

## AGENDA

### COMMITTEE ON COMMUNITY IMPROVEMENT

June 3, 2008

Aldermen Garrity, Gatsas,  
Shea, O'Neil, Smith

5:30 PM

Aldermanic Chambers  
City Hall (3<sup>rd</sup> Floor)

1. Chairman Garrity calls the meeting to order.
2. The Clerk calls the roll.
3. Sewer abatement request (91 Laurel Street).  
*(Note: EPD recommends an abatement in the amount of \$294.30 be granted.)*  
**Gentlemen what is your pleasure?**
4. Sewer abatement request (100 Stewart Street).  
*(Note: EPD recommends abatement request be denied due to lack of information.)*  
**Gentlemen what is your pleasure?**
5. Sewer abatement request (181 Grove Street).  
*(Note: EPD recommends an abatement in the amount of \$313.20.)*  
**Gentlemen what is your pleasure?**
6. Petition for Discontinuance of Phillippe Cote Street submitted by Jay Minkarah, Economic Development Director.  
**A motion is in order to recommend that the petition be referred to a Road Hearing to be held on June 23, 2008 at 5:00 p.m. in the Aldermanic Chambers of City Hall.**
7. Communication from the Manchester Police Department providing information requested by the Committee regarding accidents and calls for service for the Campbell Street/D.W. Highway/Hamel Drive intersections pursuant to a request by the Highway Department for funding of the design and construction of intersection improvements.  
**Gentlemen what is your pleasure?**

8. Communication from Pamela Goucher, Interim Director of Planning, requesting extensions of various CIP Projects.  
**Gentlemen what is your pleasure?**
  
9. Amending Resolution and Budget Authorization providing for acceptance and expenditure of \$34,402.00 in funds from golf tournament fund raisers to be used for making improvements to the Derryfield Golf Course under the Parks Improvement Project (CIP #551207).  
**Gentlemen what is your pleasure?**
  
10. Amending Resolution and Budget Authorization providing for acceptance and expenditure of \$729 from the United States Department of Health and Human Services Health Resources and Services Administration to be used to provide health services to homeless persons in Manchester under the Homeless Healthcare Project (CIP #210208).  
**Gentlemen what is your pleasure?**
  
11. Communication from Attorney Craig Donais, on behalf of Mrs. Shirley Hoitt, requesting the following:
  - Arrange for the reappraisal of Mrs. Hoitt's property in which the situation of the municipal sewerage system is appropriately evaluated; and
  - Expedite plans to implement the Cemetery Brook Basin sewer separation project, and more particularly, expedite that portion of the project that would most quickly improve Mrs. Hoitt's situations; and
  - Install some temporary measure by which Mrs. Hoitt may avoid future backflow flooding until the more permanent changes anticipated above are implemented.**Gentlemen what is your pleasure?**
  
12. Communication from Mike Roche regarding his proposal to the Bright Ideas Committee recommending that "after-hour" City vehicle use be eliminated.  
**Gentlemen what is your pleasure?**

13. Report from the Mayor's Office in response to Welfare Commissioner Martineau's letter regarding the 10 Year Plan to End Homelessness, if available.

**Gentlemen what is your pleasure?**

14. Update from staff regarding potential opportunities for collaboration with the State of New Hampshire in connection with the impending move of the Manchester District Court, if available.

**Gentlemen what is your pleasure?**

#### **TABLED ITEMS**

*A motion is in order to remove any item from the table.*

15. Amending Resolution and Budget Authorization providing for a transfer of funds in the amount of \$20,000 from various projects for partial funding for a public/private partnership in accordance with the recommendation of the Homeless Plan.

*(Tabled 3/18/08; Note: a copy of the presentation from Patrick Tufts, President and CEO Heritage United Way, 10-year Plan to End Homelessness in the City of Manchester as referred by the Board of Mayor and Aldermen on March 4, 2008 has been included.)*

16. Communication from Kevin Sheppard, Public Works Director, submitting information regarding the Mayor's vehicle submitted by the Police Department Fleet Supervisor, and requesting to replace same as soon as possible from FY08 MER funds.

*(Tabled 3/18/08; Alderman Garrity to report back to the Committee regarding a possible donation from a local auto dealership.)*

17. Communication from Mayor Guinta to the Board of Mayor and Aldermen on March 4, 2008 relative to the anticipated FY2008 budget deficit that includes a request for the CIP Committee to review the FY2008 CIP Cash budget for recommendations.

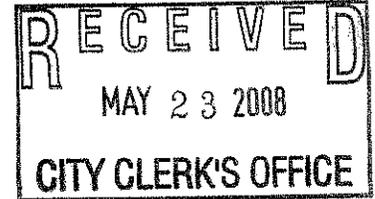
*(Tabled 3/18/08; Note: Update from Highway and Facilities Division.)*

18. Communication from Charles DePrima, Acting Director of Parks, Recreation & Cemetery, proposing to plant a 25'-30' fir or spruce tree in Stanton Plaza to serve as a permanent tree to eliminate the need of a donation every year. Mr. DePrima further proposes spending \$6,500 from the Park Improvement Cash Account (CIP #511408) to hire a company that has the capability to harvest a tree of this size and transplant it at Stanton Plaza.  
*(Tabled 4/15/08)*
19. If there is no further business a motion is in order to adjourn.



**CITY OF MANCHESTER**  
**DEPARTMENT OF HIGHWAYS**  
**ENVIRONMENTAL PROTECTION DIVISION**

# Memo



**To:** Carol Johnson, City Clerk  
**From:** Frederick J. McNeill, P.E. *FJ.M*  
**CC:** Lisa Hynes – EPD  
June George – EPD  
**Date:** 5/23/2008  
**Re:** Sewer Abatement Recommendation  
91 Laurel St. / Acct. # 129715-6818

#08-039

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I recommend that Mr. Brier be granted an abatement in the amount of \$294.30.

If you have any questions or require additional information, please contact me at 624-6341.

