Annual Action Plan

Application For Funding
For City FY 2015

2014

CITY OF MANCHESTER PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT

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ANNUAL ACTION PLAN – 2014

The following Action Plan outlines the yearly program of activities that the City of Manchester will undertake in the next fiscal year. These activities will address the priority needs and objectives that were initially identified in the Consolidated Plan and also those identified this year through the Community Improvement Program Budget Development and Citizen Participation Process. This document also serves as the Annual Submission and Application to the Department of Housing and Urban Development and as such provides certain required elements.

The Action Plan was made available to the public on April 11, 2014. No comments positive, negative or otherwise were received.

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AP-05 EXECUTIVE SUMMARY – 24 CFR 91.200(C), 91.220(B)

INTRODUCTION

As proposed the programs and projects included in this year's Annual Action Plan (FFY 2014 - City FY 2015) are based upon the Key Strategies identified in the City's Consolidated Plan. Since the development of the City's first Consolidated Plan the annual elements have pretty much 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 over the most recent few, the City has undergone steady and significant changes which impact on its ability to comply with the key strategies as well as to consider a revision of some of them so as to be consistent with current needs and priorities of the City.

A review of HUD's 2013 Low and Moderate Summary Income Data indicates that 52.2% of Manchester' households have incomes that are less than 80% of the median income compared to 47% in 2005 and 43% in 1990. American Community Survey 2008-2012 data show that 14.1% of Manchester's population is below poverty level. As the City has gotten progressively poorer its demographic make up has changed as well becoming more diverse and assimilating many new immigrants from all over the world into the community. These latest citizens bring with them new, differing and not insignificant demands upon the local support infrastructure. Coupled with the needs of a growing low income population the City has been challenged to appropriately and effectively provide the varied services necessary for these community members.

The strategies in the Consolidated Plan were created towards the end of addressing the needs of both of these populations however the ability of the City to carry out these key strategies has been made more difficult as a result of decreasing resources. Since the United States Department of Housing and Urban Development (HUD) FY 2010, Manchester has sustained a reduction in excess of 23% which effectively also 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 deal with the increased demands and changing priorities while complying with the applicable Community Development Block Grant (CDBG) regulations has been greatly facilitated by having a section of the City designated as a Neighborhood Revitalization Strategy Area (NRSA) several years ago in combination with the Manchester Community Resource Center (MCRC) becoming a designated Community Based Development Organization (CBDO). As detailed later in this Action Plan, the City is requesting a realignment of the NRSA to align with the 2010 Census and most recent income data.

SUMMARIZE THE OBJECTIVES AND OUTCOMES IDENTIFIED IN THE PLAN

Working closely under agreement with MCRC and utilizing their designation as a CBDO to carry out specific activities, the City has earmarked $422,900 CDBG Entitlement Funds for the CBDO towards the end of addressing particular key strategies, including health and human services, education and skills development and recreation, which are identified in the Consolidated Plan and as contained within the design of the NRSA. In accordance with 24 CFR 570.204, "Special Activities by a Community Based Development Organization (CBDO)," the City recognizes that a Manchester Community Resource Center, as the designated CBDO, is free to subcontract with any agency of its choosing in order to carry out activities that are in alignment with the CBDO's mission to serve persons in the City's Neighborhood Revitalization Strategy Area (NRSA), subject to all applicable requirements of U.S. Department of Housing and Urban Development's Community Development Block Grant Program.

In addition to working with the City within the NRSA the MCRC continues to be the anchor agency in the recently renovated Odd Fellows Hall, a City owned property acquired and renovated with City and HUD Funds. Situated within the NRSA, this building houses several agencies offering varied services focused at meeting the needs of the City's low income population as well as its burgeoning ethnic communities. MCRC will play a lead role managing the building and coordinating the sharing of staff, facilities and other resources.

Manchester not unlike many other urban communities across America has been significantly impacted due to the reduction of Entitlement Funding by Congress. The City has had to reassess the programs and projects that it is able to assist with the reduced funding as well as the methodology and means to carry them out. The City has utilized to its utmost benefit the advantages of CBDO and NRSA designation but recognizes other initiatives and strategies are required to address the ever increasing priority needs.

The City is currently considering the possibility of submitting an application to reserve Section 108 Funds for future projects. Economic development activities are currently not being funded with CDBG funding. The City is using other resources to fund its economic development activities.

The City has for years also supported the concept of a balanced housing market and has sought to increase the number of homeowners by providing financial incentives for first time homebuyers as well as assistance to current homeowners to maintain their properties. Given the number of foreclosures that have occurred over the past few years, the escalating costs associated with homeownership and more stringent underwriting requirements, the City discontinued its First Time Homebuyer Program in 2011. At this time, no funds have been set aside within this year's Action Plan for home ownership assistance.

The City has designated $81,405 of HOME Investment Partnerships Program (HOME) Funds for project support for the City's local Community Housing Development Organizations to use on their affordable housing projects, the exact project(s) as of yet to be

determined. $328,989 of HOME Funds have been earmarked for the City's Housing Initiatives Program.

In addition to limited housing rehabilitation and development, the City will utilize $125,000 of HOME Funds for support of tenant based rental assistance. The prevention of chronic homelessness and the placement of the homeless into permanent housing remains a major concern with success dependent upon the City's ability to provide a sufficient supply of affordable housing to households with extremely low incomes. Sheltering of the homeless will continue to be an ongoing City responsibility and function until such time as the inventory of affordable housing units is sufficient to accommodate the very low-income. The City will address this need utilizing $19,500 of CDBG Funds and $125,737 of Emergency Solutions Grant (ESG) Funds to assist seven agencies operating homelessness prevention programs.

In addition to the previously mentioned economic development initiatives, the City will continue to invest funding to support education and skills development for low income individuals. $287,800 of CDBG funds has been earmarked to support programming provided by agencies including but not necessarily limited to the Manchester Community Resource Center, Girls Inc., and the Holy Cross Family Learning Center, and select CBDO Special Activities in the NRSA.

The City continues to view the strategy relating to Infrastructure Improvements as a priority. For this coming year a total of $360,000 of CDBG and $9,749,800 of City funding has been designated for improvements to neighborhood streets and sidewalks as well as the municipal water and sewer systems. This investment will improve the aesthetics and living conditions of inner city neighborhoods, through efficient and safer driving and walking conditions for the residents of these neighborhoods.

In addition, the City has set aside both CDBG and HOME funds for planning and administration. The Community Improvement Program includes funding to complete various planning studies and Staff Support in the amount of $10,000 (CDBG). Staff administrative costs are covered with $300,046 of CDBG, $40,379 of HOME and $10,194 of ESG funds.

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. These strategies are contained within this

document as the development of the HUD Consolidated Plan and also in the ensuing Annual Action Plan. Both documents are 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.

EVALUATION OF PAST PERFORMANCE

During the last program year as in recent years, the City continued to experience a significant increase in both the number of requests for assistance and the amount of funds requested by non-City organizations; primarily for operational support. The significant number and types of projects contained within our 2014 CIP (25 agencies funded) reflects the City's response to their requests. The 2014 CIP also included an increase in the number of non-capital City initiatives that were carried out with Entitlement Funds as well, with four City Departments administering Programs funded with CDBG funds during the past reporting period.

Given the increased demand for operational support by the nonprofits, and requests for new initiatives by City Departments, the percentage of CDBG funds directed towards non-capital projects has continued to increase. During the 2014 program year, the City was able to use CDBG funds to accommodate such public service type activities through it's affiliation with Manchester Community Resource Center (MCRC). Approximately $500,000 of funds was sub-granted to MCRC to support activities that were consistent with the CBDO's mission. As a result, thirteen sub-grantee agencies were able to receive funding to operate 15 programs without impacting the City's 15% Public Service cap. At that time, the City viewed the CBDO / NRSA designation as critical in order to be able to respond to the needs of the Community. Absent of these NRSA activities being funded by the CBDO, the City's ability to provide support to a significant number of the non-profit organizations providing severely needed services operating in the community would be limited

As the demand for public service projects has increased, it has been more difficult to support all of the strategy elements identified in the City's Action Plan. In recent years, including 2014, only a small percentage of Entitlement funds were committed to support Economic Development, Infrastructure Improvements and Recreational Opportunities strategy elements. Although the distribution of Entitlement funding has shifted to social service agencies, Manchester has been able to leverage other sources of funding to support all of the City's strategy elements. Based on the shifts that have taken place, the City has made every effort to distribute Entitlement funding among all of the City's Key Strategy elements. As a result of our efforts, the amount of funding committed to social service agencies has decreased slightly.

SUMMARY OF CITIZEN PARTICIPATION PROCESS AND CONSULTATION PROCESS

The planning and development of the Action Plan occurred within the framework of the Planning Department's Community Improvement Program (CIP) Budget Process. The CIP budget methodology involves the establishment of a priority system of needs that are identified through extensive interaction with other City Departments, Community Agencies and Organizations and citizen input. The information received is documented, reviewed, analyzed and prioritized. The projects deemed to be the most deserving of the funds available are recommended for funding.

The CIP Process is initiated each November with funding requests solicited and received from the above noted entities. Notices regarding the initiation of the process are forwarded to past recipients of funds and public notices are posted as well as advertised in the local newspaper, The Union Leader. Citywide public participation and input into this process is solicited by the City and realized through Public Hearings and presentations by various organizations seeking funds. This past year, the City conducted two Public Hearings for the development of this year's CIP and HUD Action Plan. These hearings were held January 22nd 2014 at the Dearborn Memorial Building Oddfellows Hall and on January 23rd, 2014 at William B. Cashin Senior Center.

Taking a proactive approach towards public participation, the City encouraged subrecipients of HUD funds to have the beneficiaries of their programs attend the public hearings and provide comments on the proposed programs and activities as well as identify needs of their own. The Planning and Community Development Department's Staff conducts review of the information gathered through this process. The requests are prioritized in accordance with the overall needs, goals and funding constraints of the CIP Program and the eligibility requirements of HUD. Project requests are matched to appropriate funding sources consistent with their scope, size and eligibility for Federal funding.

Preparation of the CIP Budget is the responsibility of the Mayor's Office, which presents the recommended Program to the Aldermanic Board for review, acceptance and approval.

