the number of Abused/Neglected Children
	<b>Needs Addressed</b>	Provide Support to Abused/Neglected Children
	<b>Funding</b>	CDBG: \$12,000
	<b>Description</b>	To facilitate forensic interviews and supportive services to child victims of crime.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	80
	<b>Location Description</b>	Activities will be conducted City Wide.
	<b>Planned Activities</b>	Funds will support coordinated forensic interview process and staffing for child victims/witnesses of crime in Manchester.

<b>3</b>	<b>Project Name</b>	Child and Family Services - Home Care Program
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Perpetuate the Independent Living of the Elderly
	<b>Needs Addressed</b>	Provide Elderly Independent Living Support Service
	<b>Funding</b>	CDBG: \$10,000
	<b>Description</b>	Assistance to the homebound frail and disabled in order to maintain a clean and safe environment and to prevent institutionalization.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	240 Elderly individuals will benefit.
	<b>Location Description</b>	Activities will be conducted City Wide.
	<b>Planned Activities</b>	Planned activities include assistance with cleaning, cooking, grocery shopping, transportation to and from medical appointments and personal hygiene.
<b>4</b>	<b>Project Name</b>	Health Department - Community Schools Project - Healthy Children and Families
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Community Supportive Living Environments
	<b>Needs Addressed</b>	Supportive Neighborhood Living Environments
	<b>Funding</b>	CDBG: \$20,000
	<b>Description</b>	Fitness and Wellness classes provided to income eligible Families.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	150
	<b>Location Description</b>	Activities will be conducted City Wide.
	<b>Planned Activities</b>	Fitness and wellness programming will be provided to income eligible families.

5	<b>Project Name</b>	ESG18 Manchester
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Address Homelessness Issues Facilitate Efficient Planning/Public Management
	<b>Needs Addressed</b>	To Provide Rapid Re-Housing Opportunities For All Applicable Agencies To Use HMIS System To Provide Homeless Prevention Activities Effective Administration of State/Federal Programs
	<b>Funding</b>	ESG: \$150,641
	<b>Description</b>	City of Manchester's ESG Program.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Emergency Shelter, Homeless Prevention and Rapid Rehousing activities will benefit 531 individuals.
	<b>Location Description</b>	Services provided by various agencies including; The Way Home, Child and Family Services, The YWCA and Families In Transition/New Horizons on a Citywide basis.
	<b>Planned Activities</b>	Emergency Shelter, Homelessness Prevention and Rapid Rehousing programming.
6	<b>Project Name</b>	CASA Operating Support to Abused & Neglected Children
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Decrease the number of Abused/Neglected Children
	<b>Needs Addressed</b>	Provide Support to Abused/Neglected Children
	<b>Funding</b>	CDBG: \$13,000
	<b>Description</b>	Training of volunteers to serve as guardians ad litem (child advocates) for Manchester's abused and neglected children.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	200 families will benefit as a result of services.

	<b>Location Description</b>	Some of the activities will take place in various places within the City of Manchester. Funding for this project is targeted for guardian ad litem training and support, which will primarily take place at the Court Appointed Special Advocates of New Hampshire offices at 138 Coolidge Ave., Manchester, NH 03102.
	<b>Planned Activities</b>	Training of volunteers to serve as guardians ad litem (child advocates) for Manchester's abused and neglected children.
7	<b>Project Name</b>	Helping Hands - Case Manager Funding
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Support Health Care Activities for Underinsured
	<b>Needs Addressed</b>	Access to Health Care
	<b>Funding</b>	CDBG: \$15,000
	<b>Description</b>	Funding to support a full time Case Manager. The Case Manager will provide supportive counseling services to men who struggle with poly-substance abuse issues.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Services provided will benefit 50 individuals.
	<b>Location Description</b>	Services will be provided at the Helping Hands Outreach Center located at 50 Lowell Street.
<b>Planned Activities</b>	Counseling services will be provided to men who struggle with poly-substance abuse issues.	
8	<b>Project Name</b>	Holy Cross Family Learning Center - ESL/Citizenship/Civics/Operations
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Assimilate Refugees Into The Community
	<b>Needs Addressed</b>	Access to Supportive Services That Target Refugees
	<b>Funding</b>	CDBG: \$15,600
	<b>Description</b>	Funding to support staffing and operational costs for the Family Learning Center Program. Program activities include ESL, citizenship and civics classes.
	<b>Target Date</b>	6/30/2019

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	50 individuals will benefit as a result of program activities.
	<b>Location Description</b>	Services will be provided at Holy Cross Family Learning Center located at 438 Dubuque Street in Manchester
	<b>Planned Activities</b>	Program activities include ESL, citizenship and civics classes.
<b>9</b>	<b>Project Name</b>	Lamprey Health Care - Interpretation Training Program
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Prepare Individuals for Gainful Employment
	<b>Needs Addressed</b>	To Teach Job Skills Through Classroom & Training
	<b>Funding</b>	CDBG: \$10,000
	<b>Description</b>	Training for bilingual individuals to become competent interpreters.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	15 individuals will receive training
	<b>Location Description</b>	Training will be provided at various locations in Manchester.
	<b>Planned Activities</b>	Training for bilingual individuals to become competent interpreters.
<b>10</b>	<b>Project Name</b>	Manchester Community Resource Center - CBDO Special Activities
	<b>Target Area</b>	Manchester Neighborhood Revitalization Strategy Area
	<b>Goals Supported</b>	Increase Community Supportive Living Environments Increase Manchester Highschool Graduation Rate Perpetuate the Independent Living of the Elderly Increase Access/Availability to Afford. Childcare Support Health Care Activities for Underinsured Decrease the number of Abused/Neglected Children Prepare Individuals for Gainful Employment

	<b>Needs Addressed</b>	Supportive Neighborhood Living Environments To Prevent Youth From Engaging in Crime Youth Counseling, Programming & Supportive Service Provide Elderly Independent Living Support Service Provide Childcare Options for Working Parents Access to Health Care Provide Support to Abused/Neglected Children Provide Support to Manchester Businesses To Teach Job Skills Through Classroom & Training
	<b>Funding</b>	CDBG: \$617,750
	<b>Description</b>	Funding for CBDO Special Activities in the NRSA carried out by Manchester Community Resource Center or its subcontractors.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	2430 low/moderate income individuals will benefit from proposed CBDO activities.
	<b>Location Description</b>	434 Lake Avenue and on site agencies locations where services are provided for individuals in the NRSA.
	<b>Planned Activities</b>	Activities may include: youth education and enrichment, job training and skills development, after school care, child care, health care, elderly services and at-risk youth programming.
<b>11</b>	<b>Project Name</b>	NH Legal Assistance - Housing Justice Project
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Equal Access to Affordable Housing Opportunities
	<b>Needs Addressed</b>	Provide Fair Housing Counseling and Representation
	<b>Funding</b>	CDBG: \$5,000
	<b>Description</b>	Provide training and outreach on fair housing and landlord/tenant law to low-income Manchester residents and community based organizations
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	30 low/moderate income individuals will benefit as a result of seminars.