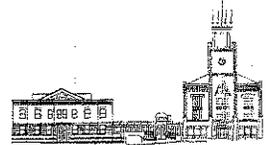
/djv

Attach



# CITY OF MANCHESTER

*Office of the City Clerk*



Carol A. Johnson  
City Clerk

Matthew Normand  
Deputy City Clerk

## MEMORANDUM

TO: Fred McNeill  
Chief Sanitary Engineer

FROM: Matthew Normand   
Deputy City Clerk

DATE: April 1, 2008

RE: Sewer Abatement Request  
Jonas Brier  
544 Spruce Street  
Manchester, NH 03103  
(Account # 129715-6818)

A request was made by the above-referenced individual for a sewer abatement. Please review the matter and respond back to the CIP Committee in care of the City Clerks Office.

Enclosure

Jonas Brier  
544 Spruce St  
Manchester, NH 03103

Board of Mayor and Alderman  
One City Hall Plaza  
Manchester, NH 03101

Frederick McNeill  
EPD Chief Sanitary Engineer

Dear City of Manchester:

I write this letter today to request a sewer charge abatement.

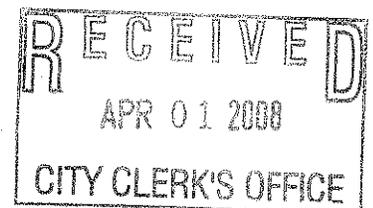
The bill in question is for my property at 91 Laurel Street, EPD acct # 129715-6818, bill date 2/19/08, which covers the service period from 10/12/07-01/16/08. I am requesting that due to the circumstances, the bulk of the bill, \$188.60 be abated.

During the service period, the house was vacant all but two weeks; we moved to 544 Spruce Street on October 27th and have been trying to sell 91 Laurel. On January 26<sup>th</sup> we discovered a burst pipe on the first floor of the vacant property- it had been spraying for quite some time, all I can be certain is it started prior to 01/16. Once the water was turned off, we were pleased to see all the water pass thru a drain in the floor down to the basement. In this case, we were lucky that the basement floor was dirt, and while there was a lot of water down there, it was all absorbed by natural means within a few hours.

Based on the last 12 months of records, our family's average quarterly consumption is 12 CCF's, the average weekly sewer charges \$3.05/week, about 1 CCF a week. We were in the house for the first two weeks of the billing period. Of all that water billed, 66 CCFs, I am comfortable saying probably 64 CCF's did not run down any drain, did not enter the waste water treatment system, and caused the EDP no work or expense. All that resulted from the burst pipe and benignly seeped into the ground.

I hope you can sympathize with our situation and forward this letter on to Mr. McNeill, and eventually to the Board of Mayor and Aldermen. Please note I have paid the bill in question pending your decision. I also realize that from January 16<sup>th</sup> through January 26<sup>th</sup> the meter was running as the water flowed- when that bill is produced I will ask the full amount be abated using the same rationale.

Thanks for your time,  
Jonas Brier



Functions Options Help






HTE

3/10/2008 2:55:14 PM

**Customer ID** 129715      **Name** BRIER, JONAS  
**Location ID** 6818      **Addr** 91 LAUREL ST  
**Cycle/route** 07 05      **Amount due** 194.70  
**Initiation date** 6/09/03      **Pending** .00  
**Termination date**      **Customer/location status** A

Display

Trn Type	Trn/Due Date	Description Cancel Comment	Trn/Prv Amount	Reference Date/Num	Running Balance
BL BILL	2/15/08	CYCLE BILL	194.70	2/19/08	194.70
LB PMT	12/21/07	LOCKBOX27012210799	38.50-		.00
BL BILL	11/19/07	CYCLE BILL	38.50	11/20/07	38.50
LB PMT	9/24/07	LOCKBOX27009240799	40.75-		.00
BL BILL	8/20/07	CYCLE BILL	40.75	8/21/07	40.75
LB PMT	7/09/07	LOCKBOX27007090799	40.75-		.00
BL BILL	5/21/07	CYCLE BILL	40.75	5/22/07	40.75
LB PMT	2/28/07	LOCKBOX27002270799	32.60-		.00

3-4

Service Address: 91 LAUREL ST

Account Number **	Cycle-Route	Bill Date	Due Date
129715-6818	07-05	2/19/08	3/20/08

Last Billed Amount:

Payments: 38.50

Adjustments/Transfers to Tax Office: 38.50-

Balance Forward: .00

.00

SU 10/12/07 1/16/08 Days Meter Number Mult Units

SU SEWER USAGE CHG 96 E 21274174S 1.000 CCF

SS SEWER SVC CHARGE 10/12/07 1/16/08 Consumption 66.00

Total Current Charges  
Past Due  
Total Amount Due

**PAID**

**Payment Mailing Address:**  
 ENVIRONMENTAL PROTECTION DIVISION  
 CITY OF MANCHESTER, NH  
 P.O. BOX 4600  
 MANCHESTER NH 03108-4600  
 Phone: (603) 624-6522  
 Office hours: 8 am - 5 pm, Monday-Friday  
 Web Site: www.ManchesterNH.Gov/EPD

Current	1348	Previous	1282	Usage	66
Charge	178.20	Total	178.20		
	16.50	Total	16.50		
		Total	194.70		
			.00		
			194.70		

Send correspondence to:

ENVIRONMENTAL PROTECTION DIVISION, 300 WINSTON STREET, MANCHESTER, NH 03103  
 \*\* The dash is part of your account number, please use it on all references.



**City Of Manchester  
Department of Highways  
Environmental Protection Division**

300 Winston Street  
Manchester, New Hampshire 03103-6826  
(603) 624-6595 Fax (603) 628-6234

March 10, 2008

Jonas Brier  
544 Spruce St.  
Manchester, NH 03103

**RE:** Sewer Abatement Request for 129715-6818

Dear Mr. Jonas:

As per our telephone conversation, following are the procedures to follow to request a sewer abatement.

If you have any additional questions or concerns, please do not hesitate to call me. Thank You.