Since the Action Plan is essentially an element of the Community Improvement Program and therefore part of the City Budget Process, the priorities and strategies identified in the Action Plan are reviewed and endorsed by the Mayor's Office. This year the Mayor presented the CIP Budget to the Board of Mayor and Aldermen on March 31, 2014. As such, all of the projects contained within this Action Plan will be, upon acceptance of the CIP Budget approved by the Board of Mayor and Aldermen for funding.

On April 11, 2014, the thirty-day comment period for the proposed Action Plan as contained herein began, with the final adoption of the CIP/Action Plan to be approved by the Aldermen following this thirty-day period.

AP-10 CONSULTATION – 91.100(B), 91.215(I)

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

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 about 50 agencies and persons 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. Recently, the City contracted with the regional Planning Commission to complete an Analysis of Impediments to Fair Housing Choice in Manchester. The City is also currently working with the Planning Commission on a regional analysis of Impediments to Fair Housing. Another City partner is the Manchester Housing and Redevelopment Authority. They provide 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.

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 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 recipients, the provision of comments regarding the City's ESG project and activity grant subawards, and the encouragement of a collaborative partnership between the MCoC, the City and ESG Subrecipients.

The MCoC Leadership Committee includes a representative from the City's Planning and Community Development department, which oversees ESG activities, funding, monitoring and reporting.

The MCoC Data Collection committee works closely with all reporting agencies and the City to ensure quality HMIS data quality, usage and following of all HMIS policies and procedures. As part of on-going technical assistance and monitoring, the City monitors ESG Annual Performance Reviews (APR) monthly and shares results with MCoC Data Collection Committee or the General Assembly as needed.

Describe consultation with the Continuum(s) of Care that serves the State 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 State of NH Bureau of Homeless and Housing Services (BHHS) utilizes state allocated ESG funds for a Rapid Rehousing program that serves Manchester. The City reviews this program and works to ensure that other City programs are balanced and positioned to strengthen existing resources or fill gaps as necessary. The MCoC and the City are important partners together in this planning for state ESG resources. Additionally, BHHS maintains the contract with the HMIS provider and hold main control on all HMIS functions including the City's ESG Subrecipients.

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

The City contacted about 50 local non-profits and action groups through email about the beginning of the upcoming Fiscal Year budget process. The contact list included community service, housing and economic development agencies, community leaders, private developers and persons who have received or applied for funding in the past. In an effort to spread the information to all community groups, there was a Legal Notice published in the local newspaper and information posted on the City's website. Once applications were received, the Mayor and Aldermen scheduled hearings for each non profit (31) to attend and explain their funding request. Shortly after the hearings, each applicant was notified through email and a Legal Notice was published advertising Citizen Participation Meetings. Two meetings were held soliciting input from citizens and businesses in Manchester on how Manchester should spend their Federal funding allocation to address issues in the City.

STRATEGY 1
HEALTHY NEIGHBORHOODS

Over the past ten years, the City has invested a significant portion of its entitlement funding on activities that promote healthy neighborhoods. Ongoing initiatives have included: Concentrated Code Enforcement, Center City Disease Prevention (now known as Healthy Homes Peer Intervention), Municipal Infrastructure Program, Dilapidated Building Demolition Program, Housing Rehabilitation/Lead Hazard Control Program, Affordable Housing Initiatives, Weed N Seed Program, Project Greenstreets, Comprehensive Neighborhood Revitalization Projects (Rimmon Heights, Hallsville and Piscataquog), etc. The designation of the City's first Neighborhood Revitalization Strategy Area in 2005 further enhanced the City's efforts to improve the overall health of neighborhoods in the community. The City's Neighborhood Revitalization Strategy is a comprehensive approach designed to: improve the infrastructure; increase the number of affordable, safe and sanitary housing units in the neighborhood; increase the number of available jobs; and effect physical and social improvements that create and maintain a "livable" environment. The Neighborhood Revitalization Strategy Area was recently expanded in 2010 and we are proposing the realignment of the boundaries again in 2014.

Although many positive actions have taken place and the City's investment of entitlement and Neighborhood Stabilization Program funding has had a beneficial impact on the inner City, there are several neighborhoods in community that are in decline. These neighborhoods can be characterized by high vacancy rates, foreclosed properties, unhealthy sub-standard housing conditions, vacant abandoned properties, high crime rates and poor infrastructure.

During the Consolidated Plan Period, the City will continue to implement activities that promote the development of healthy neighborhoods.

Goals/Needs

- **Provide Safe and Sanitary Housing Units**
  - *To reduce the amount of sub-standard living conditions.*
- **Reduce Youth Related Criminal Activity**
  - *To keep youth off the streets and engaged in safe activities.*

Strategy Elements

- The Neighborhood Revitalization Strategy Area that was approved by HUD will include economic development initiatives that emphasize the empowerment of low and moderate-income persons with a continued focus on education, job training activities and comprehensive employment programs for residents of the designated target area.
- Ensure a safe environment through crime prevention and police enforcement programs.
- Rebuild decaying neighborhood infrastructure that includes the City's parks, streets, sidewalks and utilities.
- Remove abandoned and burned out buildings that have been labeled blighted properties.

- Support fire prevention activities designed to reduce the number of fires in the community.
- Utilize HOME, CDBG and Office of Healthy Homes funding to eliminate lead and other health hazards in housing occupied by very low and low-income families.
- Provide and promote walkable neighborhoods. The original compact heart of the City was developed as a walkable area with fine grained, mixed use land, sidewalks in all areas and public transportation available. There is considerable work to be done, however, to extend walkability to other parts of Manchester.
- Manchester has recently begun to participate in the Safe Routes to School program which encourages students to walk to school and assists in sidewalk improvements in the school areas. The City should continue to participate and increase its involvement in this program.
- Provide a variety of health care services to improve the health of residents and control disease.
- Provide Weed N' Seed programming to combat violent crime, drug abuse, and gang activity in specific neighborhoods of Manchester.
- Code enforcement program created to stabilize and improve conditions increasing the rental housing opportunities in low/moderate income areas.
- On a selective basis, consider support of projects that emphasize the reuse of underutilized properties.
- To promote green space in the City, CDBG funds will be utilized to plant trees along public right of ways and in parks located in low-income neighborhoods.
- Utilize the Greater Manchester Community Needs Assessment 2009 (Health Department Study) as a tool to prioritize activities that promote healthy neighborhoods.

The following are benchmarks that will be used to measure the progress of the strategy over the next year.

- Improve streets, sidewalks, lighting, traffic signalization, etc. in 1 to 2 neighborhoods.
- Support the development of 1 to 2 Walkable Neighborhoods through the design and installation of appropriate infrastructure.
- Promote healthy living conditions through the rehabilitation of a minimum of 100 housing units.
- Inspect a minimum of 600 occupancies to ensure compliance with minimum life safety and housing codes.
- Create 15 housing units as a result of the redevelopment of under utilized properties.
- Reduce crime rates in the community by 10%.
- Clean up a minimum of 2 blighted properties.
- Provide neighborhood health services to 25 high-risk families.
- Plant 70-80 trees within the City's neighborhoods.
- Decrease the number of fires in Manchester by 20% (activities not funded with Entitlement funding).

HUD-Assisted Program Elements:

Highway – Parks and Recreation – Project Greenstreets – $20,000
City Leverage - $0 (Previous Years Funding)
Highway Department – Residential 50/50 Sidewalk Programs - $150,000
City Leverage - $75,000 (Previous Years Funding)
Planning and Community Development – Concentrated Code Enforcement - $74,500
City Leverage - $0
Planning and Community Development – Healthy Homes Peer Intervention - $17,000 (Lead Hazard Reduction Demonstration Grant)
City Leverage - $0
Planning and Community Development – 2010 Lead Hazard Reduction Demonstration Grant Program - $3,967,678
City Leverage - $1,404,854
Police Department – Weed & Seed Officer Support - $72,900
City Leverage - $0

Total funds leveraged by HUD assisted Programs - $1,479,854

Non-HUD Funded Program Elements:

Highway Department – Residential 50/50 Sidewalk Programs - $75,000
2010 Lead Hazard Reduction Demonstration Grant Program - $250,000
Police Department – MHRA Community Policing - $140,000
Police Department – State Funded Programs & Activities - $200,000
Police Department Federal Funded Programs & Activities - $250,000
Health Department – Immunization Services - $102,000
Health Department – Lead Poisoning Prevention - $25,608
Health Department – STD/HIV Clinical - $74,500
Health Department – TB Prevention & Control - $35,000

No funds leveraged by Non-HUD assisted programs

Benchmarks:

Plant 70 – 80 additional trees.
Improve the community's risk factors for violence prevention through coordination/enhancement of community assets and resources.
Serve 300 high risk Manchester youth by partnering with the Police Department to engage disconnected youth.
Increase the number of Neighborhood Watch Groups by 15.
Reduce crime rates in the community by 10%.
Inspect a minimum of 4000 residential rental units to ensure compliance with minimum life safety and housing codes.
Promote healthy living conditions through the rehabilitation/remediation of a minimum of 25 housing units.

STRATEGY 2
CITY WIDE ECONOMIC DEVELOPMENT

Consistent with the City's Master Plan, the City Wide Economic Development Strategy will emphasize Economic Vitality. Economic Vitality is the ability of a community to respond to change, to retrain itself for emerging business opportunities and to provide an entrepreneurial spirit that builds businesses and jobs. The City's Economic Development Strategy will continue to support program elements that will:

- Support higher education institutions as they provide significant benefits to the economy of the City in terms of education and training for its residents and the quality of life in the area and act as employment centers creating additional business.
- Facilitate the retention and growth of Small businesses including those located in the neighborhood areas.
- Improve the quality of life in Manchester. These factors play a major role in attracting and retaining businesses and should be enhanced by the City. These include such items as arts and culture, entertainment, the visual quality of the community and trail system.
- Retain and enhance existing manufacturing companies and attract additional businesses.
- Extend rail service to Manchester. This will obviously provide improved commuting access to other areas but will also bring Manchester into the sphere of the Boston Metropolitan area which in turn will open up possibilities for Boston area firms to invest in the City.
- Facilitate the growth of the Manchester Boston Regional Airport. This will enhance the economic well being of the community.
- Provide support to companies interested in starting up, relocating or expanding operations in the City.
- Complete the infrastructure improvements needed to attract additional businesses to the Northwest Business Park.
- Redevelop, integrate and improve the area south of the downtown core along Elm Street from Lake/Granite Street to Queen City Avenue and between Elm Street and the Merrimack River. Various initiatives in these areas include: the Jac Pac/Rivers Edge Development, the Rockwell Site Redevelopment and streetscape improvements in the Warehouse District, the Gaslight District and on South Elm Street.
- The City's marketing campaign must be enhanced and conducted over a long period of time. While the marketing is focused on the Northeast and Canada, consideration should be given to selective marketing on a global basis.
- Utilize the City's natural resources as an economic development tool by promoting its water resources, important wildlife habitats, scenic vistas and other features to prospective businesses, residents and visitors.
- Expand the Business Assistance programs that the City's Economic Development Office operates.