	<b>Location Description</b>	Seminars will be provided to community based organizations at various locations in the City of Manchester.
	<b>Planned Activities</b>	Training and outreach on fair housing and landlord/tenant law to low-income Manchester residents and community-based organizations.
<b>12</b>	<b>Project Name</b>	ORIS Youth Farm and Food Leader Project
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Assimilate Refugees Into The Community
	<b>Needs Addressed</b>	Access to Supportive Services That Target Refugees
	<b>Funding</b>	CDBG: \$10,000
	<b>Description</b>	Programming that provides refugee/immigrant youth from Manchester High Schools with 8 weeks of hands-on learning in agriculture production, marketing and sales through activities at ORIS's incubator farm site.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	30 low/moderate income youth will benefit from programming.
	<b>Location Description</b>	ORIS is located at 434 Lake Avenue, Manchester NH
	<b>Planned Activities</b>	Refugee/immigrant youth employment training programming.
<b>13</b>	<b>Project Name</b>	PCD Concentrated Code Enforcement 1
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Community Supportive Living Environments
	<b>Needs Addressed</b>	Safe and Sanitary Housing
	<b>Funding</b>	CDBG: \$100,163 HOME: \$3,500
	<b>Description</b>	Continuation of code enforcement program created to stabilize and improve conditions increasing the rental housing opportunities in low/moderate income areas.
	<b>Target Date</b>	6/30/2019

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	4,000 low/moderate income households will benefit as a result of program activities.
	<b>Location Description</b>	Income eligible Census Tracts located through out the City of Manchester
	<b>Planned Activities</b>	Housing code inspections will be conducted in rental housing units located in income eligible Census Tracts.
<b>14</b>	<b>Project Name</b>	PCD Concentrated Code Enforcement 2
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Community Supportive Living Environments
	<b>Needs Addressed</b>	Safe and Sanitary Housing
	<b>Funding</b>	CDBG: \$64,000
	<b>Description</b>	Continuation of code enforcement program created to stabilize and improve conditions increasing the rental housing opportunities in low/moderate income areas.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	3600 low/moderate income households
	<b>Location Description</b>	Income eligible Census Tracts located through out the City of Manchester.
	<b>Planned Activities</b>	Housing code inspections will be conducted in rental housing units located in income eligible Census Tracts.
<b>15</b>	<b>Project Name</b>	PCD Dilapidated Building
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Community Supportive Living Environments
	<b>Needs Addressed</b>	Supportive Neighborhood Living Environments
	<b>Funding</b>	CDBG: \$50,000
	<b>Description</b>	Removal of a dilapidated buildings that pose a threat to public health and safety.
	<b>Target Date</b>	6/30/2019

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The population of Manchester as a whole will benefit from the removal of buildings that pose a threat to public health and safety.
	<b>Location Description</b>	Activities will be under taken on a Citywide basis.
	<b>Planned Activities</b>	Removal of dilapidated buildings.
<b>16</b>	<b>Project Name</b>	PCD Planning & Administration
	<b>Target Area</b>	Manchester Neighborhood Revitalization Strategy Area Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Facilitate Efficient Planning/Public Management
	<b>Needs Addressed</b>	Effective Administration of State/Federal Programs To Implement Various Planning Studies
	<b>Funding</b>	CDBG: \$295,500 HOME: \$47,604
	<b>Description</b>	Funding of CIP staff/expenses for administration of CIP program.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The City of Manchester's population as a whole will benefit from the administration of HUD Entitlement Programs.
	<b>Location Description</b>	City of Manchester, 1 City Hall Plaza, Manchester NH
	<b>Planned Activities</b>	Funds to be used for consultant services and associated costs of community development, management and facilitation of programs.
<b>17</b>	<b>Project Name</b>	PCD HOME CHDO Set-Aside
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase the Number of Affordable Housing Units
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	HOME: \$101,286
	<b>Description</b>	HOME Community Housing Development Organization (CHDO) set aside to support the development of affordable housing units.
	<b>Target Date</b>	6/30/2019

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Two low income families will benefit from program activities.
	<b>Location Description</b>	Specific project still to be determined and underwritten.
	<b>Planned Activities</b>	Affordable housing development conducted by Community Housing Development Organizations.
<b>18</b>	<b>Project Name</b>	PCD Community Development Initiatives
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Facilitate Efficient Planning/Public Management
	<b>Needs Addressed</b>	To Implement Various Planning Studies
	<b>Funding</b>	CDBG: \$5,000
	<b>Description</b>	Funds to be used for consultant services and associated costs of community development, management and facilitating programs.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The City of Manchester's population as a whole will benefit from planning activities.
	<b>Location Description</b>	Planning and Community Development Department, 1 City Hall Plaza, Manchester NH
<b>Planned Activities</b>	Funds to be used for consultant services and associated costs of community development, management and facilitation of programs.	
<b>19</b>	<b>Project Name</b>	PCD Master Plan
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Facilitate Efficient Planning/Public Management
	<b>Needs Addressed</b>	To Implement Various Planning Studies
	<b>Funding</b>	CDBG: \$15,000
	<b>Description</b>	Funding to contract for professional services to update the City Master Plan in accordance with State RSA 674:1-4
	<b>Target Date</b>	6/30/2019

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The City of Manchester's population as a whole will benefit from planning activities.
	<b>Location Description</b>	Planning and Community Development Department, 1 City Hall Plaza, Manchester NH 03101
	<b>Planned Activities</b>	Update the City's Master Plan in accordance with State RSA 674:1-4.
<b>20</b>	<b>Project Name</b>	Police Department - Weed & Seed Officer Support
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Community Supportive Living Environments
	<b>Needs Addressed</b>	Supportive Neighborhood Living Environments To Prevent Youth From Engaging in Crime
	<b>Funding</b>	CDBG: \$72,000
	<b>Description</b>	Operational funding for positions to collaborate with federal, state and local agencies, organizations and individuals to combat violent crime, drug abuse, and gang activity in targeted areas of Manchester, specifically the NRSA.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 3000 individuals will benefit from services provided by the Weed and Seed Officer.
	<b>Location Description</b>	Operational funding for positions to collaborate with Federal, State and local agencies, organizations and individuals to combat violent crime, drug abuse, and gang activity in specific areas of Manchester, with a targeted focus in income eligible Census Tracts.
	<b>Planned Activities</b>	Police officer presence, community meetings, coordination with other safety departments within the City and with appropriate federal and state agencies.
<b>21</b>	<b>Project Name</b>	PW Highway - Traffic Signal Upgrades
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Support the City's Infrastructure System
	<b>Needs Addressed</b>	To address Deteriorating Streets, Sidewalks, Etc.

	<b>Funding</b>	CDBG: \$150,000
	<b>Description</b>	Funding to replace/ upgrade span wire traffic signals at the intersection of Union and Valley Streets.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately, 1,240 individuals will benefit as a result of traffic signalization improvements.
	<b>Location Description</b>	The upgrade of the traffic signals will take place at the intersection of Union and Valley Streets.
	<b>Planned Activities</b>	Planned activities include installing new conduits, steel mast arms, pedestrian signals, opticom, and sidewalk ramps at these and other locations.
<b>22</b>	<b>Project Name</b>	PW Highway - Municipal Infrastructure
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Support the City's Infrastructure System
	<b>Needs Addressed</b>	To address Deteriorating Streets, Sidewalks, Etc.
	<b>Funding</b>	CDBG: \$400,000
	<b>Description</b>	To improve City infrastructure for enhanced traffic flow and safety that may include street reconstruction, sidewalk renovation, curbing, drainage improvements, and other upgrades. Improvements limited to CDBG income eligible Census Tracts in primarily residential areas.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately, 2,295 individuals will benefit as a result of comprehensive infrastructure improvements
	<b>Location Description</b>	Comprehensive infrastructure improvements will include the following locations: Auburn Street ( Union to Pine Streets); South Beech Street (South Willow to Alpheus Streets); South Beech Street (Mystic to Gold Street); and Parkside Avenue (Blucher to Sullivan Streets).
	<b>Planned Activities</b>	Reconstruction of streets, sidewalks, curbing and lighting.
<b>23</b>	<b>Project Name</b>	PW Parks - Sweeny Park Playground Replacement

	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Year Round Access to Rec. Facilities
	<b>Needs Addressed</b>	Safe and Affordable Places for Physical Activity
	<b>Funding</b>	CDBG: \$45,000
	<b>Description</b>	Installation of new playground equipment at Sweeny Park
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately, 8,710 individuals from the service area surrounding the park will have access to the improved playground.
	<b>Location Description</b>	Sweeney Park, Manchester, NH 03102
	<b>Planned Activities</b>	Installation of new playground equipment
<b>24</b>	<b>Project Name</b>	PW Parks - Hunt Pool Site
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Year Round Access to Rec. Facilities
	<b>Needs Addressed</b>	Safe and Affordable Places for Physical Activity
	<b>Funding</b>	CDBG: \$150,000
	<b>Description</b>	Funding for the complete study and design for the rehabilitation of the Hunt Pool site including buildings, pool, splash pad, renovated skate park and a small soccer field.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately, 1,076 individuals from the service area surrounding the park will have access to the improved playground.
	<b>Location Description</b>	297 Maple St, Manchester, NH 03103
	<b>Planned Activities</b>	Design services associated with renovation of Hunt Pool site.
<b>25</b>	<b>Project Name</b>	PW Parks - Fun-In-The-Sun
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Recreation Programming for Low/Mod youth
	<b>Needs Addressed</b>	Provide Youth with Summer Recreation Programming