Sincerely,

JoAnn Bennett  
Customer Service Rep II

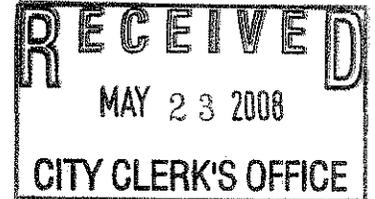
Enclosure

36



**CITY OF MANCHESTER**  
**DEPARTMENT OF HIGHWAYS**  
**ENVIRONMENTAL PROTECTION DIVISION**

# Memo



**To:** Carol Johnson, City Clerk  
**From:** Frederick J. McNeill, P.E. *FJM*  
**CC:** Lisa Hynes – EPD  
June George – EPD  
**Date:** 5/23/2008  
**Re:** Sewer Abatement Recommendation  
100 Stewart St. / Acct. #50669-35698

#08-040

I am denying Mr. Netsch's request for an abatement as he did not provide the information requested.

If you have any questions, please call me at 624-6341.

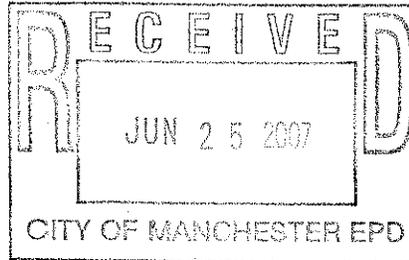
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Attach



# CITY OF MANCHESTER

## Office of the City Clerk



Leo R. Bernier  
City Clerk

Carol A. Johnson  
Deputy City Clerk

Paula L-Kang  
Deputy Clerk  
Administrative Services

Matthew Normand  
Deputy Clerk  
Licensing & Facilities

Patricia Piecuch  
Deputy Clerk  
Financial Administration

- MEMORANDUM -

To: Frederick J. McNeill  
Chief Sanitary Engineer

From: Paula L-Kang *PLK*  
Deputy City Clerk

Date: June 25, 2007

Re: SEWER ABATEMENT REQUEST  
Carl Netsch  
100 Steward Street (Account #50669-35698)

A request was made by the above-referenced individual for a sewer abatement. It would be appreciated your reviewing the matter and responding back to the CIP Committee in care of this office.

Enclosure

*6/25*

*Lisa,  
Can you please  
review.  
Thanks,*

Carl H. Netsch  
28 Plymouth St  
Manchester, NH  
03102  
Tel-628-8945

Board of Mayor and Aldermen  
One City Hall Plaza  
Manchester, NH 03101

acct #50669-35698 2/02/07 — 5/07/07

Reason for request of abatement: Frozen water pipes @ 100 Stewart St. Manchester, NH 03102.

During the month of March 2007, we had a deep Freeze in NH. We had hired a man to do some painting, at said address. Due to cold, he left till it warmed up. The house was unattended and the pipes froze. By the time we noticed it, we had a large water bill, and a larger sewer charge. We assume that do to the water going through the meter, we are responsible for water to pass through the house.

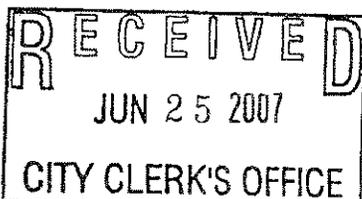
The basement floor is concrete so we had to pump the water out into our yard which flowed into the rear hollow in the rear of our yard. We do believe that the normal bill would be in order, due to not using the sewer for disposals of the water.

Acct #: 5066935698 2/02/07-5/07/07

We feel that an abatement of \$299.50 would be in order.

Thank you for your attention on this matter.

Sincerely,  
Carl H. Netsch



Sunday, June 24, 2007 America Online: Gosnetinc



Payment Mailing Address:  
 ENVIRONMENTAL PROTECTION DIVISION  
 CITY OF MANCHESTER, NH  
 P.O. BOX 4600  
 MANCHESTER, NH 03108-4600

**Account Number: 50669-35698**  
 The dash is part of your account number,  
 please use it on all references.

Service Address: 100 STEWART ST  
 Bill Date: 6/12/07  
 Cycle-Route: 10-03  
 Current Charges: 329.50  
 Balance Forward: .00

**THIS IS YOUR SEWER SERVICE BILL**

Return this stub with your check made payable to:  
**ENVIRONMENTAL PROTECTION DIVISION**

**Total Amount Due 329.50**

Amount Paid:

CARL H NETSCH  
 28 PLYMOUTH ST  
 MANCHESTER NH 03102-4156

**NOTE: These amounts do not include  
 any delinquent amounts due at the  
 Tax Office (please see back of bill).**

0000506690000356980000000329500

Service Address: 100 STEWART ST

Account Number **	Cycle-Route	Bill Date	Due Date
50669-35698	10-03	6/12/07	7/12/07

**Payment Mailing Address:**  
 ENVIRONMENTAL PROTECTION DIVISION  
 CITY OF MANCHESTER, NH  
 P.O. BOX 4600  
 MANCHESTER NH 03108-4600  
 Phone: (603) 624-6522  
 Office hours: 8 am - 5 pm, Monday-Friday  
 Web Site: www.ManchesterNH.Gov/EPD

Last Billed Amount: 27.80  
 Payments: 27.80-  
 Adjustments/Transfers to Tax Office: .00  
 Balance Forward: .00

Service	Service Period	Days	Meter Number	Mult	Units	Current	Previous	Usage
SD	2/02/07 5/07/07	94 E	IRR991276S	1.000	CCF	1085	1085	0
SU	2/02/07 5/07/07	94 E	50708118S	1.000	CCF	3271	3139	132
Service			Consumption			Charge		Total
SU	SEWER USAGE CHG		132.00			297.00		297.00
SD	SEWER USAGE DEDUCT					.00		.00
SS	SEWER SVC CHARGE					32.50		32.50
Total Current Charges								329.50
Past Due								.00
Total Amount Due								329.50

**Johnson, Carol**

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**From:** Hynes, Lisa  
**Sent:** Tuesday, January 15, 2008 5:13 PM  
**To:** McNeill, Fred  
**Cc:** Johnson, Carol; Buckley, Cecelia; George, June  
**Subject:** RE: Status of Abatement Requests

*request  
to Lisa  
1-18-08*

Fred

Sorry for the delay in looking into this, I had to get the Warrant done.

June 25<sup>th</sup> request - this is the one I am requesting additional information on for 100 Steward Street.

September 20<sup>th</sup> request - I have nothing in my files for a request on this date.

Could I get more information on this one such as the street address or account name/number.