Goals/Needs

- **Job Creation**
  - *Provide employment opportunities.*
- **Job Retention**
  - *To keep local businesses in compliance with all applicable City codes.*

Strategy Elements

Specifically, the following are key components of the City's economic development strategy.

- The City will continue to encourage small businesses to partner with the NH Community Loan Fund Micro-Credit Program and the NH Small Business Development Center.
- The City will continue to assist new and emerging businesses develop in the community.
- CDBG funds will be used for municipal infrastructure including right of way improvements, sidewalk reconstruction, utility upgrades, streetscape furniture, etc.
- Contingent upon the availability of funding, MEDO will continue to administer programs to create jobs for low and moderate-income individuals.
- The City will continue to investigate utilizing Section 108 loan funds to undertake economic development activities. Activities might include but are not limited to the following: acquisition of real property, rehabilitation of property, related relocation activities, related clearance, demolition and removal, infrastructure improvements, interest payments and financing costs.

The following are the proposed Consolidated Plan benchmarks that will be used to measure the progress of the strategy over the next year.

- Create or retain a minimum of 50 jobs as a result of Section 108 loans.
- Improve 1 distressed neighborhood centers resulting in increased property values.
- Increase the number of jobs being created as a result of the airport expansion.

HUD-assisted Program Elements:

Planning and Community Development – Section 108 Loan Program - $4,000,000 (contingent upon reservation of funding)

Non-HUD Funded Program Elements:

Manchester Economic Development Office – Brownfield Grant - $400,000

City Leverage - $0

No funds leveraged by HUD assisted programs

No funds leveraged by Non-HUD assisted programs

Benchmarks:
Process 1 Section 108 loan
Remediate 3 businesses contaminated with hazardous waste.

STRATEGY 3
HOMEOWNERSHIP & AFFORDABLE HOUSING DEVELOPMENT

In response to the findings of various Task Forces on Affordable Housing and recommendations of the Master Plan, the City will continue to make every effort to produce a balanced housing market that provides opportunities for all City residents ranging from upscale market rate housing to affordable housing. The City's Homeownership and Affordable Housing Strategy will continue to support program elements that will:

- Support the creation of a balanced housing market in terms of a variety of housing types and income ranges, in ownership versus rental units, in housing production, and in density.
- The City should closely monitor trends in the housing market. A healthy rental vacancy rate is approximately 4% with an owner vacancy rate somewhat higher than that. When vacancy rates significantly exceed this number (such as in the current market), the strategy should be to encourage the improvement of current stock rather than new production, while in markets with significantly lower rates, new production should be encouraged.
- Most of the vacant residentially zoned land in Manchester has already been developed. Future housing development will therefore have to be in areas of redevelopment, rehabilitation and infill.
- Encourage Mixed-use Buildings. Mixed-use as discussed here includes residential uses with selected retail and office uses but excluding intense uses such as auto-oriented uses and drive-up windows and excluding bars and nightclubs in the neighborhoods. Mixed-use is particularly suitable for downtown and neighborhood center areas. While the Mill Yard should remain primarily devoted to business, it is appropriate to add housing units within some of the mills.
- Promote and support Healthy and Safe Housing. A significant share of Manchester's housing is older (with 63.4% built prior to 1970). Improving the quality of the older housing with rehabilitation assistance is a key effort for the City.
- Support the development of energy efficient and sustainable housing.
- Continue to capitalize the City's Affordable Housing Trust Fund.

Goals/Needs

- **Create Affordable Housing Opportunities For All City Residents**
  - *Affordable Housing.*
- **Maintain the Existing Housing Stock**
  - *Affordable Housing.*
- **Ensure Equal Access to Affordable Housing Opportunities**
  - *To provide fair housing counseling and representation.*

Strategy Elements

Over the next five years, the City's Homeownership and Affordable Housing Development Strategy will include the following elements:

- Support homeownership-training programs that help low-income households understand the responsibilities of homeownership and assist people with financing in order to obtain a home upon graduation from the program. (Due to the poor economy, this strategy element has been

suspended)

- Utilize HOME funding to provide subsidies to low-income families to assist them with the down payment and closing costs associated with purchasing a home. (Due to the poor economy, this strategy element has been suspended)
- Utilize HOME and/or CDBG funding to operate homeowner rehabilitation programs for inner City neighborhoods and other areas of the City deemed in need of assistance.
- Provide foreclosure prevention seminars and one on one foreclosure counseling.
- Utilize HOME, CDBG and Office of Healthy Homes funding to eliminate health hazards in housing occupied by very low and low-income families.
- Utilize HOME funding to provide incentives to both for-profit and non-profit developers to produce affordable rental housing. Affordable housing initiatives should include a mix of new construction and adaptive reuse of existing properties to maintain a vacancy rate that is consistent through out the entire city.
- Utilize CDBG funding to enforce fair housing and advocate for individuals who have been discriminated against.
- Where ever possible, the City will promote the construction of Energy Star-labeled homes and the purchase of Energy Star-labeled products in conjunction with HUD-assisted housing initiatives.

The following are the proposed Consolidated Plan benchmarks that will be used to measure the progress of the strategy over the next year.

- A balance of owner-occupied and rental units that approaches a 50-50 split.
- Rehabilitate a minimum of 5 housing units occupied by low-income families.
- Eliminate lead based paint hazards in a minimum of 100 housing units occupied by low-income families.
- Develop a minimum of 30 units of affordable rental housing.

HUD-assisted Program Elements:

Planning and Community Development – 2010 Lead Hazard Reduction Demonstration Grant Program - $3,967,678
City Leverage - $1,404,854
Planning & Community Development – HOME CHDO Set-Aside - $81,405
City Leverage $20,350
Planning and Community Development – Housing Initiatives – $328,989
City Leverage - $82,250

Total funds leveraged by HUD assisted Programs- $1,507,454

Non-HUD Funded Programs:

2010 Lead Hazard Reduction Demonstration Grant Program - $250,000
Planning & Community Development Housing Initiative - $25,000
Planning & Community Development – HOME CHDO Set-Aside - $20,350
No funds leveraged by Non-HUD assisted Programs.

Benchmarks:
Create 30 units of affordable housing for low-income families.
Eliminate lead hazards and code deficiencies in 25 units of housing occupied by income eligible families.

STRATEGY 4
HEALTH AND HUMAN SERVICES

The City's continued support of health and human service organizations and its commitment to a high quality of life for all of its citizens positively impacts Manchester's economic vitality as it strives to compete with other communities in a competitive market. The quality of life for the workforce and the satisfaction of Manchester residents with the community is a factor for companies considering a move to or an expansion of their presence in the City. The City's ability to provide the basic services necessary to keep people housed, educated and healthy has become an important factor in the effectiveness and success of its economic development strategy. Ultimately this impacts on the City's ability to provide additional services to its citizens and new refugees not financially able to access such services.

The City is fortunate to have active and experienced agencies working together in close cooperation offering a strong health and human services network for Manchester residents. These organizations include the Greater Manchester Association of Social Service Agencies, and the Manchester Community Resource Center, which, as a Community Based Development Organization, works with multiple nonprofit, social service agencies to support low to moderate income residents in a comprehensive manner. The network of non profit organizations and City departments provide social, child care, medical and other services to Manchester's less fortunate citizens including immigrants and refugees. The City will continue to utilize entitlement funding and other sources of local, state and federal funding to support these services.

Goals/Needs

- **Ensure the Educational Enrichment of Youth**
  - *To provide counseling, after school programs, and supportive services.*
- **Perpetuate the Independent Living of Elderly Residents**
  - *To provide skilled homecare assistance and meal delivery.*
- **Encouraging Job Retention for Working Parents**
  - *To provide childcare options for working parents.*
- **Support Facilities that Provide Health Care to the City's Uninsured Residents**
  - *Access to health care.*
- **Assimilate Refugees Into the Community**
  - *Access to supportive services that target newly settled*

Strategy Elements

- Provide pharmaceuticals, health care and dental service to low and moderate income individuals.
- Provide Manchester's uninsured access to health care.
- Coordinate and support the implementation of services in a network to provide refugee populations with access to safe housing and all essential services.
- Utilize CDBG funding to provide affordable daycare for low-income families.

- Offer after school tutoring, mentoring and recreational programs to youth residing in low-income neighborhoods.
- Provide support and services to Manchester's frail elderly.
- Utilize available resources to assist non-profit organizations with the upkeep and maintenance of their buildings that serve as points of service.
- Utilize the Greater Manchester Community Needs Assessment 2009 (Health Department Study) as a tool to prioritize health and human service activities.

The following are benchmarks that can be used to measure the progress of the strategy over the next year.

- Provide dental services to 665 underserved children.
- Benefit a minimum of 650 individuals as a result of providing medical care to the uninsured.
- Mentoring programming will benefit a minimum of 177 youth at risk.
- Affordable daycare services will benefit a minimum of 100 low-income families.
- Provide 116,000 hot meals to Manchester's frail elderly.
- Enrich the lives of Manchester's youth by providing programming to 905 income eligible youth.
- Provide services to 225 families with children that suffer from abuse.
- Assist a minimum of 300 immigrant or refugee individuals by providing various services.