	<b>Funding</b>	CDBG: \$40,000
	<b>Description</b>	Organized summer recreation and enrichment program providing services to inner-city youth.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	200 low/moderate income families will benefit from programming
	<b>Location Description</b>	The activities will take place at JFK Stadium in Manchester, NH.
	<b>Planned Activities</b>	Summer youth recreation programming
26	<b>Project Name</b>	Salvation Army - Saturday Night Teen Program
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Manchester Highschool Graduation Rate
	<b>Needs Addressed</b>	To Prevent Youth From Engaging in Crime
	<b>Funding</b>	CDBG: \$25,000
	<b>Description</b>	Funding to provide staffing to operate Saturday Teen Night at the Salvation Army. Teen Night activities are targeted to at-risk youth from the NRSA.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	400 low/moderate income youth will benefit from Programming.
	<b>Location Description</b>	The program will take place at Salvation Army, located at 121 Cedar Street.
	<b>Planned Activities</b>	Planned activities include a no cost meal and social interaction with other teens.
27	<b>Project Name</b>	The Way Home - Tenant Based Rental Assistance
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Address Homelessness Issues
	<b>Needs Addressed</b>	To Provide Tenant Based Rental Assistance

	<b>Funding</b>	HOME: \$30,000
	<b>Description</b>	HOME funds for tenant based rental assistance to help very low income tenants secure and remain in safe, affordable housing. Funds may be used to assist homeless/at-risk homeless families and individuals for housing relocation and stabilization.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	A minimum of 11 low income families will benefit from rental subsidies.
	<b>Location Description</b>	214 Spruce Street, Manchester, NH 03103
	<b>Planned Activities</b>	Tenant based rental subsidies provided to income eligible families seeking rental assistance.
<b>28</b>	<b>Project Name</b>	The Way Home - 502 Spruce Street Rehabilitation Project
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase the Number of Affordable Housing Units
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	CDBG: \$18,000
	<b>Description</b>	Rehabilitation of 3 family residential property owned by The Way Home. The residential property is currently occupied by 3 low income families.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Three low income families will benefit as a result of improved housing conditions.
	<b>Location Description</b>	502 Spruce Street, Manchester NH, 03103
	<b>Planned Activities</b>	Rehabilitation of three family rental property.
<b>29</b>	<b>Project Name</b>	PCD HOME Housing Initiatives
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase the Number of Affordable Housing Units
	<b>Needs Addressed</b>	Affordable Housing

	<b>Funding</b>	HOME: \$501,351
	<b>Description</b>	Funding to increase the supply of decent, safe and affordable housing units through new construction or the renovation of existing buildings.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	A minimum of 6 units of rental housing will be developed for low income families.
	<b>Location Description</b>	To be determined.
	<b>Planned Activities</b>	Affordable housing development.
30	<b>Project Name</b>	Palace Theatre Ticket Program
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Manchester Highschool Graduation Rate
	<b>Needs Addressed</b>	Youth Counseling, Programming & Supportive Service
	<b>Funding</b>	CDBG: \$20,000
	<b>Description</b>	Funding for operational costs to deliver professional, educational theatre for low-moderate income children from Manchester's elementary schools located in the NRSA.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	A minimum of 480 school children will benefit as a result of program activities.
	<b>Location Description</b>	Activities will take place at the Palace Theatre located at 80 Hanover St., Manchester, NH 03101.
	<b>Planned Activities</b>	Free theatre performance tickets will be distributed to elementary aged children attending Beech, Wilson, Bakersville, and other low-income schools.
31	<b>Project Name</b>	MEDO - Facade Improvement/Business Code Compliance
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Manchester Employment Opportunities

	<b>Needs Addressed</b>	Economic Wellbeing for all Manchester's Citizens Provide Support to Manchester Businesses
	<b>Funding</b>	CDBG: \$50,000
	<b>Description</b>	To provide funds to Manchester businesses for code compliance and facade improvements. Matching grants to a maximum of \$5,000 will be provided to business owners to assist them with facade improvements or improvements necessary to bring their building into compliance with minimum codes.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	A minimum of 10 jobs will be created for low and moderate income individuals.
	<b>Location Description</b>	Activities will take place on a City-wide basis.
	<b>Planned Activities</b>	Grant funds will be provided to businesses to assist them with facade enhancements or improvements necessary to bring buildings into compliance with City building codes
32	<b>Project Name</b>	FIT/New Horizons - Housing First
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Address Homelessness Issues
	<b>Needs Addressed</b>	To Provide Tenant Based Rental Assistance
	<b>Funding</b>	HOME: \$15,000
	<b>Description</b>	To provide for rental subsidies to homeless clients and reimburse for administrative costs.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	A minimum of 5 chronically homeless individuals will receive tenant based rental assistance.
	<b>Location Description</b>	Chronically homeless individuals being served at FIT/New Horizons shelter located at 199 Manchester Street will be provided with a Tenant Based Rental Subsidy so that they can transition to permanent housing.

	<b>Planned Activities</b>	The program will provide Tenant Based Rental Subsidies to chronically homeless individuals that are ready to transition to permanent housing.
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## **AP-50 Geographic Distribution – 91.220(f)**

### **Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

All funds are proposed to be available on a citywide basis in CDBG-eligible census tracts and block groups, with a focus on the Center City and the NRSA.

CDBG and HOME funds will be available to all agencies, however adherence to all eligibility requirements in regards to income must be documented. Public service activities will be targeted to CDBG-eligible census tracts and block groups throughout the City, and CBDO Special Activities will be solely undertaken in the City’s NRSA.

ESG funding sets specific guidelines as to the allocation, which is not focused geographically except that the funds will be distributed to agencies working and serving Manchester. The specified caps on certain activities will be adhered to.

### **Geographic Distribution**

<b>Target Area</b>	<b>Percentage of Funds</b>
Manchester Neighborhood Revitalization Strategy Area	27
Citywide/CDBG-eligible CT-BG	73

**Table 8 - Geographic Distribution**

### **Rationale for the priorities for allocating investments geographically**

The City aims to direct these resources to low and moderate income individuals and families, and to provide benefits in areas identified as low-moderate income census tract and block groups. Targeting public services to persons in the NRSA ensures that resources are directed to the most impoverished areas of the City. Locating affordable housing units in areas that are integrated and accessible to other services, networks is a rationale for investing in particular geographic neighborhoods.

### **Discussion**

In 2005 the City of Manchester requested approval of its Neighborhood Revitalization Strategy Area (NRSA) as part of its 2005 Consolidated Plan submission. The resulting NRSA included census tracts and block groups in the core of the downtown and primarily east side neighborhoods. Each of those block groups were within the upper quartile of block groups that comprise the highest average number of households whose incomes are below 80% of the Area median Income (AMI), as per the 2000 U.S. Census Data.

Subsequent to the original approval of the City’s NRSA, the 2006 ACS Low-Moderate Summary 2014 data and the most recent income information data assembled by HUD resulted in a shift of the upper quartile of the lowest income block groups. The shift includes additional west side neighborhood areas and an expansion into southern areas of the City.

HUD approved the City's realigned NRSA, and with the submission of the City's Five Year Consolidated Plan, the City requests continued designation and approval of its NRSA as approved by HUD in 2015.

The table included in SP-10 of the 2015 Consolidated Plan entitled "Neighborhood Revitalization Strategy Area" shows 25% of the City's census tract block groups that are the most impoverished. The table indicates the total number of persons in each block group and what percentage of the total population is comprised of individuals whose household income is below 80% of AMI.