Thanks

*Lisa Hynes  
EPD*

*603-624-6595*

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**From:** McNeill, Fred  
**Sent:** Friday, January 11, 2008 2:45 PM  
**To:** Hynes, Lisa  
**Cc:** Johnson, Carol; Buckley, Cecelia; George, June  
**Subject:** Status of Abatement Requests

Lisa,

When you return to then office on Monday, could you please let Carol know the status of two outstanding abatement requests, one dated June 25, 2007 and the other dated September 20, 2007. I indicated that I know we requested additional information from the applicant of one of the abatement requests.

Thank you,

**Frederick J. McNeill, P.E.**

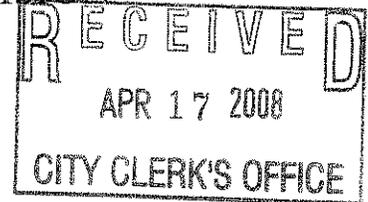
**Chief Engineer  
Environmental Protection Division  
City of Manchester  
300 Winston Street  
Manchester, NH 03103**

**Phone: (603) 624-6341  
Cell: (603) 235-6626  
Fax: (603) 628-6234**

**Email: [FMcNeill@ManchesterNH.gov](mailto:FMcNeill@ManchesterNH.gov)**



**CITY OF MANCHESTER**  
**DEPARTMENT OF HIGHWAYS**  
**ENVIRONMENTAL PROTECTION DIVISION**



# Memo

**To:** Carol Johnson  
**From:** Frederick J. McNeill, P.E. *F.J.M.*  
**CC:** Lisa Hynes – EPD  
June George – EPD  
**Date:** 4/15/2008  
**Re:** Sewer Abatement Recommendation  
181 Grove St. / Acct #3849-2500

#08-034

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I recommend that Ms. Reid-Bryan be granted an abatement in the amount of \$313.20.

If you have any questions or require additional information, please contact me at 624-6341.

/djv

Attach



# CITY OF MANCHESTER

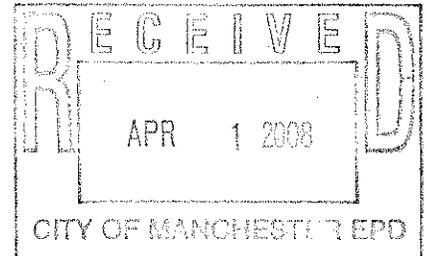
Office of the City Clerk



Carol A. Johnson  
City Clerk

Matthew Normand  
Deputy City Clerk

## MEMORANDUM



TO: Fred McNeill  
Chief Sanitary Engineer

FROM: Matthew Normand   
Deputy City Clerk

DATE: March 28, 2008

RE: Sewer Abatement Request  
Otensia Reid  
181 Grove Street  
(Account # 3849-2500)

A request was made by the above-referenced individual for a sewer abatement. Please review the matter and respond back to the CIP Committee in care of the City Clerks Office.

4/1

Enclosure

Lisa,  
For your  
review &  
recommendation.  
Thanks,

March 20, 2008

Phone # (603)-624-4321

Otensia Reid  
POB 4476  
Manchester, NH 03108

**RE:** 181 Grove St. Manchester, NH 03103  
**Account#:** 3849-2500

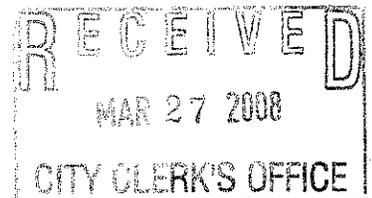
**Bill Period:** 10/12/07- 1/15/08

The reason abatement should be considered: Is that during the month of November 2007 the gas boiler for the above address had a huge water leak. The gas boiler is located in the basement of the building. The basement floor is dirt so the water leaked into this dirt. The gas boiler was red tagged by the gas company. Because of the huge water leak the gas couldn't be turned on until it was repaired. The plumbing company Jim Trombley repaired the gas boiler and stopped the water leak in addition there was also a leak with the hot water tank which they repaired.

**Please see attached:**  
Repair bill & billing statement

Thank you,

Otensia Reid



EPD - Manchester NH - Customer/Location Consumption History Inquiry

Functions Options Help

HTE 4/02/2008 1:09:16 PM

Customer ID 3649 Name REID-BRYAN, OTENSIA  
 Location ID 2500 Address 181 GROVE ST

Data Actual Consumption Graph Demand Consumption Graph

Cycle/Route 07 / 02 Amount due \$495.90  
 Initiation date 1/01/42 Pending \$ .00  
 Termination date 0/00/00 Customer status A Customer/Location status A

Select View detail Display comment codes

Svc Code	Reading Type	Date	Actual Consumption	Actual Demand	Days	Meter Number	Est Code	Cmnt Code
SU	REG	1/15/08	172.00	.00	95	25363513S	C	
SU	REG	10/12/07	53.00	.00	93	25363513S	C	
SU	REG	7/11/07	21.00	.00	92	25363513S	C	
SU	REG	4/10/07	21.00	.00	91	25363513S	C	
SU	REG	1/09/07	21.00	.00	95	25363513S	C	
SU	REG	10/06/06	17.00	.00	87	25363513S	C	
SU	REG	7/11/06	20.00	.00	91	25363513S	C	
SU	REG	4/11/06	45.00	.00	85	25363513S	C	

OK Exit Cancel Change view Graph History

average consumption for this billing cycle  
 from the last 3 years = 56 ccf

consumption this period = 172.00 ccf  
 116 ccf

current rate is \$ 2.70/ccf

4/11/08

Approved For abatement  
 of 116 ccf. \$ 313.20

F. J. McNeill

## Petition for Discontinuance of Phillippe Cote Street

*To the Honorable Board of Mayor and Aldermen of the City of Manchester:*

*The Undersigned respectfully represents that for the accommodation of the public there is occasion for discontinuing a highway:*

Beginning at a point on the westerly sideline of Commercial Street at its intersection with the southerly sideline of Cote Street (currently known as Phillippe Cote Street) at a point of curvature; said point being the southeasterly corner of the parcel herein described;