HUD-Assisted Programs:

Manchester Community Resource Center – Health and Human Services CBDO Special Activities - $422,900
Agency Leverage - $10,000,000
Manchester Community Resource Center – Administration CBDO Special Activities - $26,000
Agency Leverage $0
Child Advocacy Center of Hillsborough County – Forensic Interviews - $13,500*
Agency Leverage $85,000
Court Appointed Special Advocates of NH - $13,000*
Agency Leverage $67,598
Girls Inc. – Girls Center - $12,500*
Agency Leverage $342,000
Granite United Way - Bring It - $7,500*
Agency Leverage $98,841
Granite United Way – Homeless Services Director - $25,857*
Agency Leverage - $49,933
Palace Theatre – Operations - $21,000*
Agency Leverage $3,100,000
Police Department – Weed & Seed Teen Night - $5,000*
City Leverage - $0
Serenity Place – Crisis Services (Detox) Program - $7,500*
Agency Leverage - $105,138

*Public Service Project

Total estimated funds leveraged by HUD assisted Programs - $13,848,510

Non-HUD Funded Program Elements:

Health Department – State & Federal funded Programs & Activities (9) - $1,302,798
Health Department – Weed & Seed Saturday Teen Night - $53,700

Total funds leveraged by Non-HUD assisted Programs-$0

Benchmarks:

Provide CBDO public services to 2300 individuals
Provide mentoring to 210 youth.
Provide training, after school activities and meals to 100 youth.
Increase the number of free performances at the Palace Theatre provided to local students to expand their appreciation of performing arts.
Facilitate 100 forensic interviews and supportive services to Manchester child victims of crime.
Provide guardians ad litem (child advocates) for 75 children.
35 individuals suffering from substance abuse to benefit from clinical management of the detox/withdrawal process.

STRATEGY 5
EMERGENCY SHELTER, TRANSITIONAL HOUSING & STRATEGIES FOR THE HOMELESS

All homeless providers that are funded in accordance with this Action Plan are 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's or family's ability to attain and maintain a stable living environment. The initiatives that are outlined as a part of this strategy 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. 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 will continue its emphasis on rapid re-housing and all activities in this strategy are in alignment with the City's 10-Year Plan to End Homelessness and the MCoC Goals, and meet the National Objective goals of reducing the length of time homeless and reducing recidivism into homelessness.

Goals/Needs

- **Prevent Homelessness**
  - *To provide emergency shelter.*
  - *To provide outreach to individuals living in the streets.*
  - *To provide tenant based rental assistance.*
  - *To provide transitional housing.*
  - *To provide rapid re-housing opportunities.*
- **Gather, Manipulate and Share Data on the Homeless Population**
  - *For all applicable agencies to use the HMIS Data System.*

Strategy Elements:

- 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.

- Continue to support the operation of the Manchester Homeless Services Center--a place where Manchester's homeless adults can find a safe refuge from the elements, have lunch and most importantly access a variety of services in one centralized location.
- Support agencies in need of training and other support in the HMIS data collection process.
- Continue to coordinate with the City's Homeless Service Coordinator to implement the goals and objectives that have been outlined as a part of the 2008 Ten Year Plan to End Homelessness.

Benchmarks:

The following are benchmarks that will be used to measure the progress of the strategy over the next year:

- Secure permanent housing for 60 households who are literally homeless by providing security deposit guarantee and/or rental assistance, case management and other rapid re-housing, housing relocation and stabilization services.
- Homeless prevention, including housing relocation, stabilization and case management services, to assist 480 households who are income eligible and at risk of homelessness to obtain and successfully retain permanent housing.
- Provide tenant based rental assistance to help 43 homeless and other very low income tenants secure and remain in safe, affordable housing.
- Outreach, crisis intervention, emergency shelter to 450 homeless, at-risk of homeless and runaway youth.
- Provide daily, comprehensive essential shelter services to 190 homeless individuals at the Homeless Services Center.
- Support operations of an emergency shelter to 100 women and children who are victims of domestic violence.
- Provide emergency shelter and essential services for 1,070 men, women, youth and children.
- Provide 72,000 meals and distribute 9,000 bags of food to men, women and children.
- Continue support of the Homeless Services Coordinator.
- Continue implementation of the City's 2008 Ten Year Plan to End Homelessness.

HUD-assisted Program Elements:

Child and Family Services - Runaway and Homeless Youth Program - $14,000
Agency Leverage - $85,000
Families In Transition - Manchester Emergency Housing – Operations - $10,000
Agency Leverage $142,445
Families In Transition – Lowell Street Tenant Assistance - $30,000
Agency Leverage - $156,075
Harbor Homes, Inc. – Veterans FIRST BAE Independence Hall Tenant Assistance - $30,000
Agency Leverage - $399,409

New Horizons – Shelter Operational Expenses - $34,687
Agency Leverage - $188,094
New Horizons – Housing First - $15,000
Agency Leverage $0
Planning & Community Development – Homeless Services Center - $19,500
Agency Leverage - $162,952
Planning and Community Development – HMIS Data System - $7,500
City Leverage - $0

The Way Home – Homeless Prevention Housing Relocation & Stabilization Services - $13,000
Agency Leverage - $31,000
The Way Home - Tenant Based Assistance - $50,000
Agency Leverage - $191,000
The Way Home - Rapid Rehousing Housing Relocation and Stabilization Services - $31,350
Agency Leverage - $49,000
YWCA New Hampshire – Emily's Place Operations - $15,200
Agency Leverage - $43,800

Total funds leveraged by HUD assisted Programs - $1,448,775

Non-HUD Funded Programs:

Health Department – Homeless Healthcare - $513,371

Total funds leveraged by Non-HUD assisted Programs - $0

Benchmarks:

Crisis intervention services to 75 youth at risk.
Provide daily comprehensive services to 750 homeless at the Homeless Services Center.
Maintain licensing for Homeless Information Management System (HMIS) training to HMIS users.
Implementation of the City's 2008 Ten Year Plan to End Homelessness resulting in the elimination of Homelessness in Manchester on or before 2018.
Provide emergency shelter, transitional housing and supportive services for 1,155 men, women, youth and children.
Provide 72,000 meals and distribute 9,000 bags of food to men, women and children.
Provide counseling and services necessary to rapidly re-house homeless 75 homeless families.
Provide homeless prevention services to 35 at risk households.
79 homeless and at risk families will be assisted with a short-term rent subsidy.

STRATEGY 6
RECREATIONAL OPPORTUNITIES

The recreational and open space areas of the City play an important role in the community and contribute to the quality of life that attracts new families as well as businesses.

Throughout the City there are a number of selected areas that need new or expanded park and recreation facilities. However, given the limited funding available to address park needs, current facilities and programs that are heavily used and in need of repair are given priority. The attention to such facilities in CDBG eligible areas has for many years been accomplished through the expenditure of a significant portion of the City's entitlement grant. This emphasis on recreational facilities in CDBG eligible, (i.e. mainly inner city) areas has resulted in most of the facilities having been improved. As a result, the city has utilized CDBG funding to support youth recreation activities that benefit Manchester's disadvantaged youth. Until this past year, the City has been unable to utilize CDBG funding to upgrade the community's recreational facilities in income eligible areas due to reduced funding levels. In conjunction with the City's Neighborhood Stabilization Program, the city recently purchased and demolished a distressed property adjacent to Harriman park land in an effort to increase the size of the park. Neighborhood Revitalization CDBG Program funding will be used to recondition the park early this summer (2014). In addition to upgrading the City's public park facilities, the City has continued to support youth recreation activities.

Goals/Needs

- **Support Recreational Opportunities for Low/Moderate Income Youth**
  - *To provide youth with the opportunity to participate in summer recreation programs.*
- **Support Community Wide Entertainment Initiatives**
  - *To provide free, outdoor entertainment to low/moderate income citizens.*

Strategy Elements

- Utilize CDBG funds to provide youth recreation programs to income eligible youth.
- Provide organized after school youth recreation to children in public housing complexes.
- Provide summer recreation programs for income eligible youth.
- Provide for increased conservation areas within the City.
- Encourage trail systems that connect with City parks and large natural areas both within the City and in adjacent communities.
- Improve parks, playgrounds and school recreational facilities prioritized in the City's Parks Master Plan.

The following are benchmarks that can be used to measure the progress of the strategy over the next year.

- Provide after school youth recreation activities to 800 children residing in the inner city.
- Provide summer recreation programs to 800 children residing in the inner city

HUD-assisted Program Elements:

Highway Parks and Recreation – Fun-In-The-Sun - $30,850*
Agency Leverage - $0

Total funds leveraged by HUD assisted Programs - $10,000

Non-HUD Funded Program Elements:

Highway Parks and Recreation – Crystal Lake Park Rehabilitation–Phase II - $200,000
Highway Parks and Recreation – South Manchester Rail Trail-Phase III – $600,000

No Non-HUD funded program elements.

Benchmarks:

Provide summer recreation programs to 300 children residing in the inner city.
Host 5 free concert events in the City during the Summer.

Intown Manchester – Free Summer Entertainment Series – Veterans Park - $10,000
Agency Leverage $10,000

STRATEGY 7
INFRASTRUCTURE IMPROVEMENTS

A planned program providing for adequate maintenance, appropriate improvements and necessary expansion of the City's infrastructure is vital to the City's physical and financial integrity. Systemic identification and resolution of infrastructure defines and ensures that City residents will not be unfairly burdened by the need to address costly emergency repairs or rehabilitation of parks, bridges, roads sewers, parking facilities etc. Through the multi-year Community Improvement Plan infrastructure needs are addressed in a prioritized manner that sequences the improvements so as not to unduly burden the Manchester taxpayer. CDBG funding will be utilized to improve the infrastructure of income eligible census tracts as well as the Neighborhood Revitalization Strategy Area. Approximately of $360,000 of CDBG funding has been set aside in this years Community Improvement Program as well as previous years funding to upgrade the City's infrastructure. Wherever possible, the initiatives outlined as a part of this strategy shall be consistent with the following Master Plan goals:

- **Gateways & Corridors** - Improve the City of Manchester's "Curb Appeal". A good first impression is important to attract visitors, businesses, investors and can make the residents proud of their community.
- **Streetscapes** - Improve the quality and usability of streetscapes.
- **Walkability** - Provide and promote walkable neighborhoods.
- **Alternative Transportation** - Support the integration of alternative transportation systems including walking, biking, Segways, buses, taxis, rail and flying.
- **Traffic Management** - Future focus should be placed on upgrading of existing streets and meeting demands from increased automotive travel and traffic congestion through the use of intelligent computer-based management systems for the existing roadway structure.
- **Trails** - Continue the development of a significant trail system. These trails can be used both for recreational activities as well as alternative transportation.
- **Greening Manchester** - The City should continue to promote green areas for the health and welfare of the residents.
- **Public Facilities** - Upgrade and maintain the City's inventory of Public Facilities.