# Affordable Housing

## AP-55 Affordable Housing – 91.220(g)

### Introduction

Affordable housing continues to be a challenge for those families in Manchester that are earning less than 80% of the median income. Although we have seen rents stabilizing, both of the City's affordable housing providers, Neighborworks Southern NH (NSNH) and Manchester Housing and Redevelopment Authority (MHRA) report waiting lists. NSNH currently has a 6-12 month waiting list for their garden style apartments and townhouse units. MHRA's waiting list totals 9,328 applicants. The extensive waiting lists of these two agencies indicate a significant demand for housing that is affordable in accordance with HUD standards.

The FY2018 Action Plan will fund projects that strive to achieve production and/or rehabilitation of 6 affordable housing units, focus projects to address the low income neighborhoods within the Neighborhood Revitalization Strategy Area, and provide 16 units with rental subsidies.

One Year Goals for the Number of Households to be Supported	
Homeless	16
Non-Homeless	6
Special-Needs	0
Total	22

**Table 9 - One Year Goals for Affordable Housing by Support Requirement**

One Year Goals for the Number of Households Supported Through	
Rental Assistance	16
The Production of New Units	6
Rehab of Existing Units	0
Acquisition of Existing Units	0
Total	22

**Table 10 - One Year Goals for Affordable Housing by Support Type**

### Discussion

A few of the contributing factors for the need of affordable housing are current rent amounts and foreclosure rates. For example, according to the 2017 New Hampshire Housing Finance Authority Rental Survey, the average rent for a two-bedroom apartment in Manchester is \$1,280/month. The estimates of affordability stated in the Rental Survey concluded that only 12% of the two-bedroom units surveyed in Hillsborough County would be affordable to a household earning 50% of the median income. The very low-income families at 30% of the median income are earning \$22,350/year. Based on their income, an

affordable unit would need to be \$559/month. Unfortunately, the average rent for a two-bedroom apartment in Manchester is \$1,280/month leaving an income gap of \$721. This gap would only be widened with the need for a security deposit and other upfront costs.

The affordability and availability of units for the very low and low income are drivers for the City to continue to develop and rehab housing units. In an effort to target this population, these activities are primarily focused in the Neighborhood Revitalization Strategy Area. The use of HOME funds will enable the City to provide rental subsidies to make existing housing affordable and to create additional units to increase supply.

## **AP-60 Public Housing – 91.220(h)**

### **Introduction**

The mission of the Manchester Housing and Redevelopment Authority (MHRA), the public housing authority for the City of Manchester, is to provide and sustain affordable, secure, quality living environments for low income families and individuals and to provide personal and economic enrichment and independence opportunities for residents. In pursuit of this mission, MHRA offers housing and housing assistance, as well as associated supportive services to its residents. MHRA owns and manages 1,270 units of public housing which are available to families, the elderly and persons with disabilities who earn within 80% of the area median income. In addition to public housing, MHRA has developed 152 units of service-assisted housing for very low income (50% median income) elderly and people with disabilities using funds from the Low Income Housing Tax Credit Program (LIHTC) and from the City, as well as state, federal and private resources. MHRA's larger developments have community centers and on-site maintenance staff and all housing has 24-hour emergency maintenance service for residents. All MHRA housing is maintained in good physical condition and is inspected annually by MHRA inspectors and regularly by inspectors from the U.S. Department of Housing and Urban Development (HUD) and by inspectors representing other interested parties.

MHRA also provides rental assistance for households with incomes below 50% of the area median income utilizing 1,813 Housing Choice Vouchers (HCV), 138 Veterans Affairs Supportive Housing Vouchers (VASH) for homeless veterans, and 100 vouchers for Non-Elderly Persons with Disabilities. In addition, MHRA also administers 23 units of assistance (at Robinson House) through the Section 8 Moderate Rehabilitation Program for Single Room Occupancy Dwellings for Homeless Individuals (Mod SRO). All voucher and Mod SRO units are inspected at initial lease-up and biennially to assure that they meet local codes and Housing Quality Standards.

MHRA provides a variety of resident initiatives including the Family Self-Sufficiency Program; Elderly Services, including the Supportive Service Program in MHRA's LIHTC properties; and outreach efforts to assist residents to understand and access various services, including Medicare and Medicaid. Additionally, MHRA partners with local entities to provide various programs for residents.

### **Actions planned during the next year to address the needs to public housing**

MHRA will continue to provide housing and housing assistance through its 1,270 public housing units, 152 Low Income Housing Tax Credit Units, and 2,074 units of rental assistance.

MHRA gets funding from HUD under the Public Housing Capital Fund Program for two areas of activity, (1) management improvements and (2) physical improvements. For FY 2017, management improvements include software improvements, professional training, items to improve public housing management and funding for other improvements. Planned physical improvements include interior rehabilitation of several scattered sites, heat pipe replacement at Elmwood Gardens, window repairs

and exterior trim and siding replacement at Elmwood Gardens, roofing replacement and window repairs at Kelley Falls, installation of air conditioner sleeves at Kalivas Apartments, remodeling of efficiency apartments at Pariseau Apartments, and electrical panel replacement at Burns Apartments.

MHRA continues to look for innovative ways to provide housing and housing assistance and recently completed construction of a project which was developed in consultation with the Mental Health Center of Greater Manchester wherein 20 units of service-assisted housing have been developed for people with disabilities that lead to homelessness.

Resident initiatives designed to enrich the lives of MHRA's residents, to enhance opportunities for employment, and to enable elderly/disabled residents or to continue to live independently will be continued. These initiatives include the following:

Family Self-Sufficiency Program is available to Housing Choice Voucher residents and to residents of Public Housing. Within the last year nine (9) residents graduated from the program. Twenty-one (21) residents are currently enrolled in the program.

Supportive Service Program for elderly residents and residents with disabilities residing in the Low Income Housing Tax Credit properties.

Employment and MHRA resident employment: MHRA hires, trains and employs residents on government-financed projects and employs several assisted housing residents in permanent, full-time positions.

MHRA will continue to work with local non-profits and to participate in coalitions such as GMASA (Greater Manchester Association of Service Agencies) and the Continuum of Care to increase housing opportunities for Manchester's homeless and low income residents. MHRA will continue to coordinate with partner agencies to assist low income residents to become economically self-sufficient.

### **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

MHRA encourages its residents to provide input in management decisions. One public housing resident sits on MHRA's Board of Commissioners. In addition, MHRA has a Resident Advisory Board comprising public housing and the Housing Choice Voucher Program (HCV) residents which reviews and comments on the Annual and the Five Year Plans.

MHRA also provides direct employment opportunities to public housing and HCV residents. Currently, MHRA employs two public housing residents. In addition, a number of MHRA's employees are former residents/participants.

MHRA's Homeownership Program allows eligible HCV residents to use their assistance toward the

purchase of a home in MHRA's jurisdiction. Families who participate in this program must be first-time homebuyers and must attend and complete a homeownership and housing counseling program. Successful residents may use their voucher toward payment of the mortgage for up to 15 years, depending on the term of the original mortgage. Since the beginning of the program, 35 families have participated and there are 21 currently enrolled.

**If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

N/A

**Discussion**

The greatest challenge to MHRA over the year, and for a number of years, has been continued drastic federal funding prorations which have resulted in significant strains to both the public housing and Housing Choice Voucher programs. Despite the ongoing funding challenges, MHRA remains in solid fiscal standing.

In an effort to address the needs of Manchester's low income renters, MHRA will continue to look for non-traditional opportunities to develop new affordable housing.

## **AP-65 Homeless and Other Special Needs Activities – 91.220(i)**

### **Introduction**

Manchester’s overarching vision is to become a city where all individuals and families have access to decent, safe, and affordable housing along with the support to obtain the appropriate resources necessary to sustain housing. Goals of the City’s Plan to End Homelessness include rapid re-housing, homeless prevention, adequate employment for individuals at or below fifty percent of AMI, no person sleeping or living on the streets, focusing on the specific needs of veterans, increase access to supportive services, increasing public awareness of homelessness, and establishing a committee to spearhead the homelessness plan.

Members of the City of Manchester Planning Department attend Continuum of Care (MCoC) meetings monthly, allowing for adequate communication and collaboration with social service and homeless agencies.