Thence, westerly, northerly and easterly along the right of way of Phillippee Cote Street laid out by the Board of Mayor and Aldermen on June 3, 2003 by the following courses: N63°19'24"W 16.83' to a point; thence, S70°29'23"W 172.81' to a point; thence, N87°28'07"W 45.93' to a point; thence, N19°59'35"W 19.96' to a point in the original line of Phillippee Cote Street; thence, along a curve to the right having a radius of 86.98 feet, an arc distance of 57.83 feet and a chord of N39°21'56"W 57.83 feet to a point; thence, North 20°19'05" West, a distance of 306.98 feet; along a curve to the right having a radius of 113.00 feet, an arc distance of 87.30 feet; along a curve to the right having a radius of 141.50 feet, an arc distance of 152.84 feet; North 85°49'50" East, a distance of 90.65 feet; along a curve to the left having a radius of 19.00 feet, an arc distance of 32.22 feet to the westerly sideline of Commercial Street;

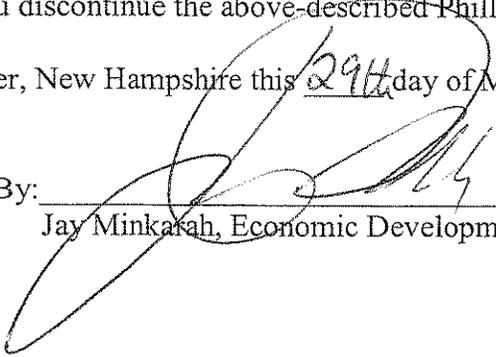
Thence, southerly along said Commercial Street: along a curve to the left having a radius of 1530.00 feet, an arc distance of 87.97 feet to the southerly sideline of Cote Street at a point of curvature;

Thence, westerly, southerly and easterly along said Cote Street on the following courses: along a curve to the left having a radius of 19.00 feet, an arc distance of 26.38 feet; South 85°49'50" West, a distance of 102.96 feet; along a curve to the left having a radius of 175.00 feet, an arc distance of 52.06 feet; along a curve to the left having a radius of 55.00 feet, an arc distance of 29.15 feet; along a curve to the left having a radius of 77.00 feet, an arc distance of 78.94 feet; South 20°19'05" East, a distance of 304.68 feet; a curve to the left having a radius of 39.98 feet, an arc distance of 62.58 feet; North 69°59'55" East, a distance of 159.95 feet; along a curve to the left having a radius of 19.00 feet, an arc distance of 26.04 feet to the westerly sideline of Commercial Street;

Thence, southerly along said Commercial Street: South 08°30'44" East, a distance of 85.26 feet to the point or place of beginning.

He, therefore, requests that you discontinue the above-described Phillippe Cote Street.

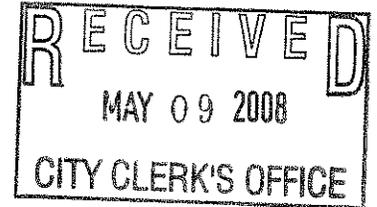
Dated at the City of Manchester, New Hampshire this 29th day of May 2008

By:   
Jay Minkarah, Economic Development Director

David J. Mara  
Chief of Police



**CITY OF MANCHESTER**  
*Police Department*



Matt,

Listed below is the information you requested for the Committee on Community Improvement regarding the accident history for the intersections of Campbell St/Hamel Dr and Campbell St/Hooksett Rd.

**2005**

Campbell St/Hamel Dr  
Injury Accidents 4

All other reported Accidents 7

Campbell St/Hooksett Rd  
Injury Accidents 6

All other reported Accidents 12

**2006**

Campbell St/Hamel Dr  
Injury Accidents 0

All other reported Accidents 4

Campbell St/Hooksett Rd  
Injury Accidents 1

All other reported Accidents 14

**2007**

Campbell St/Hamel Dr  
Injury Accidents 0

All other reported Accidents 9

Campbell St/Hooksett Rd  
Injury Accidents 3

All other reported Accidents 14

**2008 to Date**

Campbell/Hamel Dr  
Injury Accidents 1

All other reported Accidents 0

Campbell St/Hooksett Rd  
Injury Accidents 0

All other reported Accidents 6

If you need more information please call me.

Lt. Jonathan Hopkins  
Manchester Police Department

**Rioux, Claire**

---

**From:** Normand, Matthew  
**Sent:** Monday, May 05, 2008 7:34 PM  
**To:** Mara, David; SIMMONS, GARY; Hopkins, Jonathan  
**Subject:** Request of the Committee on Community Improvement

Please be advised that the Committee on Community Improvement has requested that the Police Department provide accident/calls for service information for the Campbell Street/D.W. Highway/Hamel Drive intersections pursuant to a request by the Highway Department for funding of the design and construction of intersection improvements. The Committee has requested that this information be provided prior to their next meeting.

Matthew Normand  
Deputy City Clerk  
Office of the City Clerk

5/5/08 Waiting for Police Reports

Commission (E-Mail)

William A. Varkas

Joan Flurey

William F. Houghton Jr.

Robert R. Rivard



Kevin A. Sheppard, P.E.  
Public Works Director

## CITY OF MANCHESTER Highway Department

April 29, 2008

C.I.P. Committee of the  
Honorable Board of Mayor and Aldermen  
C/O Ms. Carol Johnson  
CITY CLERKS OFFICE  
One City Hall Plaza  
Manchester, New Hampshire 03103

Re: Campbell Street Funding Request History

Gentlemen:

The purpose of this memorandum is to provide some background information for the Campbell Street/D.W. Highway/Hamel Drive intersections. Traffic congestion has been an issue at this area for many years. We have been requesting funding in our annual C.I.P. budget requests since 2003. The FY '06 C.I.P. budget did include \$25,000, which allowed us to have an up-dated traffic study performed of this area.

The study was completed and it recommends that additional traffic lanes be installed at Campbell Street and D.W. Highway. The study also recommended that Bicentennial Drive would be the primary connection to Campbell Street, and Hamel Drive would connect to Bicentennial. These improvements would assist in easing the traffic congestion in the area.

In our F.Y. 2009 CIP budget request, we included a request for \$200,000 for the design of the intersection improvements. We requested \$1,300,000 for FY 2010 for the construction of the improvements

If you have any questions or comments or if I can be of further assistance, please do not hesitate to call.