Goals/Needs

- **To Create a Universally Accessible City**
  - *To make universal accommodations to sidewalks, streets, and public buildings.* .
- **Maintain the Infrastructure of the City**
  - *To address deteriorating streets, sidewalks, street lighting, trees, etc.*
- **Maintain the Public Facilities of the City of Manchester**
  - *To address deteriorating conditions in City owned buildings.*

Strategy Elements

- Improve ADA Access to infrastructure. (Universally accessible ramps and curb cuts).
- Eliminate architectural barriers in City Buildings.
- Street and road improvement and reconstruction.
- Improvements to the water, drainage and sewer systems.
- Sidewalk construction and reconstruction.

- Parking garage improvements.
- Bridge repair and rehabilitation.
- Continue the operation of the Manchester Transit Authority
- Addition of five new 20-24 passenger ADA accessible lift vans to the MTA fleet.
- Improvements to the Manchester-Boston Regional Airport
- Upgrade traffic control system.
- Removal and/or pruning of trees in hazardous condition along City streets, within City parks and on other City owned land.

The following are benchmarks that can be used to measure the progress of the strategy over the next year.

- Increase water and sewer main capacity in the City.
- Increase the number of flights arriving and departing from the Manchester Airport.
- Provide for handicapped access to various areas through out the City.
- Produce a comprehensive bicycle and pedestrian access plan.
- Improve streets, sidewalks, traffic lighting, etc. in 2-3 income eligible neighborhoods.

HUD-assisted Program Elements:

Highway Department - Municipal Infrastructure- $300,000
City Leverage - $0
Highway Department – Intersection Improvement Project - $60,000
City Leverage - $240,000

Total funds leveraged by HUD assisted Programs - $240,000

Non-HUD Program Elements:

Highway Department – Residential 50/50 Sidewalk Programs - $75,000
Highway Department – Annual ROW Road Reconstruction - $910,000
Highway Department Environmental Protection Division – Cohas Brook Sewer Project – Contract 4 - $750,000
Highway Department Environmental Protection Division – Sewer and Pump Station Infrastructure - $1,000,000
Airport – Roadway and Parking, Airside Improvements, Terminal & building Improvements, Equipment Replacements, Residential Sound Insulation Program - $12,111,000 (Previous Years Funding)
Water Works – Capital Improvements – Pump Station Improvements, 281 Lincoln Street Improvements, Domestic Service Relays, Fire Service Relay, Hydrant Program, Hydroelectric Generator Upgrades, Low Service Reservoir Tank, Merrimack River Supply Project, Meter Exchange Program, Relay Water Main, Reline Water Main, Water Treatment Plant Improvements, Watershed Structure Improvements - $7,014,800

No funds leveraged by Non-HUD assisted Programs - $0

Benchmarks:
Infrastructure Improvements to include upgrades to selected inner city streets as well as upgrades to public buildings.

STRATEGY 8
PLANNING AND PUBLIC MANAGEMENT

The focus of this strategy is to effectively administer Entitlement funding and complete planning studies that improve the quality of City services. Effective management of community development activities is critical to efficient and effective delivery of City services and facilities. As in the past, the HUD funds will be used to leverage larger commitments of funds from other sources to complete the elements of the strategy.

Strategy Elements

- Procurement of consultants to conduct studies and analyses that cannot be accomplished by the Planning Department staff.
- Administer and monitor Entitlement funding in accordance with federal requirements.
- Utilize CDBG funding to purchase electronic data collection and management systems.

The following are benchmarks, which can be used to measure the progress of the strategy over the next year.

- Complete 2 planning studies.
- Update the City's Zoning Ordinance.
- Improve Homeless Management Information Management System (HMIS) reporting to HUD.
- Benefit low and moderate income individuals through the administration of the entitlement program.

HUD-assisted Program Elements:

Planning & Community Development – Administration - $350,619
City Leverage $0
Planning and Community Development – Community Development Initiatives - $10,000
City Leverage $0
Planning and Community Development – Fair Housing Activities - $7,000
City Leverage - $0
Planning and Community Development – Odd Fellows Hall Repayment - $150,000
Planning and Community Development – Section 108 Loan Repayment - $42,500
City Leverage - $0
Planning and Community Development – MERF Loan Repayment - $22,721
City Leverage - $0

Total funds leveraged by HUD assisted Programs - $0

Non-HUD Funded Program Elements:

Fire Department – Mechanized Equipment Replacement - $1,330,000
Highway Department – Public Works - Mechanized Equipment Replacement - $610,000
Health Department – Public Health Preparedness - $457,780
Health Department – TB Prevention & Control - $35,000
Health Department – Immunization Services - $102,000
Information Systems – CAD System Upgrade - $1,300,000
Information Systems – Fleet Management Software - $319,000
Information Systems – Hardware Replacement - $650,000
Police Department – Mechanized Equipment Replacement - $150,000

School Department – School Buses - $966,166

No funds leveraged by Non HUD assisted Programs

Benchmarks:

Increase provision of professional/technical support necessary to develop and carry out citywide plans & strategies and comply with various governmental requirements. Successfully administer and monitor entitlement funding in accordance with federal requirements.

STRATEGY 9
EDUCATION & SKILLS DEVELOPMENT

The City will work with the Manchester School District, universities, colleges and job training facilities to provide safe, healthy, nurturing and respectful environments in which all students have the opportunity to acquire knowledge and skills that will enable them to become life-long learners as well as positive and productive citizens.

The activities to be accomplished as part of the City's Education & Skills Development Strategy are 1) an increase in school capacity – particularly at the middle and high school levels; 2) major improvements to school facilities; 3) job training and skills enhancement; and 4) educational youth mentoring. To the extent that CDBG dollars will be expended on school facilities, the motivation will be to implement the City Year New Hampshire Whole Child Whole School Program and the 21st Century Community Learning Centers Project iSucceed.

Strategy Elements

- Provide improved condition of all schools.
- Provide educational programming to inspire and empower adolescents to be compassionate, courageous and committed leaders in their communities.
- Provide added capacity at the middle and high school levels.
- Support job training and skills enhancement as a part of the programs offered by the Manchester Community Resource Center.

The following are benchmarks that can be used to measure the progress of the strategy over the next year.

- Enrich the lives of Manchester's youth by providing educational programming to 3,155 income eligible youth.
- Reduce the rate of unemployment as a result of providing skills enhancement and job training to a minimum of 575 individuals.

HUD-assisted Program Elements:

Holy Cross Family Learning Center – ESL/Citizenship/Civics/Sewing/Operations - $15,300*
Agency Leverage $6,500
Manchester Community Resource Center – Education & Skills Development CBDO Special Activities - $422,900
Agency Leverage - $10,000,000
Manchester Community Resource Center – Adult Workforce Development -$60,000
Agency Leverage $266,974
Manchester Community Resource Center – Summer Youth Employment Program - $40,000
Agency Leverage $8,000

Total funds leveraged by HUD assisted Programs - $10,281,474

No Non-HUD Assisted Program Elements:

Benchmarks:
Provide CBDO educational mentoring programming to 332 school children.
Provide employment-related services to 450 individuals from the Inner City that have become recently unemployed.
Provide summer youth employment programming to 25 at risk teens.
Provide ESL/Citizenship/Civics classes to 90 low income refugee adults

ENTITLEMENT FUNDED PROJECTS WITH EXPENDITURE LIMITS

I. Administration and Planning (CDBG)

1.	Planning-Administration	CDBG - $300,046.00
2.	Planning-Community Development Initiatives	CDBG - $ 10,000.00
3.	Planning-Fair Housing Activities	CDBG - $ 7,000.00

Total..... CDBG - $317,046.00

II. Administration and Planning (HOME)

1.	Planning-Administration	HOME - $ 40,379.00
2.	Planning-Concentrated Code Enforcer	HOME - $ 3,725.00

Total..... HOME - $ 44,104.00

III. CHDO Set-Aside (HOME)

1.	Planning-HOME CHDO Set-Aside Project	HOME - $81,405.00

Total.....HOME - $81,405.00

IV. Special Activities by CBDO Manchester Community Resource Center (MCRC) in NRSA (Carried out In-House and Under Contract with MCRC)

Education & Skills Development and Health and Human Services					
1	.	Manchester Community Resource Center	-	CBDO Special Activites	$ 422,900.00
Total.....					**$ 422,900.00**

VI. Public Service Activities Subject to Cap (CBDG)

1	.	Intown Manchester	-	Free Summer Series	$ 10,000.00
2	.	Holy Cross	-	Family Learning Center	$ 15,300.00
3	.	Highway Department - Parks	-	Fun-In-The-Sun	$ 30,850.00
5	.	Girls Inc.	-	Girls Center	$ 12,500.00
6		Granite United Way	-	Homeless Services Director	$ 25,857.00
7		Police	-	Weed & Seed Teen Night	$ 5,000.00
8	.	Police	-	Weed & Seed Officer	$ 72,900.00
9	.	Serenity Place	-	Crisis Services (Detox) Program	$ 7,500.00
10	.	Palace Theater	-	Operations	$ 21,000.00
11	.	Court Appointed Special Advocates	-	Operating Support to Abused and Neglected Children	$ 13,000.00
12	.	Child Advocacy Ctr of Hills. Co.	-	Forensic Interviews	$ 13,000.00
13	.	Granite United Way	-	B.R.I.N.G.I.T.	$ 7,500.00
Total.....					**$ 234,407.00**

AP-55 AFFORDABLE HOUSING STRATEGY – 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 60-90 day waiting list for their garden style apartments and 1-3 years for their townhouse units. MHRA's waiting list totals 9,257 applicants. The extensive waiting lists of these two agencies indicate a significant demand for housing that is affordable in accordance with HUD standards.

The FY2014 Action Plan will fund projects that strive to achieve production and/or rehabilitation of 30 affordable housing units, focus projects to address the low income neighborhoods within the Neighborhood Revitalization Strategy Area, and provide 79 units with rental subsidies. Due to the poor economy, increasing utility costs and the increasing number of foreclosures, the City has decided to place a moratorium on its home ownership activities.