### **Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including**

#### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

The Manchester Continuum of Care (MCoC) has community outreach teams that work to connect the homeless population with resources. Other agencies helping with the outreach process include Manchester Police, the Manchester VA, and Child and Family Services. Manchester Police help with the outreach process by connecting unsheltered homeless to MCoC services. The Manchester VA has an outreach team that works to assess and address homeless veteran’s needs. Child and Family Services have a street outreach team that spends around thirty hours a week on the streets, in high-risk areas. Outreach is ongoing with the Manchester School District and Office of Youth Services.

The MCoC’s Permanent Supportive Housing, Rapid Rehousing, and Transitional Housing are major assets for both homeless families and individuals. Homeless Prevention includes education, encouraging positive landlord relationships, City initiatives around lead poisoning, bedbugs or other infestations, and individualized diversion strategies. 2-1-1 NH, assessment hubs, and community outreach teams continue to divert or coordinate services for homeless families and individuals, and provide referrals to the City’s homeless services/providers. The City and MCoC will continue with these activities and will work together to enhance capabilities in engaging homeless people and motivating them to connect with area resources.

## **Addressing the emergency shelter and transitional housing needs of homeless persons**

Manchester has the largest adult shelter, available to men and women, in the state of New Hampshire-New Horizons. It is also the state's only wet shelter. The shelter has 63 beds for men and 13 beds for women. The shelter often has many more clients in the winter months, which are accommodated by emergency overflow space, as authorized by the Manchester Fire Department. There is also a separate shelter for women, Angie's, with 16 beds. Shelter executives plan with other MCoC agencies, the City's Mayor, and City department heads from police, health, fire and public works.

Families in Transition (FIT) provides a Manchester Emergency Family Shelter, offering 11 bedrooms for families. The facility, which opened in December of 2015, hosts a Head Start daycare, health clinic, a food pantry with a commercial kitchen, and an intake center. The Family Shelter assists homeless families in a targeted manner by assisting them in gaining/regaining stable housing. Annually, the shelter houses 80 parents and 120 children. FIT also provides transitional housing. The Lowell Street Housing Program provides 17 units for families and individuals in need of transitional housing. FIT provides an additional 62 traditional housing units, which are utilized for a period of 18 to 24 months. Residents of this transitional housing receive supportive services.

The domestic violence shelter in Manchester, YWCA's Emily's Place, provides emergency housing for up to six families (18 residents total) at a time. This shelter is also part of a system of care where women and their children may be moved to another part of the state or out of state if they are in great danger.

Child and Family Services has access to 3 safe house shelter beds for children under the age of 18 and a strong collaboration with a professional facility, Webster House, for children under the age of 19 and in crisis.

Transitional housing is available for homeless youth 18-24, veterans, families and individuals throughout the city with strong programming.

All shelters have case management and strive to connect clients to mainstream resources with an end goal of (re)gaining permanent housing.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

Within the MCoC, all programs strive to exit 100% of people to some form of permanent housing. In addition to ensuring that people exit to stable housing destinations, all CoC- and ESG funded programs make certain that individuals and families currently in the homeless services system are connected to all appropriate resources that will help them to sustain stable housing upon exit (mental health, substance use, employment training, etc). Currently, the CoC utilizes HMIS to monitor and measure recidivism through the use of a report that lists all clients who exit to nonpermanent housing destinations. When agencies appear to have persistent difficulties in people returning to homelessness or exiting to unstable housing destinations, they are flagged and processes are analyzed to determine how outcomes can be improved. All of this, combined with budgeting, life skills classes and having a positive relationship with landlords help to increase opportunities for affordable housing.

Families in Transition, which operates many of the CoC's Transitional Housing (TH) programs, incorporated a Case Management Needs Identifier into programming in January 2014 that informs an action plan for participants entering TH. Immediate goals are set to progress through a 3-phase housing readiness model. Each participant is re-evaluated every 3 months on progress toward achieving goals. Child & Family Services TH is a 12-18 month program that provides supportive housing, life skills, and support services to youth (18-24) who are homeless or transitioning out of foster care. The program promotes self-sufficiency and reduces the risk of future homelessness. The adult emergency shelter, New Horizons, utilizes a Tier System to monitor/encourage success and offers enhanced living accommodations.

The family shelter, managed by Families in Transitions, opens doors to professional service opportunities for clients. Access to services in addition to connections to housing remains the two main goals in reducing lengths of shelter stays.

In 2017, Manchester's permanent supportive housing beds dedicated for Chronically Homeless (CH) was 54 beds. This is similar to the 2016 count, where 57 permanent supportive housing beds were dedicated to CH. The MCoC has decided to focus on prioritization over dedication of permanent supportive

housing beds. Within the MCoC, all programs strive to exit 100% of people to some form of permanent housing. In addition to ensuring that people exit to stable housing destinations, all CoC- and ESG funded programs make certain that individuals and families currently in the homeless services system are connected to all appropriate resources that will help them to sustain stable housing upon exit, (mental health, substance use, employment training, etc).

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

State discharge plans specifically do not allow discharge from healthcare, mental health, foster care or corrections into homelessness. The City is in close communication with shelters and the MCoC Homeless Liaison committee to ensure this does not happen. If such an occasion does occur, the City is willing and able to get involved at an executive level to correct such discharges. The Healthcare for the Homeless program works very closely with City hospitals to ensure homeless individuals are released to a proper care setting. The MCoC also works to educate corrections on the importance of helping prisoners apply for entitlements for which they are eligible prior to release.

The City recognizes the importance of prevention efforts as does the MCoC. Programs divert people through other supports if possible. City funded partner and MCoC member agency, The Way Home, is a solid resource for prevention assistance and utilizes budget and life skills training as part of this. If it is determined that a client should move to a lower priced unit to maintain housing, The Way Home does have access to a security deposit assistance program to help make this possible. Clients are also educated on the many resources available within the community to help them keep their housing, grocery and other costs down. The Section 8 waiting lists in New Hampshire are approximately eight years long, so this resource is difficult to acquire for very low income households. Manchester Housing and Redevelopment Authority is a strong partner in providing low cost housing but availability continues to be low.

The City will continue to fund homeless prevention activities, which may include financial assistance for rent and/or security deposits. The MCoC has incorporated prevention and diversion strategies into the coordinated entry system, and the City has assisted with this planning.

## **Discussion**

No further discussion.

## **AP-75 Barriers to affordable housing – 91.220(j)**

### **Introduction:**

The City of Manchester continues to review policies and take action steps in its effort to remove barriers to affordable housing. While the Zoning Ordinance underwent a complete rewrite in 2001, there have been several changes to the ordinance over the intervening years. Since 2001, the City has taken advantage of the State Statute governing “Innovative Land Controls”. By including uses which can be granted Conditional Use Permits through the Planning Board, the City has, in some cases, removed the need for a developer or landlord to submit applications to multiple land use boards. Currently, the City’s regulations do not require new multi-family developments of six units or less be reviewed by the Planning Board.

Unlike some other surrounding communities, Manchester’s Zoning Ordinance does not differentiate between affordable, adequate, or luxury housing units. The ordinance does regulate the density of the proposed units and that density varies, depending on the zoning district. That said, the City of Manchester’s minimum square-footage requirements for lot area for multi-family units are low, from 500 SF/unit in some zoning districts to 3,500 SF/unit in other zoning districts. Because the majority of the land area of Manchester is serviced by public sewer and water lines, the City is able to reduce the required lot areas, which is not possible when septic systems and private wells are required.

When it comes to building codes, the process for development of new buildings for new housing stock or redevelopment of existing buildings into housing stock is more complex and may present barriers. While the City of Manchester Planning and Community Development Department has adopted the 2006 edition of the International Building Code (IBC), the State has adopted the 2009 edition. The City has adopted the 2009 edition of the International Existing Building Code (IEBC), whereas the State has adopted the 2006 edition. The City enforces the more stringent of the two. The Manchester Fire Department enforces the Life Safety Codes, which sometimes conflicts with the IBC or IEBC. The City should take steps to better coordinate between the Building Codes and the Fire Codes.