Very truly yours,

Bruce A. Thomas  
Engineering Manager

c/Kevin A. Sheppard, P.E.  
Alderman Mark E. Roy  
Samuel Maranto

Highway Dept. Headout II  
Comm. on Community Improvement  
5/5/08

## MEMORANDUM

**To:** Committee on Community Improvement Program

**From:** Pamela H Goucher  
Interim Director of Planning

**Date:** May 27, 2008

**Subject:** Project Extensions

---

The following projects are requested to be extended until December 31, 2008:

<u>Year</u>	<u>Fund Type</u>	<u>Project #</u>	<u>Project Name</u>
2008	CDBG	211308	Capital Improvements - CHS
2008	CDBG	212608	New Citizens Assimilation Initiatives – Planning
2008	Cash	213408	Wrap for Youth Reiliency Project – OYS
2008	CDBG/Cash	411608	Weed N’ Seed – MPD/MHD
2008	Cash	411708	Firesafe Intervention Program
2008	CDBG/Cash	510508	Project Greenstreets – Parks
2008	CDBG	511008	Martineau Park – Parks
2008	CDBG	511108	Youth Recreation Activities – Parks
2008	Cash	511308	Millyard Maintenance – Parks
2008	Cash	511508	Weston Street Neighborhood Park – Parks
2008	Cash	511608	Veterans Park/Stanton Plaza
2008	CDBG/Home/AHTF	610108	Housing Initiatives – Planning
2008	CDBG	610208	Neighborhood Pride – Cleanstreets
2008	CDBG	610408	Concentrated Code Enforcement – Building
2008	CDBG	610608	Capital Improvements – MEH
2008	Home	611008	West Granite Gateway Project - NGM
2008	CDBG	611608	Neighborhood Pride – Business Incentive
2008	Cash	612208	Marketing Program – MEDO
2008	Cash	710008	Annual Bridge Rehabilitation – Highway
2008	CDBG	710308	Annual CDBG Street Reconstruction – Highway
2008	CDBG	710508	School Sidewalk Program
2008	Cash	710608	Annual Bridge Maintenance Program –Highway
2008	Cash	710708	Annual ROW Maintenance – Highway
2008	Cash	713408	Chronic Drain – Highway
2008	CDBG	810108	Community Development Initiatives – Planning
2008	Cash	810308	Hallsville School Infrastructure Repairs – HFD
2008	Cash	810408	Municipal Deferred Maintenance – Highway
2008	Cash	810608	Motor Vehicle Registration System – Tax Collectors
2007	CDBG	611507	Revolving Loan Fund - MEDO
2007	CDBG	710807	School Sidewalk Program – Highway
2007	Cash	710907	Annual Bridge Maintenance - Highway
2007	Cash	711307	Municipal Deferred Maintenance - Highway
2007	CDBG	810707	Community Development Initiatives – Planning

2007	CDBG	810807	Master Plan Support - Planning
2007	CDBG	810907	Neighborhood Revitalization - Planning
2006	Other	410006	Mobile Data Terminal/AVL's – Fire
2006	CBDRF	510206	Millyard Improvements - Parks
2006	Cash	511306	Crystal Lake Master Plan
2006	Other	610706	Planning Studies Implementation – Planning
2006	CDBG	612406	Neighborhood Revitalization Program – Planning
2006	Other	710006	Millyard Rail Crossing Upgrade
2006	Cash	711206	Campbell Street Traffic Study
2006	Cash	711506	Municipal Deferred Maintenance
2006	Cash	712706	Discretionary Sidewalk/Curb Program
2006	CDBG	810306	Economic Development Master Plan – MEDO
2006	CDBG	810506	ADA Compliance – HR
2006	CDBG	810606	ADA Compliance – Planning
2005	Cash	613105	“Jac Pac” Acquisition Project
2005	Cash	811105	Municipal Deferred Maintenance Program
2003	Cash	411103	Hazardous Material – Fire Department



Robert S. MacKenzie, AICP  
Director

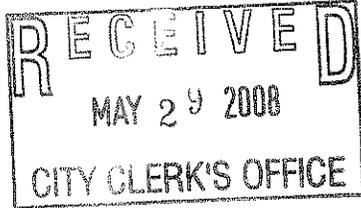
# CITY OF MANCHESTER

## Planning and Community Development

Planning  
Community Improvement Program  
Growth Management



Staff to:  
Planning Board  
Heritage Commission  
Millyard Design Review Committee



### MEMORANDUM

To: Members of the Committee on Community Improvement Program

From: Pamela H. Goucher *PHG*  
Interim Director of Planning

Date: May 29, 2008

Subject: Parks & Recreation (CIP #511207)

---

The Parks and Recreation Department has received additional funds from golf tournament fund raisers in the amount of \$34,402.00. This money was raised for the purpose of making improvements to the Derryfield Golf Course. As such, we have prepared the appropriate Amending Resolution and Budget Authorization forms necessary to accept these funds.

Your review of the enclosed documents and a favorable recommendation to the full Board is respectfully requested.

**CIP BUDGET AUTHORIZATION**

CIP #:  Project Year:  CIP Resolution:   
 Title:  Amending Resolution:   
 Administering Department:  Revision:

Project Description:

**Federal Grants** Federal Grant:  **Environmental** Review Required:   
 Grant Executed:  Completed:

**Critical Events**

1	Program Initiation	07/03/06
2	Program Completion	12/31/08
3		
4		
5		

Expected Completion Date:

**Line Item Budget**

	ENTERPRISE	OTHER		TOTAL
Salaries and Wages	\$0.00	\$0.00	\$0.00	\$0.00
Fringes	\$0.00	\$0.00	\$0.00	\$0.00
Design/Engineering	\$80,000.00	\$0.00	\$0.00	\$80,000.00
Planning	\$0.00	\$0.00	\$0.00	\$0.00
Consultant Fees	\$0.00	\$0.00	\$0.00	\$0.00
Construction Admin	\$0.00	\$0.00	\$0.00	\$0.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00	\$0.00
Overhead	\$0.00	\$0.00	\$0.00	\$0.00
Construction Contracts	\$320,000.00	\$34,402.00	\$0.00	\$354,402.00
Other	\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL</b>	<b>\$400,000.00</b>	<b>\$34,402.00</b>	<b>\$0.00</b>	<b>\$434,402.00</b>

**Revisions**


**COMMENTS**

Other funds received from dedicated golf tournament fund raisers.