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 2013 New Hampshire Housing Finance Authority Rental Survey, the average rent for a two-bedroom apartment in Manchester is $1,041/month. The estimates of affordability stated in the Rental Survey concluded that only 20.1% of the two-bedroom units surveyed in Hillsborough County would be affordable to a 3-person household earning 50% of the median income. The very low-income families at 30% of the median income are earning $22,950/year. Based on their income, an affordable unit would need to be $574/month. Unfortunately, the average rent for a two-bedroom apartment in Manchester is $1,041/month leaving an income gap of $467. This gap would only be widened with the need for a security deposit and other upfront costs. Another contributing factor is the amount of foreclosures seen in the past few years. For February 2014, Realtytract.com reported the following: 1 in every 1,514 housing units in Manchester received a foreclosure filing, compared to 1 in every 1,469 housing units in the State of New Hampshire. Foreclosures are still an issue in the City that contributes to a greater need for affordable housing.

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 132 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) 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 all housing residents. All MHRA housing is maintained in good physical condition and is inspected annually by MHRA inspectors and randomly 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), 104 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 initially and annually to assure that they meet local codes and Housing Quality Standards.

MHRA provides a variety of resident initiatives including the Family Self-Sufficiency Program; employment opportunities for residents; activities for youth; 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 of Public Housing:

MHRA will continue to provide housing and housing assistance through its 1,270 public housing units, 132 Low Income Housing Tax Credit Units, and 2,040 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 2014 MHRA's budget under this grant is $1,401,117. Management improvements include items to improve public housing management and funding for resident initiatives and training. Planned physical improvements include interior rehabilitation of several scattered sites, heat pipe replacement at Elmwood Gardens, exterior trim and siding replacement at Elmwood Gardens, repairs to the stairwells at Kelley Falls, roofing replacement at scattered sites, window replacement at Gallen Apartments and elevator upgrades at Burns Apartments.

MHRA continues to look for innovative ways to provide housing and housing assistance and is presently working on a project with the Mental Health Center of Greater Manchester wherein 20 units of service-assisted housing would be developed for its clients.

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

Family Self-Sufficiency Program for Housing Choice Voucher residents (with 32 participants currently enrolled).

Employment and MHRA resident employment: MHRA hires, trains and employs residents on government-financed projects. MHRA works with area providers to offer educational/vocational and supportive service programs to public housing residents.

The Youthbuild Program, a partnership with Southern New Hampshire Services, offers young people aged 18 to 24 on-site GED courses as well as career development training.

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 participate 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, as well as on other policies as they arise.

MHRA also provides direct employment opportunities to public housing and HCV residents. Currently, MHRA employs two public housing residents and one participant in the HCV program. 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, 33 families have participated and there are 24 currently enrolled.

DISCUSSION

MHRA has seen challenges and successes over the past year. The greatest challenge has been continued significant federal formula funding reductions which have resulted in strains to both the public housing and Housing Choice Voucher programs. In addition, other funding cuts on the state level resulted in the closure of MHRA's Congregate Services Program (CSP).

Despite the ongoing funding challenges, MHRA remains in solid fiscal standing. Utilizing an energy services contract (where reduced operating costs pay directly for property improvements that improve energy efficiency and lower operating costs) MHRA has recently completed improvements that otherwise would have been out of reach. Such improvements included new high efficiency HVAC systems, high efficiency lighting, and water conserving toilets and appliances.

Also in 2013, MHRA received 20 additional VASH Vouchers, and was the recipient of a grant from the Mary Gale Foundation to assist in exterior repairs at Mary Gale Apartments.

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

All homelessness service providers that are funded by ESG, State Grant-In-Aid funding and the CoC SuperNOFA process are part of a local Continuum of Care designed to provide timely access to important community based services. As always, local funding focuses on the most vulnerable population, the homeless, and those providers that offer a comprehensive approach to homelessness. Due to the poor economy and the high cost of housing, the demand for shelter, housing assistance and supportive services continue to increase. The City will also work to leverage additional funding to support homelessness activities through the HOME Program.

The initiatives that are outlined as a part of this strategy are also consistent with the goals of the City's 2008 Ten Year Plan to End Homelessness and the HEARTH Act.

In response to the needs expressed by the community in Manchester and the requirements of the HEARTH Act, emergency solutions and strategies for the homeless has moved away from transitional housing and focuses instead on increasing permanent housing solutions. This includes an increased focus and high priority on rapid rehousing-relocation and stabilization assistance. Additionally, strategies will include homeless prevention-relocation and stabilization; emergency shelter essential services, operations and renovations; street outreach, with a particular focus on homeless youth and connecting homeless youth to community services they need; training and support for collecting and reporting performance measurements in the Homeless Management Information System (HMIS); and administrative support. Case management services include important linkages with mainstream programs including health, employment, mental health and substance abuse referrals, food and clothing. Shelters serving families include service linkages with other family service providers including childcare, education, immunization, wellness programs and family counseling. The City's emergency shelter network provides safe, temporary living accommodations for homeless men, women and families.

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

No one living on the streets is one of the eight overarching goals in Manchester's Plan to End Homelessness. The Manchester Continuum of Care (MCoC) has an outreach team which includes a registered nurse, a Projects for Assistance in Transition from Homelessness (PATH) worker, shelter staff, youth outreach, and volunteers that go places known to have camps. They routinely check in on people, work to engage them in services and advise them of shelter options. Manchester Police have also been part of outreach and seek to connect unsheltered homeless to MCoC services. The Homeless Services Center offers a variety of basic needs, including showers, laundry and hot lunch. This Center also creates opportunities for outreach workers and service providers to help people connect to resources they need to (re)gain stable housing. Services onsite include: VA, healthcare, mental health, Goodwill job training, reading program and housing assistance.

The MCoC counted only 2 unsheltered family households of 4 people on the 2013 Point in Time (PIT) count conducted in January 2013. The MCoC's permanent housing & rapid rehousing are major assets for families. Homeless prevention includes education, building/maintaining positive landlord relationships, City initiatives around lead poisoning, bedbugs or other infestations, individualized diversion strategies, and, where appropriate, financial assistance such as rent subsidy or security deposit. Outreach is ongoing with the Manchester School District, Child & Family Services and Manchester Office of Youth Services.
2-1-1 NH continues to divert or coordinate services for homeless families and individuals, and provides referrals to the City's homeless services/providers.
The City and MCoC will continue with these activities and 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 in the state of New Hampshire-New Horizons. It is also the state's only wet shelter. It is available to men and women. The shelter has 76 beds and routinely has over that many clients in the winter months as authorized by the Manchester Fire Department. Overflow space is also available a the Manchester Homeless Services Center. There is also a separate shelter for women-Angie's with 16 beds.
Families in Transition and the Manchester Welfare department co-run a family shelter with 19 beds. Families in Transition has added case management and greater access to supportive services at this shelter over the last year and is frequently able to move shelter clients into one of their housing programs from the shelter. Families in Transition also has a specialty shelter for single women and families with 22 beds.
There is a domestic violence shelter in Manchester with 11 beds. 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 at least one bed at a professional facility, Webster House, for children in crisis.
Families in Transition is moving the Manchester Emergency Family Shelter to a new facility that will host a Head Start daycare, health clinic, a food pantry with commercial kitchen, and an intake center. This facility will assist homeless families in a targeted manner by assisting them in (re)gaining stable housing.
Transitional housing is available for homeless youth 18-22, veterans, families and individuals throughout the city with strong programming.
All shelters have case management and strive to connect clients to mainstream resources with 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

Manchester has increased its permanent supportive housing beds dedicated for chronically homeless from 20 in 2009, to 55 in 2012 and to 87 in 2013. All MCoC organizations funded through HUD's

Continuum of Care Notice of Funding Availability ("NOFA") have agreed to prioritize 85% of turnover beds for chronically homeless in the next year. In the 2013 NOFA, a new project application was submitted in Tier 2 for Permanent Supportive Housing (PSH) with a housing first approach for 4 chronically homeless individuals.

Manchester has added 41 units of housing to its inventory over the last year for homeless veterans. Partner organizations across the city have successfully collaborated to house veterans through the Veterans Affairs Supportive Housing (VASH) program (76 currently). Supportive Services for Veteran Families (SSVF), Homeless Veterans' Reintegration Program (HVRP), VA, and PATH case managers are frequently assisting clients at the Manchester Homeless Services Center and the VA is an active member of the MCoC. The VA consistently joins the homeless outreach team to work with homeless in camps and places not fit for human habitation.

Child & Family Services provides transitional housing for youth 18-22, runaway and homeless youth outreach, a drop in center with showers, laundry, food, educational opportunities, healthcare and more. This organization can also connect runaway and homeless youth to in-house counseling and substance misuse assistance.

All programs serving the homeless in Manchester include connections to mainstream resources, job skill development referrals/assistance and information on educational resources within the case management spectrum. The City continues to work with and support these programs.

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 be 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 is working to incorporate prevention and diversion strategies into the coordinated assessment system, and the City is assisting with this Coordinated Assessment planning.

AP-75 Barriers To Affordable Housing – 91.220(j)

Introduction

In addition to the barriers to affordable housing previously discussed in the Affordable Housing Strategy, the impediments identified in the City's 2013 Analysis of Impediments to Fair Housing Choice (AI) can also be viewed as barriers to affordable housing. The following impediments were identified in the City's 2013 Analysis of Impediments to Fair Housing Choice (AI).

- Insufficient, Quality Affordable Housing: The concentration of affordable housing in the center city and west side creates accessibility issues. Also, the deteriorated housing stock of the City reduces acceptable vacancies because of their sub standard conditions.
- Crime and Safety: Crime maps show the majority of criminal activity in areas of Manchester where affordable housing options are concentrated.
- Housing Options for the Homeless/At-Risk of Homelessness: This population desperately needs supportive services to be offered in tandem with their affordable units to help build the necessary skills to gain independence.
- Language and Cultural Barriers: A lack of information in languages other than English, along with a lack of resources, education and integration for immigrants and refugees presents a barrier to fair housing for those households that come from different cultures and speak different languages.
- Insufficient Fair Housing Information, Training, Education and Outreach: Respondents revealed they were unable to find fair housing information and/or what their rights are. Also, a need for continued outreach and education to property owners/managers and landlords to increase awareness of fair housing laws.
- Insufficient Public Transportation and Services outside the Center City: Although bus service covers a majority of the City, limited service and gaps to certain areas of the City make it hard for these households to live outside of the center city.