City inspectors review all building plans, perform intermittent inspections throughout the construction process, and conduct final inspections prior to issuing a Certificate of Occupancy. All rental property falls under the jurisdiction of the Certificate of Compliance program, which is intended to be pro-active rather than re-active in identifying Building Code issues. Because staffing is limited, the Code Enforcement Officers inspect properties on a 3 year cycle. The City should take steps to reduce the time period for inspections, which would identify issues earlier, require landlords to make necessary corrections earlier, and improve the overall quality of affordable housing.

**Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the**

## **return on residential investment**

The Community Improvement Program is ideally located in the Planning and Community Development Department enabling us to work together collaboratively to identify barriers and work towards solutions. Unfortunately, the regulatory requirements are not flexible and require creative work around solutions to be discussed between several members of the Staff in order to implement the needed solutions.

One of the major barriers that was discovered is the City's conflicting Building and Fire Codes. These two documents are designed to ensure the safety of housing throughout the City, so their ability to work together towards this end is crucial in creating and maintaining safe, decent and sanitary housing. Currently, the City Planning Department has begun working with the Fire Department to review Architectural Building Plans together to ensure a seamless blend of requirements and avoiding last minute construction delays and preventing future code violations. Unfortunately, this initiative is only employed for new construction, but in the future efforts can be made to utilize this relationship when existing housing violations are discovered.

In an effort to address the issue of a sub-par inspection cycle, the City, through DHUD entitlement funding will again pay for 2 of the 3 inspectors that currently make up the Concentrated Code Enforcement Division. The City realized the great need for additional staffing in this division and allocated City resources to fund a third Officer and with the addition of this extra person we expect to inspect more units per year and will hopefully allow the City to reduce the inspection cycle to once every two years. The shorter inspection cycle of residential, multi-family buildings will identify violations earlier and help to maintain the quality of housing before it gets too deteriorated. In addition to CDBG and HOME funded Inspectors, the City is also administering a HUD funded Lead Hazard Reduction Demonstration Grant. The City has added to its Policies and Procedures in order to receive funding a mandatory Code inspection must be done if the Certificate of Compliance (COC) has expired. If the COC is valid an intermediate evaluation will be done. Regardless of the COC status, the property must be brought up to the City's minimum standard Housing Code by the end of the construction period. Also, the City's CDBG funded Housing Rehab Program will continue to operate through the upcoming Fiscal Year which provides grants to low income property owners to address document Code violations in their homes.

### **Discussion:**

No Further Discussion

## **AP-85 Other Actions – 91.220(k)**

### **Introduction:**

This section consists of actions and strategies to be implemented by the City that will: address obstacles to meeting underserved needs; to foster and maintain affordable housing; to reduce lead based paint hazards; to develop institutional structure and to enhance coordination between public and private housing and social service agencies.

### **Actions planned to address obstacles to meeting underserved needs**

For the most part, the City has been able to address all of Goals and Priority Needs identified in the Consolidated Plan. However, due to the continued demand for resources to support social services, affordable housing and homelessness prevention, there are needs that could be considered underserved. Those underserved needs include: Provide Support to Manchester Businesses; Provide Fair Housing Counseling and Representation; and ADA Access to Sidewalks, Streets, Sidewalks, etc.

Although the City did not commit any of its Entitlement funding to address these needs, it is important to note that the City utilized Entitlement funding from previous years and leveraged other sources of funding to address identified Priority Needs. Approximately, \$18,560,422 of State, Bond and Enterprise funding has been included in the Mayor's 2019 budget to address the following Priority Needs: Supportive Neighborhood Living Environments; Access to Health Care; and To Address Deteriorating Streets, Sidewalks, Etc. The Economic Development Director and his support staff will provide technical assistance to businesses and connect them with available resources in an effort to create jobs and increase Manchester's tax base. Planning Department staff is promoting Equal Access to Affordable Housing Opportunities through its interactions with various affordable housing providers in the community.

### **Actions planned to foster and maintain affordable housing**

The City's efforts in this regard are evident through its continued financial support to the various housing related initiatives provided directly by the City, and by local housing advocacy organizations. As noted in the activity summary, the City allocates HOME, ESG and CDBG funds to carry out its affordable housing program. The range of activities in the coming year will include but not be limited to the following: homeless prevention counseling, rapid re-housing activities, tenant based rental assistance, housing rehabilitation programming, concentrated code enforcement, community housing development organization affordable housing development and traditional affordable housing development.

### **Actions planned to reduce lead-based paint hazards**

The following provides a description of the strategies in place for the remediation and management of lead based paint and related health problems in the City.

#### Effectiveness of Lead Hazard Control Program (Manchester Housing Initiatives)

Brought over \$9,500,000 in federal funds into the City; Have inspected 855 units, creating 832 lead-safe homes over the last decade; Have trained 126 lead abatement contractors and workers; Will repair at least 193 housing units during this program period.

#### Other Program Elements

The City of Manchester has been involved in preventing childhood lead poisoning since the 1970s. In 1997, Manchester was identified as a high-risk community for lead poisoning. In response, the City implemented a comprehensive program to eliminate the hazards of lead-based paint, focused in particular on achieving improved health outcomes for under-income families. From 2012-2016, 772 New Hampshire children under the age of six with Elevated Blood Lead Levels (EBLLs) were identified in Manchester. This represents a third of the state's lead elevation cases over this time period.

To better coordinate its lead poisoning prevention activities, the Health Department has formed the Manchester Partnership for Safe and Healthy Homes. This group of stakeholders is comprised of pediatric providers, the public health community, tenants, property owners, other city officials and community-based organizations.

In November 2015, the City was awarded a \$3.6 million dollar Lead Hazard Reduction Demonstration Grant, of which \$2.9 million are federal dollars and \$737,000 are match dollars. These funds are allocated to support lead hazard assessment and construction, training, education and outreach activities, and to cover administration of the project.

The program has trained 126 lead contractors and workers, educated over 250 renters about lead hazards, and reached out to over 8,500 Manchester residents through outreach events, mailers and newsletters.

CIP is currently applying for renewal funding from HUD. We expect to request a budget of \$4.15 Million, inclusive of program matching funds and funding for healthy homes repairs.

#### **Actions planned to reduce the number of poverty-level families**

While no single agency or office in the City of Manchester has overall charge of an “anti-poverty strategy”, many programs operate under the premise of mitigating the cause of poverty, and making significant, permanent improvements in the lives of low and very low-income residents. It is also clear that the effort to increase the supply of affordable housing, services and jobs is an important part of an anti-poverty strategy. The lack of sufficient affordable housing in any community contributes to the

economic difficulties of individuals or families who can barely afford – or who cannot afford – shelter. Conversely, when low or very low-income individuals are expending no more than thirty percent of their income on housing, they presumably have the ability to pay for other essential needs, such as food, utilities and healthcare. Thus, the City’s and agencies’ programs and policies address the spectrum of issues often facing the poor or near poor in our society.

Other efforts to reduce poverty, administered by Manchester Community Resource Center and various local human service agencies include:

- Emergency and Crisis Oriented Services:
- Health Services
- Nutrition
- Homelessness Prevention/Rapid Rehousing Services
- Domestic Violence Prevention
- Drug and Substance Abuse Treatment
- Safe Station Respite Services
- Crime Prevention
- Immigrant & Refugee Services
- Support to Abused and Neglected Children
- Comprehensive Program Services:
- Employment and Skills Training
- Vocational and Remedial Education
- Budgeting and Personal Finance
- New Citizen Assimilation Initiatives
- Affordable Housing
- Child Development Programs/Day Care Services
- Elderly Services
- Pediatric Health Care
- Concentrated Code Enforcement
- Housing Rehabilitation Services
- Recreation Programs
- Youth Counseling, Programming & Supportive Service

### **Actions planned to develop institutional structure**

The institutional structure for housing in Manchester, other than those of the CIP staff and both local non profit and for profit housing providers, primarily involves Manchester Housing and Redevelopment Authority (MHRA).