# City of Manchester New Hampshire

*In the year Two Thousand and Eight*

## A RESOLUTION

“Amending the FY2007 Community Improvement Program, authorizing and appropriating in the amount of Thirty Four Thousand Four Hundred Two Dollars (\$34,402) for the 2007 511207 Derryfield CC Rehabilitation Project.”

Resolved by the Board of Mayor and Aldermen of the City of Manchester as follows:

WHEREAS, the Board of Mayor and Aldermen has approved the 2007 CIP as contained in the 2007 budget; and

WHEREAS, Table 1 contains all sources of State, Federal and Other funds to be used in the execution of the 2007 CIP projects; and

WHEREAS, the Board of Mayor and Aldermen wishes to accept monies received from various fundraisers dedicated to improvements at the Derryfield Country Club Golf Course;

NOW, THEREFORE, be it resolved that the 2007 CIP be amended as follows:

**By increasing:**

FY2007 CIP 511207 – Derryfield CC Rehabilitation - \$34,402 Other  
From \$400,000 Enterprise to \$434,402 (\$400,000 Enterprise & \$34,402 Other)

Resolved, that this Resolution shall take effect upon its passage.

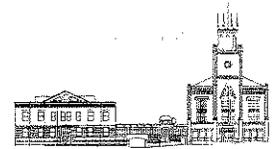


Robert S. MacKenzie, AICP  
Director

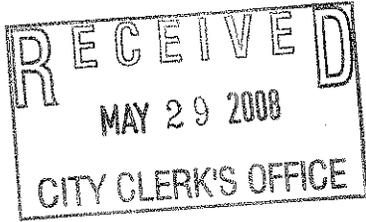
# CITY OF MANCHESTER

## Planning and Community Development

Planning  
Community Improvement Program  
Growth Management



Staff to:  
Planning Board  
Heritage Commission  
Millyard Design Review Committee



Memo to: Members of the Committee on Community Improvement Program

From: Pamela H. Goucher *PHG*  
Acting Director of Planning

Date: May 14, 2008

Subject: Health Department – CIP #210208 – Homeless Healthcare

The Health Department has notified us that the City has been approved to receive additional grant funds totaling \$729 from the United States Department of Health and Human Services Health Resources and Services Administration. These funds will be used to provide health services to homeless persons in Manchester. As such, we have prepared the appropriate Amending Resolution and Budget Authorization forms necessary for project initiation.

Your review of these documents and a recommendation for approval to the full Board is respectfully requested.

Attachments:

**CIP BUDGET AUTHORIZATION**

CIP #:  Project Year:  CIP Resolution:   
 Title:  Amending Resolution:   
 Administering Department:  Revision:

Project Description:

**Federal Grants** Federal Grant:  **Environmental** Review Required:   
 Grant Executed:  Completed:

**Critical Events**

1	Program Initiation	<input type="text" value="11/20/07"/>
2	Program Completion	<input type="text" value="10/31/08"/>
3		
4		
5		

Expected Completion Date:

**Line Item Budget**

	FEDERAL			TOTAL
Salaries and Wages	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Fringes	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Design/Engineering	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Planning	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Consultant Fees	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Construction Admin	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Land Acquisition	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Equipment	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Overhead	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Construction Contracts	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Other	<input type="text" value="\$335,105.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$335,105.00"/>
<b>TOTAL</b>	<input type="text" value="\$335,105.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$335,105.00"/>

**Revisions**

Revision #1 - Budget increased from \$320,000 to \$334,376 due to the receipt of additional grant funds  
 Revision #2 - Budget increased from \$334,376 to \$335,105 due to the receipt of additional grant funds

**COMMENTS**

# City of Manchester New Hampshire

*In the year Two Thousand and Eight*

## A RESOLUTION

“Amending the FY 2008 Community Improvement Program, authorizing appropriating funds in the amount of Seven Hundred Twenty Nine Dollars (\$729) for FY2008 CIP 210208 Homeless Healthcare Program.”

Resolved by the Board of Mayor and Aldermen of the City of Manchester as follows:

WHEREAS, the Board of Mayor and Aldermen has approved the 2008 CIP as contained in the 2008 CIP budget; and

WHEREAS, Table 1 contains all sources of State, Federal and Other funds to be used in the execution of projects; and

WHEREAS, the Board of Mayor and Aldermen wishes to accept additional grant funds from the U.S. Department of Health and Human Services Health Resources and Services Administration to implement health care services for homeless persons in Manchester;

NOW, THEREFORE, be it resolved that the 2008 CIP be amended as follows:

**By increasing:**

FY2008 CIP 210208 – Homeless Healthcare Program - \$729 Federal  
(from \$334,376 to \$335,105)

Resolved, that this Resolution shall take effect upon its passage.

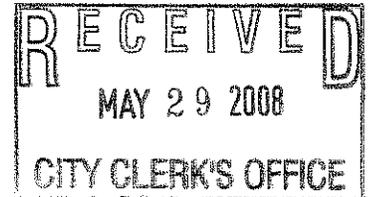
April 29, 2008

RECEIVED

MAY 29 2008

MAYOR'S OFFICE

Hon. Frank C. Guinta, Mayor  
City Hall  
One City Hall Plaza  
Manchester, NH 03101



Re: Sewer Lines affecting 160 Porter Street

Dear Mayor Guinta,

I am writing on behalf of Mrs. Shirley Hoitt of 160 Porter Street. We understand that this particular home was built circa 1960, and was purchased by the Hoitt family circa 1968. For some period of time, there were no issues with flooding or septic backup into their home, but as development has occurred in the area, further development has reduced permeable soils, and runoff waters have been collected and diverted towards this area, causing significant problems.

As you may already be aware based on the City's involvement with this location, Mrs. Hoitt has been experiencing a long-term problem with sewer backups associated with heavy rainfall and related events. When these backups occur, water and other waste from the municipal sewerage system flows back into her home, causing spillage and flooding in her home. As Mrs. Hoitt has a hair salon on the lower floor, these floods are, needless to say, a serious problem.