Discrimination and Patters on Segregation: Discrimination still plays a role in existing patterns of segregation in the City of Manchester.

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 City will continue to take action steps in an effort to remove barriers to affordable housing. Action steps that the City has taken in the past have included the following: a newly revised and accepted Zoning ordinance; flexible parking arrangements; density provisions; housing development in the Mill yard and upper story Downtown commercial space as well as the adoption of new building codes.

DISCUSSION

The FY2014 Action Plan has identified potential projects to address the inefficiencies uncovered by the 2013 Analysis of Impediments to Fair Housing Choice resulting in initiatives that minimize the City's barriers to affordable housing.

- Insufficient, Quality Affordable Housing: The creation of additional affordable housing units through either development or rehabilitation. The promotion of the City's Housing Rehab and Lead Hazard Control programs to ensure minimum health and safety codes are met for affordable units. Continue to fund homeless prevention and rapid re-housing activities to assist Manchester residents in gaining housing stability and temporary services to bridge to long-term stability.
- Crime and Safety: Provide funding for crime prevention and healthy neighborhoods programs that are aimed at addressing crime in the City. Support the Neighborhood Watch Groups to increase citizen participation and reduce crime in conjunction with the Police Weed & Seed Program.
- Housing Options for the Homeless/At-Risk of Homelessness: Provide funding for housing assistance and services for this population. Maintain coordination between the City's Homeless Services Coordinator and the Manchester Continuum of Care (MCOC) network. Support the MCOC's request for funding of permanent supportive housing. Programming to be provided by Families In Transition, Harbor Homes, New Horizons, The Way Home and the YWCA.
- Language and Cultural Barriers: Further promoting the integration of immigrant and refugee populations into the community. Offering supportive services to those with limited English proficiency as well as effectively communication these resources to the targeted population. Services to be provided through programming offered by New American Africans, Granite United Way – B.R.I.N.G. I.T. and the Holy Cross Family Learning Center.
- Insufficient Fair Housing Information, Training, Education and Outreach: Create a webpage dedicated to Fair Housing information. Develop print and electronic materials to undertake an outreach campaign to increase knowledge of fair housing information, tenant rights and resources. Insufficient Public Transportation and Services outside the Center City: Collaborate with the Manchester Transit Authority to analyze the current services offered and identify areas to increase or extend.
- Discrimination and Patters on Segregation: Facilitate a series of workshops targeted towards property owners/managers to increase awareness and education on a variety of relevant topics that pertain to fair housing rights. Analyze and evaluate City policies and regulations to ensure that impediments are not being created by land use and zoning policies. Funding has been committed to the Planning and Community Development Department to contract for these services.

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

Due to decreased Entitlement funding and increased demand for resources to support social service agencies, it is becoming more and more difficult to address all of the City's needs that are identified in the Consolidated Plan. Underserved needs include: employment opportunities; to retain jobs; to make universal accommodations to sidewalks, streets, and public buildings; to address deteriorating streets, sidewalks, street lighting, trees, etc.; and to address deteriorating conditions in City owned buildings. Although the City only committed 15% of its Entitlement funding to address these needs, it is important to note that the City leveraged other sources of funding for these initiatives. $10,000,000 of State, Bond and Enterprise funding has been included in the Mayor's 2015 budget for various infrastructure improvements. Economic development initiatives will be supported by the City's newly staffed Economic Development Office. The 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.

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, ESGP 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, abatement of lead hazards, tenant based rental assistance, fair housing activities, community based development organization affordable housing development and traditional affordable housing development.

The City and the non-profit affordable housing advocates will continue to implement Affordable Housing Task Force policies, strategies, programs and projects designed to provide Manchester's citizens with housing that they can afford.

ACTIONS PLANNED TO REDUCE LEAD-BASED PAINT HAZARDS

The City of Manchester has been actively involved in childhood lead poisoning prevention since the 1970's. Since 1997 when Manchester was identified as a high risk community for lead poisoning, the City has implemented a comprehensive approach designed to eliminate the hazards of lead based paint. In 2011, test results showed that 36% of children under the age of six with elevated

Blood Lead Levels resided in Manchester. When compared to the rest of the state, Manchester experiences more than five times as many cases of lead poisoning for a child under the age of 6. 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. As a result of these initiatives, the City has achieved the following milestones: Brought over $6,600,000 in Federal funds into the City; trained over 1150 NH renovators in lead safe work practices; and Inspected 657 units, creating 637 Lead safe homes.

In 2010 the City applied for and was granted a $3.9 million dollar Lead Hazard Reduction Demonstration (LHRD) Grant. These funds will be matched with an additional $1.4 million of local and State funds, for a total of nearly $5.5 million to be used to remediate lead paint and related hazards over a period of 3.5 years. Goals of the program include: Focused lead hazard control activities in a target area identified with high lead hazard risk factors. Paint inspections/risk assessments in at least 275 units. Over the coming program year, it is anticipated that the City will eliminate lead hazards in a minimum of 30 units of housing as it closes out the 2010 LHRD grant.

ACTIONS PLANNED TO REDUCE THE NUMBER OF POVERTY

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
Energy Assistance
Domestic Violence Prevention
Drug and Substance Abuse Treatment
Crime Prevention
Immigrant & Refugee Services

Comprehensive Program Services:
Employment and Skills Training
Vocational and Remedial Education
Budgeting and Personal Finance
New Citizen Assimilation Initiatives
Counseling
Affordable Housing
Child Development Programs/Day Care Services
Elderly Services
Mental Health and Mental Retardation Services
Veterans Services
Rehabilitation Services
Recreation Programs
Youth 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, 104 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 NGM, The Way Home, Families In Transition, Helping Hands 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.

It is also important to note that there is coordination between the City and Manchester Community Resource Center (MCRC). MCRC has been designated as the City's Community Based Development Organization.

AP-90 PROGRAM SPECIFIC REQUIREMENTS – 91.220(I)(1,2,4)
Community Development Block Grant Program (CDBG) Reference 91.220(l)(1)

The City of Manchester is an entitlement community for Community Development Block Grant (CDBG) funds. The amount of program income ($65,000) is included in this plan and it should be noted that there are no float funded activities included in the plan and there are no revolving loan funds. Also, there are no Section 108 loan proceeds included in the plan. All surplus or contingency funds have also been included in the plan. There are no known "urgent needs" to be designated by the City. There have been no grant funds from the previous Fiscal Year that were returned due to a change in their planned use. The locations of all projects to be completed with CDBG monies are noted on each page of the previous Listing of Proposed Projects.

HOME Investment Partnership Program (HOME) Reference 91.220(I)(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: In accordance with 24 CFR 92.254 of the HOME program requirements, the City of Manchester shall impose one of the recapture requirements outlined in 24 CFR 92.254 (a.)(5)(ii)(A)(1-3) or it's own recapture requirement approved by the DHUD, to ensure that the City recoups all or a portion of the HOME assistance to the homebuyers, if the housing does not continue to be the principal residence of the assisted low-income family for the duration of the period of affordability determined by the City of Manchester. At a minimum the affordability period shall meet the requirements referenced in 24 CFR 92.254 (a.)(4). The recapture requirement shall be implemented in the form of a deed restriction that runs with the land for the duration of the affordability period.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds as required by 92.254(a)(4) are as follows: In accordance with 24 CFR 92.254 of the HOME program requirements, The City shall require the recapture of HOME funding in the event that the affordability requirements referenced in 24 CFR 254 a(1-4) are not met. The recapture requirement shall be implemented in the form of a deed restriction that runs with the land for the duration of the affordability period.

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 for full written standards. At this time, the City of Manchester is following the standards required by the HEARTH Act and HUD. Working in consultation with the Manchester Continuum of Care (MCoC)'s Coordinated Assessment Task Force and the State BHHS, the City of Manchester is further developing written standards for provision of ESG assistance as we gain more experience with the program. Each subrecipient receiving ESG funding will be required to coordinate with other agencies undertaking the same or similar activity to develop universally applicable written standards, including policies and procedures, and written standards for assessing, prioritizing and re-assessing the individual/family needs for services/benefits related to the specific activity funded under ESG.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.
The Manchester Continuum of Care (MCoC) has established a Coordinated Assessment Task Force. This group which was formed in the summer of 2013 was specifically tasked with developing and updating the Coordinated Assessment Tool along with working toward two centralized assessment locations in the city and ensuring that the entire community is aware of these locations and their function. In addition, this task force is also working on policies and procedures around prioritization for all types of housing within the continuum. The Coordinated Assessment Tool is currently being piloted by five MCoC programs to work through any issues and implement Continuum wide implementation early this summer.

The Coordinated Assessment Tool is designed specifically to target diversion options for those that could remain safely housed with short term rental assistance or other targeted assistance. Currently, Child and Family Services receives State Grant In-Aid (SGIA) funds to provide temporary rental assistance to extremely low-income families. The Way Home also receives State Grant in Aid and City ESG funds for use with individuals. Harbor Homes, Inc. operates an Supportive Services for veteran families program. In addition, Manchester City Welfare and NH DHHS Emergency Assistance will provide rental assistance in specific situations to prevent persons from becoming homeless. Additional resources that are available for homeless prevention include: tenant/landlord mediation through The Way Home, short-term utility assistance through Southern NH Services, and credit repair as well as help with eviction/foreclosure proceedings through NH Legal Assistance. Many MCoC member organizations also operate public food pantries and clothing assistance for homeless and at-risk of homeless persons.

The State is planning to create a functional state-wide Coordinated Assessment system by 2015. MCoC Leadership is engaged in this process. The entire system will incorporate 2-1-1 NH. The Technical Assistance (TA) request made to HUD by the State was approved and we will be working with two representatives one from ABT Associates and one from The National Center on Family Homelessness to move forward in the planning process.

3. 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 will be adding one member to the Leadership Committee by August 2014.

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. This resource is available to the City and willing to perform any and all surveys, comments and open communication in an environment where homeless people feel comfortable-camps, shelters, Homeless Services Center. 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.