MHRA was established by state statute as the local housing authority and the redevelopment agency for the City. Five commissioners who are appointed for staggered five-year terms by the Mayor govern

the Authority. MHRA owns and manages 1,270 units of family and elderly housing in various sites throughout the City. It also administers 1,813 units of rental assistance under its Housing Choice Voucher (HCV) Program, 138 VASH vouchers, 100 Vouchers for Non-Elderly Persons with Disabilities and assists 23 additional households through the MOD/SRO Program.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

The coordination of efforts between MHRA, which administers local housing resources, local non-profits such as Neighborworks Southern New Hampshire, The Way Home, Families In Transition, Helping Hands, Harbor Homes and New Horizons along with other service providers in the community, is emphasized. Representatives of the organizations mentioned above are also active in the Greater Manchester Association of Social Service Agencies, the Continuum of Care and other coalitions.

MHRA is active in coordinating with a number of partner agencies to provide programs to assist low-income families to become economically self-sufficient. Programs mobilize a wide array of area resources to remove barriers to economic self-sufficiency for public housing residents. In concert with its partner agencies, MHRA promotes school to work and welfare to work training and transition.

The Manchester Continuum of Care (MCoC) exists to promote coordination between Manchester's homeless service providers and other community leaders in the ongoing development of a comprehensive system of care. MCoC will help in the coordination and use of community resources to prevent homelessness by helping families and individuals move from homelessness to successful placement in permanent housing.

### **Discussion:**

No further discussion in this section.

## Program Specific Requirements

### AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

#### Introduction:

The following narratives and charts describe the City of Manchester's compliance with CDBG, HOME and ESG program specific requirements.

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>0</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	85.00%

**HOME Investment Partnership Program (HOME)**  
**Reference 24 CFR 91.220(l)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

The City does not intend to invest HOME funds in any activity or form that is not described in Section 92.205(b) of the HOME regulations.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

All Home Ownerships projects will be consistent with the provisions of 24 CFR Part 92. The program recapture guidelines shall be as follows:

a) The HOME assistance provided will be in the form of a loan with varying repayment terms. In the event that the HOME affordability requirements are not complied with, the City will recapture the HOME investment in accordance with 24 CFR 92.254(a)(5)(ii). A Promissory Note/Restrictive Covenant and Mortgage will be recorded to secure the debt. The Restrictive Covenant will only be discharged in the event that affordability period has expired or the HOME funding has been recaptured.

b) The affordability period term will be determined by the amount of HOME funds provided:

5 years where the per unit amount of HOME funds provided is less than \$15,000;

10 years where the per unit amount of HOME funds provided is less than \$15,000 to \$40,000; and

15 years where the per unit amount of HOME funds provided exceeds \$40,000.

c) The HOME loan will become due and payable in full upon the following circumstances:

- the borrower ceases to use the property as their principal place of residence before the expiration of the above referenced five, ten, or fifteen year affordability term,

- In the event that the home ownership property includes rental units, the borrower fails to rent the HOME-assisted rental unit(s) to an income-eligible household in accordance with 24 CFR 92.252,

- sale or transfer of the property.

-upon expiration of the five, ten or fifteen year affordability term, as applicable, the loan shall be

forgiven.

d) The amount of HOME assistance/HOME investment subject to recapture is the direct subsidy that enabled the homebuyer to purchase the property. The HOME subsidy is defined as the difference between the fair market value of the Property at the date of purchase by the Participating Owners and the affordable purchase price paid by the Participating Owners on that date.

e) If the property is sold before expiration of the affordability term, and if the net proceeds (i.e. the sales price minus loan repayment, other than HOME funds, and closing costs) are not sufficient to recapture the full HOME investment plus enable the homeowner to recover the amount of the homeowner's Subsidy and any capital improvement investment, the City may choose to divide the net proceeds. The net proceeds may be divided proportionally as set forth in the following formula:

$$\text{Home Investment} \times \text{Net Proceeds} = \text{HOME Amount to}$$
$$\text{HOME Investment} + \text{Homeowner Investment Recaptured}$$

f) All recaptured funds will be deposited into the City of Manchester's HOME program income account and will be used to carry out additional HOME-eligible activities.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

The HOME assistance provided will be in the form of a loan with varying repayment terms. In some cases the loan may be forgiven upon successful completion of the affordability period. A Mortgage and a Restrictive Covenant shall provide for the recapture of the HOME subsidy by the City in the event that the requirements of 24 CFR 92.254(a)(4) are not met. The following documents will be executed and recorded with the Hillsborough County Registry of Deeds in order to secure the debt and insure compliance with 24 CFR 92.254: Mortgage Deed, Restrictive Covenant, and Promissory Note. Once the affordability period has expired or the HOME funding is recaptured, the Restrictive Covenant will be discharged.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

The City has no plans to use HOME funds to refinance existing debt that is secured by multifamily housing that is rehabilitated with HOME funds.

**Emergency Solutions Grant (ESG)  
Reference 91.220(l)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)

See attachment entitled "City of Manchester, NH Written Standards for the Provision of ESG Assistance (May 2014)"

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

Under the requirements of the Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program (HEARTH Act), the City of Manchester Continuum of Care (MCoC) has designed and implemented a local Coordinated Entry System (CES). MCoC's CES is a powerful tool designed to ensure that homeless persons and persons at risk of homelessness are matched, as quickly as possible, with the intervention that will most efficiently and effectively end and/or prevent homelessness. See attachment entitled "The City of Manchester Continuum of Care Coordinated Entry System – Written Standards and Policies & Procedures."

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

Sub-awards are made through the City's budget process and approved by the Board of Mayor and Alderman. ESG allocations to nonprofit organizations will be made in accordance with the mandated caps in the HEARTH Act. The City strives to ensure that sub-awards are consistent with the goals identified in the Consolidated Plan and that the ESG dollars are maximized to complement other homelessness work being done in the community through other funding sources including the CoC Super NOFA renewal and bonus projects awarded by HUD.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The City of Manchester meets the homeless participation requirement by soliciting comments and feedback from homeless or formerly homeless individuals primarily through the MCoC and through its public participation process. The MCoC includes formerly homeless individuals in its membership and added one member to the Leadership Committee in August 2014 who continues to participate today.

The MCoC Homeless Liaison Committee routinely meets with homeless people, performs surveys based on community needs/MCoC data collection around emerging issues for this sector of our

community. The Homeless Liaison Committee also puts a trusted and expert outreach person in the lead role of ensuring that the homeless persons' voices are heard.

The MCoC conducts an official survey of homeless individuals each summer, which is shared with the City. The survey is filled with much of the ESG HMIS required data, along with additional indicators which aid in the collaborative service delivery system of the MCoC.

5. Describe performance standards for evaluating ESG.

The City reviews the ESG subrecipients' Annual Performance Review (APR) reports on a monthly basis. All reports are monitored for data quality. Outcomes are reviewed individually based on program type. Positive outcomes are expected based on program. For example, shelters are reviewed for length of stay, connections to mainstream resources and other HUD goals. Rapid rehousing and prevention programs are expected to achieve higher program outcomes--ultimately permanent supportive housing.

Programs that are funded through the ESG program target participants who are most likely to achieve success with fairly limited assistance over a short time frame (approximately \$3,000/household divided over 6 months in a declining subsidy). The Way Home, a MCoC member organization, will continue to be actively involved with Rapid Rehousing through operating ESG funded Homeless Prevention Rapid Rehousing Programs. Their experience with these programs will play a large role in ensuring that the final MCoC-wide policies and procedures target households that are likely to succeed in a RRH program.

The City is routinely in contact with ESG- funded programs on any and all concerns on data quality and poor outcomes. This is conducted through written communications and technical assistance visits. The MCoC is a resource for the City and programs to ensure/build positive outcomes and work collaboratively to address challenges identified within programs.