4. Describe performance standards for evaluating ESG.

The City and a representative of Manchester Continuum of Care Leadership review the City's 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). Priority participants will be tend to be first-time homeless persons who, due to a loss of a job or some other misfortune, have become literally homeless and do not possess additional resources or support networks to (re)obtain housing. Most situations result in the participant paying no portion of the rent at the beginning of the program and then moving toward paying more each month as they work toward housing stability. Families in Transition and The Way Home, two MCoC member organizations, have been actively involved with Rapid Rehousing through operating Homeless Prevention Rapid Rehousing Programs (in prior years, through the federal Recovery Act) and ESG 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.

ATTACHMENT: WRITTEN STANDARDS FOR ESG

At this time, the City of Manchester is following the standards required by the HEARTH Act and HUD. Working in consultation with the Manchester Continuum of Care (MCoC) and the State BHHS, the City of Manchester is further developing written standards for provision of ESG assistance as we gain more experience with the program. Those written standards will include:

1. Each subrecipient receiving ESG funding will be required to coordinate with other agencies undertaking the same or similar activity to develop universally applicable written standards, including policies and procedures, and written standards for assessing, prioritizing and re-assessing the individual/family needs for services/benefits related to the specific activity funded under ESG. This includes:

    a. Policies and procedures for coordination among emergency shelter providers, essential service providers, homelessness prevention and rapid re-housing assistance providers, other homeless assistance providers, and mainstream service and housing providers.

    b. Policies and procedures for determining and prioritizing which eligible families and individuals will receive homelessness prevention assistance and which eligible families and individuals will receive rapid re-housing assistance.

    c. For homeless prevention, the risk factors that will be used to help determine individuals and families that are most in need of ESG homeless prevention assistance to avoid becoming homeless.

    d. For homeless prevention and rapid re-housing, standards for determining:

        i) The share of rent and utilities costs that each program participant must pay, if any, while receiving homelessness prevention or rapid re-housing assistance.
        ii) How long a particular program participant will be provided with rental assistance and whether and how the amount of that assistance will be adjusted over time.
        iii) The type, amount, and duration of housing stabilization and/or relocation services to provide a program participant, including the limits, if any, on the homelessness prevention or rapid re-housing assistance that each program participant may receive, such as the maximum amount of assistance, maximum number of months the program participants receives assistance; or the maximum number of times the program participants may receive assistance.

    e. For emergency shelters, standards for determining:

        i) The length of stay.
        ii) Safeguards to meet the safety and shelter needs of special populations (e.g., victims of domestic violence and individuals and families who have the highest barriers to housing and are likely to be homeless the longest.
        iii) Policies and procedures for assessing, prioritizing and reassessing individuals and families' needs for essential services related to emergency shelters.

f. For street outreach, standards for determining:

i) Safeguards for special populations (homeless youth).
ii) Assessing, prioritizing and re-assessing the individual/family needs for essential services related to street outreach.

2. Other ESG written standards requirements will include:
   a) A standard program entry criteria/intake process is currently being developed in consultation with the MCoC and other agencies/community stakeholders. The City is also working with the MCoC Data Collection Committee to develop a centralized intake form for all programs to utilize, which will be consistent with the HMIS HUD minimum data elements.

   b) Subrecipients of ESG funding must have written, non-discriminatory process for termination of services given to clients at intake.

All subrecipients shall be responsible for connecting each client to any/all mainstream resources that they are eligible for. Subrecipients shall also be responsible for providing each client with life-skills training, such as budgeting, managing money and a household, resolving conflict, shopping for food and needed items, improving nutrition, using public transportation, parenting and other skills as needed. The City expects ESG funded agencies to work together to provide this training to clients to help avoid duplication of efforts. ESG funded agencies are also expected to utilize other non-profits and volunteers to help with this training.

Realigned Neighborhood Revitalization Strategy Area

In 2005 the City of Manchester requested approval of its neighborhood revitalization strategy as part of its 2005 Consolidated Plan submission. The resulting Neighborhood Revitalization Strategy Area (NRSA) included census tract 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 2010 Census 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. As the City submits its Annual Action Plan for 2014, it is requesting that HUD allow for realignment of the NRSA to include the upper quartile of the most impoverished block group, as indicated by the most recent data. (See Map entitled "City of Manchester Revised Neighborhood Strategy Area Submitted with Action Plan 2014").

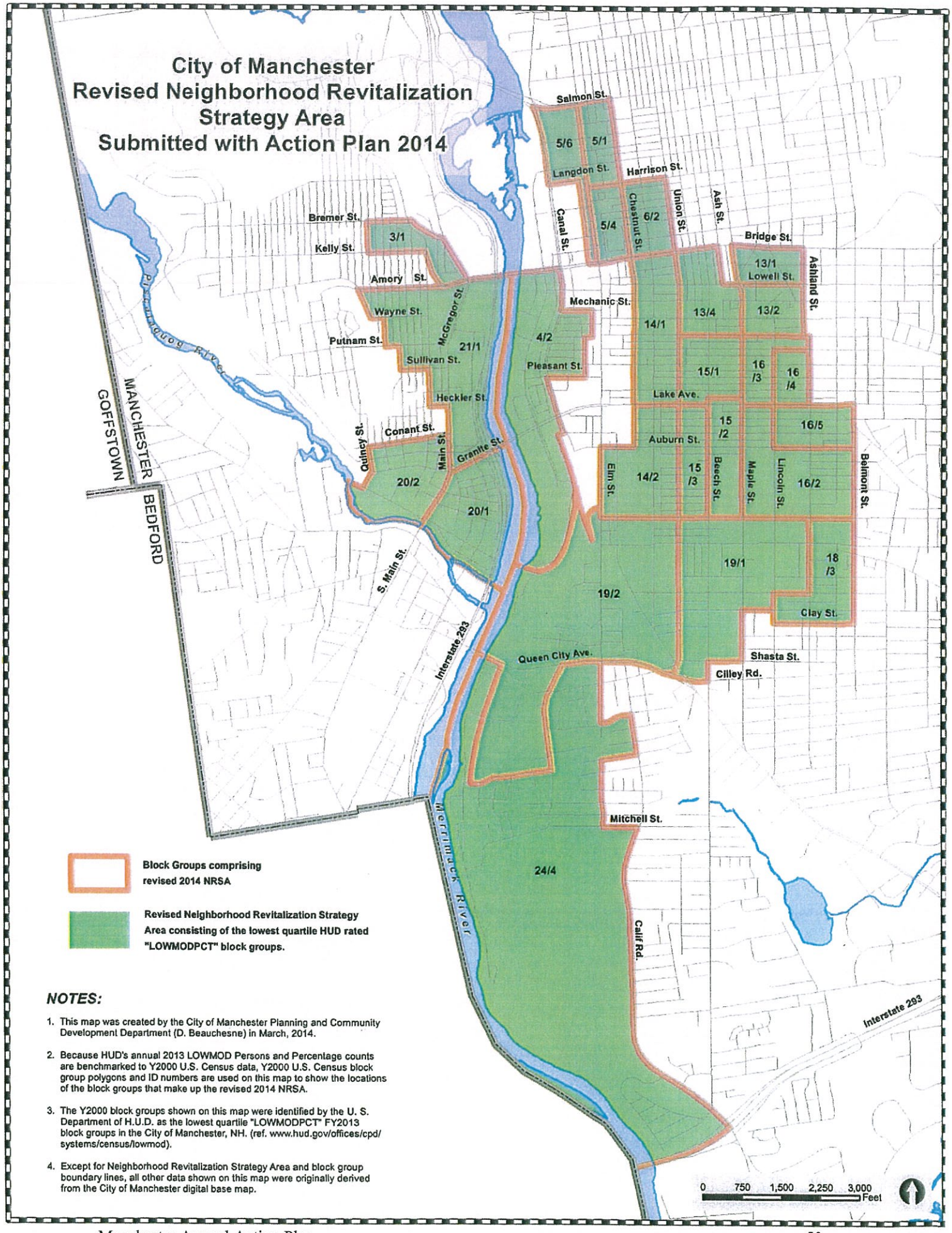
The table below shows 25% of the City's census tract block groups that are the most impoverished. The table indicates the total number of persons in each block group and what percentage of the total population is comprised of individuals whose household income is below 80% of AMI. Per HUD's guidance (Notice CPD-96-01), one block group was excluded from the realigned, revised NRSA due to it being noncontiguous with the other census tract block groups in the defined area.

Summarized Low and Moderate Income Data-Manchester, NH

TRACT	BLKGRP	LOWMOD	LOWMODUNIV	LOWMODPCT
001500	2	631	633	99.7
001400	2	1104	1142	96.7
000500	6	435	465	93.5
001600	4	591	644	91.8
001300	2	994	1143	87
001400	1	890	1065	83.6
001300	4	646	783	82.5
002100	1	1321	1640	80.5
002000	1	754	940	80.2
001800	3	1075	1349	79.7
001600	3	611	777	78.6
000300	1	512	661	77.5
001900	1	1337	1728	77.4
001300	1	451	587	76.8
001500	1	794	1040	76.3
000600	2	857	1135	75.5
000500	4	294	390	75.4
001600	5	597	810	73.7
000400	2	364	501	72.7
001500	3	957	1321	72.4
000500	1	140	194	72.2
002400	4	1629	2260	72.1
001900	2	573	797	71.9
000300	4	375	531	70.6
001600	*2*	*769*	*1108*	*69.4*
002000	2	1027	1489	69

***not included; not contiguous as required by CDBG regulations*

Sources: www.hud.gov/offices/cpd/systems/census/nh/lowmod/sumfy13.xls; www.hud.gov/offices/cpd/systems/census/nh/lowmod/blockgroup.xls



NOTES:

1. This map was created by the City of Manchester Planning and Community Development Department (D. Beauchesne) in March, 2014.
2. Because HUD's annual 2013 LOWMOD Persons and Percentage counts are benchmarked to Y2000 U.S. Census data, Y2000 U.S. Census block group polygons and ID numbers are used on this map to show the locations of the block groups that make up the revised 2014 NRSA.
3. The Y2000 block groups shown on this map were identified by the U. S. Department of H.U.D. as the lowest quartile "LOWMODPCT" FY2013 block groups in the City of Manchester, NH. (ref. www.hud.gov/offices/cpd/systems/census/lowmod).
4. Except for Neighborhood Revitalization Strategy Area and block group boundary lines, all other data shown on this map were originally derived from the City of Manchester digital base map.