In conjunction with the CIP budget process, the City of Manchester solicits requests for funding from City Departments, various community agencies and organizations, for profit developers, businesses, etc. on an annual basis (a legal notice is published in the Newspaper in December). The requests are evaluated by CIP Staff and determinations are made with reference to Entitlement Funding eligibility requirements. CIP Staff recommendations on the distribution of Entitlement funding are provided to the Mayor and the funding is appropriated as a part of the City's budget process. For FY 2019, additional Unprogrammed CDBG funds may be allocated to projects that are consistent with the City's Consolidated Plan. Projects may include but not be limited to; services necessary to address the Opiod

Epidemic and infrastructure improvements to City neighborhoods located in income eligible Census Tracts. As a part of this process, HOME funds are allocated to non-profit organizations, Community Housing Development Organization and for-profit developers for activities such as Tenant Based Rental Assistance, Down Payment Assistance and Housing Development. As housing development requests are generally not received as a part of the annual CIP budget process, funding is set aside in a HOME Housing Initiative project and a HOME CHDO project. Both non-profit and for-profit developers have the opportunity to request funding for projects at any time during the year. Proposals can be submitted to the Committee on Community Improvement which meets on a monthly basis. Proposals for other HOME activities such as TBRA are also considered outside of the annual CIP budget process. Funding proposals are considered, evaluated and underwritten on a first-come, first-serve basis. The CIP staff of the Planning and Community Development Department are available to assist in answering questions on the process for applying for CIP HOME funds and information is available on the City's web site <http://www.manchesternh.gov/Departments/Planning-and-Comm-Dev/Community-Improvement-Program>.

## Attachments

## Citizen Participation Comments

Annual Action Public Hearing:

1/25/2018

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**Todd Fleming**, CIP Coordinator for the City of Manchester, officially opened the Annual Action Plan hearing for the HUD FY18/City FY19 budget process. Mr. Fleming gave a brief introduction to the audience that outlined the expenditure of **\$2,287,163** in entitlement funding which consists of the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and HOME Investment Partnership Program funds. He explained that projects identified for funding must meet one of the HUD National Objectives. Further description was given of CDBG funds, Public Services, Capital Improvements, Infrastructure, Universal Accessibility Improvements to Public Facilities, and Administration and Planning.

**Kerrie Poplin**, CIP Planner for the City of Manchester, began by discussing the timeline for the action plan. She then explained the types of feedback that was being sought and how it can be translated into specific goals for the CIP program. The city's 18 goals for CIP funding were reviewed and it was explained that the goals were broad enough to allow a wide variety of beneficial projects to be considered for funding.

**Sarah MacAulay**, CIP Planner for the City of Manchester, opened the floor to public comment, explaining each person would be called up and given two minutes for comment.

### Public Comment:

**Mary Sliney**, Executive Director at The Way Home, commented that the housing market in the city is tight and getting tighter. She explained how rising rents are posing problems for the city's most vulnerable populations. She suggests implementing tax or other incentives for owners who work with the city to create more supportive, affordable housing.

**Sarah Beaudry**, Executive Director at Intown Manchester, spoke to the value of public art in the city and the opportunity to improve the looks of the city without spending exorbitant amounts of money. She also mentions that sites in the Millyard are disconnected from central Elm Street limiting their potential.

**Janet Valeri**, Executive Director at Holy Cross Family Resource Center, explained the value of Holy Cross, helping the diverse community of Manchester. The center is servicing over 100 refugees. Valeri expressed that without the CIP program Holy Cross would not have its home. She expressed her gratitude and hope for future funding of their goals.

**Pat Howard & Aurora Eaton**, volunteers for Pulaski Park, Howard spoke to the many beautiful statues and monuments in Manchester parks erected in the 1930s and 1940s. She explained that these pieces of public art have not been properly maintained, and need restoration. Also commenting that it is likely monuments like these will not be constructed in the city again. Eaton explained the Pulaski Park statue is in bad shape and needs restoration as it is nearing its 80<sup>th</sup> anniversary. She went on to explain that the project is being started as a public private partnership for the restoration Pulaski Park and later more statues and monuments.

**Jessica Sugrue**, CEO of YWCA New Hampshire, expressed her support for public arts previously commented on by Sarah Beaudry, Pat Howard, and Aurora Eaton. Sugrue spoke to the work Emily's Place has done in the community, which has benefited from CIP funding. She also noted she is terrified of the increasing costs of transitioning these people into the community. Through CIP help they were also able to hire a part time child advocate which has been beneficial. She hopes to acquire funds to continue this position and thanked the CIP program for its continued support.

**Bianka Beaudoin**, Development Director at The Way Home, spoke about supporting more of a stay, work, play environment in Manchester. She expressed fear of rising rents.

**Larry Nice**, Executive Director at Helping Hands, explained that helping hands impacts those in the community that would otherwise be homeless many returning from prison and jail sentences. Expressed hopes for continued support from CIP to increase drug and alcohol addiction counseling services.

**David**, a resident for Helping Hands, spoke about living at the Helping Hands center for 19 months. With the support there he has made good great steps including enrolling in a two year college program. He expressed his gratitude for the work Helping Hands is doing and hopes CIP continues its support of their goals.

**Ethan Steele**, a resident of Helping Hands, expressed his gratitude and support for Helping Hands, mentioning there are not many places comparable to Helping Hands for reintegration to the community. He also mentioned seeing the great work that HUD funding allows to be done in the city.

**Dennis Barrons**, a resident of Helping Hands, spoke about the great work being done at Helping Hands and that these are programs that need funding. He said that offering places where people can slowly rebuild their lives and reintegrate into the community is extremely important. He noted funding that funding places like Helping Hands will save money for the city and state in the long run but most importantly offer the city and all its residents a higher quality of life.

**Meghan Brady**, President at St. Joseph Community Services, discussed the Meals on Wheels service they provide and how there has been an uptick in demand recently which is expected to continue. She referenced New Hampshire demographic trends making it one of the oldest states by average age in the nation. The increase in poverty for the elderly population is driving more demand for these services and she notes promoting the independent living of the elderly is a goal. She expressed her hopes for CIP funding to help this program keep up with increased demand.

**Mr. Fleming** gave the closing remarks, explaining the current needs and their associated goals. If the public felt that an important project or need was not represented within the Consolidated Plan/Action Plan that the City could amend the Consolidated Plan.

**Todd Fleming** then thanked everyone for coming and sharing their comments and reminded everyone that they can submit written comments to the CIP Staff up until the date the Annual Action Plan is submitted. Mr. Fleming then closed the Public Hearing.

**LEGAL NOTICE**  
(HUD/CIP Citizen Participation Meetings)

The City of Manchester Community Improvement Program Staff will be conducting a public hearing on the HUD FY2018 and City FY2019 Community Improvement Program (CIP) which includes funds allocated through the U.S. Department of Housing and Urban Development, (HUD). The hearing will be held on Thursday, January 25<sup>th</sup> at 6:30 PM at City Hall in the Aldermanic Chambers, 3rd Floor, located at 1 City Hall Plaza, Manchester.

The meeting is being held in order to provide City residents an opportunity to comment on the expenditure of the federal fiscal year 2018 HUD monies to be received by the City for expenditure beginning July 2018. These HUD funds may include Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), Emergency Solutions Grant Program (ESG), and may also include HUD Section 108 Monies.

Manchester Citizens, including public housing residents, public and private agencies, community groups, businesses and other interested parties are invited and encouraged to attend so they may voice their concerns and express their opinions on the priority needs of the community. These hearing will also include discussion and citizen comments about the Manchester Continuum of Care (MCoC) and the coordination between the City and the MCoC of funds spent to support homelessness needs and services. The overall discussion topics may include housing and homelessness, public infrastructure, environment, neighborhood investment and revitalization, education, public safety, recreation, economic development and social services.

The comments received at these meetings will assist CIP Staff in the development of the 2018/2019 Annual Action Plan, an element of the five-year Consolidated Plan. The Action Plan and Public Hearings are mandated by HUD as a condition of the receipt of funds from that federal agency.

For further information, please contact CIP Coordinator, Todd Fleming, at the Manchester Planning and Community Development Department at 624-6450. Individuals requiring special accommodations for access to the hearings are requested to contact this Department at the above number at least 72 hours prior to the hearing.

Signed: Leon L. LaFreniere, AICP  
Director of Planning & Community Development