Each time flooding has occurred, the sewerage system flows up into the toilets and spills out onto the floor, where it begins to fill the room. Structural damage and contamination caused by the backflow has cost Mrs. Hoitt thousands of dollars in repairs and cleanup, and the necessary closing of her business during these periods causes additional hardship.

Mrs. Hoitt presently has a crank-operated sewer shut-off valve installed on her property, previously installed at the recommendation of the City. When the pipe is shut down, however, she is unable to discharge any water from her home, including water from sinks and toilets. Again, the inability to flush toilets at her home and business presents serious practical problems for both residential and commercial activities. Further, because Mrs. Hoitt is currently sixty-four years old, operating the shut-off valve crank is becoming more difficult and strenuous each season.

In addition, Mrs. Hoitt's property has recently been appraised by the City at \$246,700. This calculation apparently does not evaluate the effect of a periodic sewer backflow, since a defect of this magnitude makes it reasonably certain that Mrs. Hoitt could not sell her property for this amount. Proper appraisal of the home should include consideration of the known flooding issue before arriving at a final, reasonable valuation. While the appraised value might be appropriate for a similar home, this value does not give any consideration to the inconvenience and expenses incurred with this particular property. Given the sewer system issue, it is highly unlikely that she would be able to derive any sale price within reasonable proximity of her appraised value.

We understand that the City is aware of the drainage problems in this area, which we understand is anecdotally called the Cemetery Brook Basin, and that plans are underway to separate the storm water runoff from the sanitary sewers through the CSO projects. Plans for the CSO project in this area have apparently been in the early stages for many years, though actual installation of this system in this area has not yet begun. We also understand that it is the opinion of the Highway Department that this upgrade will eliminate the problems Mrs. Hoitt has been experiencing. We also understand that these plans are still indeterminate, and that it could take up to fifteen years for this project to be fully completed.

Given Mrs. Hoitt's current age, she cannot continue to address the problem in the manner she has. We cannot envision her at age 79 still manually closing the sewer line, eliminating the ability to flush her toilets, and hoping for the best. Similarly, we cannot envision her being able to sell her property with this situation and obtaining a sales price within the vicinity of the city's current assessment.

In light of these factors, we request that the City:

1. Arrange for the reappraisal of Mrs. Hoitt's property in which the situation of her home as regards the municipal sewerage system is appropriately evaluated; and
2. Expedite plans to implement the Cemetery Brook Basin sewer separation project, and more particularly, expedite that portion of the project that would most quickly improve Mrs. Hoitt's situation; and
3. Install some temporary measure by which Mrs. Hoitt may avoid future backflow flooding until the more permanent changes anticipated above are implemented.

Please do not hesitate to contact our office with any questions you may have. Thank you in advance for your attention to this matter.

Sincerely,  
BOSTOCK, ROGERS & DONAIS, PLLC



Craig S. Donais  
[Craig.Donais@BRDAttorneys.com](mailto:Craig.Donais@BRDAttorneys.com)  
X226

cc:  
Shirley Hoitt  
Department of Public Works, Highway Division;  
Alderman William Shea

March 13, 2007

Dear Bright Ideas Committee:

Please be advised that it costs the taxpayers/ratepayers between \$111,000 and \$122,000 annually for after hour city vehicle use. Some of the areas of concern are as follows:

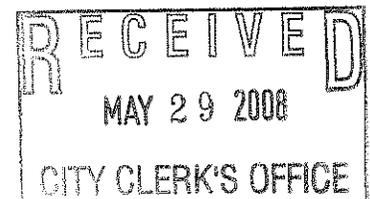
- Costs for vehicle fuel, maintenance, auto body work, car rental and vehicle depreciation.
- Loss revenue for tolls, meters and registration costs.
- Added liability for the City because of Workers' Compensation coverage while commuting. This provides an additional benefit to a select group of employees.
- Increase in gasoline prices of \$1.10 per gallon since my original proposal.
- 90-100% mileage by employees for personal use on most days.
- Many employees use city vehicles for coffee breaks, lunch, doctor's appointments, shopping, haircuts, exercise, transportation of children and other personal errands.
- The Manchester Water Works spends several thousand dollars annually jockeying vehicles around. On 03/02/2007 the Water Works spent \$255.33 in labor costs delivering a vehicle to Raymond, NH to a vacationing employee.
- Many man hours are spent in each department tracking and figuring vehicle usage.
- I am enclosing emails from two enterprise funds that never supplied requested maintenance information (Airport, Parks and Recreation and Cemetery departments).

In closing, it is my opinion that this practice should have stopped years ago. It is unfair to burden the taxpayers/ratepayers with this expensive perk.

Sincerely,

*Michael D. Roche*

Michael D. Roche  
Engineering Technician II



## Normand, Matthew

---

**From:** Patrick Tufts [patrick.tufts@heritageunitedway.org]  
**Sent:** Thursday, May 29, 2008 10:43 AM  
**To:** Normand, Matthew; Guinta, Frank  
**Cc:** Thomas, Sean  
**Subject:** RE: Request of the Committee on Community Improvement - REMINDER

Mr.. Normand.

It is my understanding, via a conversation with Sean Thomas, that the Mayor's Office will address Mr. Martineau's letter dated March 11, 2008.

Thank you for the reminder.

*Patrick M. Tufts, MSW  
President & CEO  
Heritage United Way, Inc.  
228 Maple Street, 4th Floor  
Manchester, NH 03103  
Phone: 603.625.6939 ext. 11  
Fax: 603.627.6057  
www.heritageunitedway.org  
GIVE.| ADVOCATE.| VOLUNTEER.| LIVE UNITED™*

-----Original Message-----

**From:** Normand, Matthew [mailto:MNORMAND@manchesternh.gov]  
**Sent:** Thursday, May 29, 2008 8:22 AM  
**To:** Guinta, Frank; Patrick Tufts  
**Subject:** Request of the Committee on Community Improvement - REMINDER

### REMINDER

The Committee on Community Improvement will be meeting on Tuesday, June 3, 2008 at 5:30 p.m.

Matthew Normand  
Deputy City Clerk  
Office of the City Clerk  
T:(603) 624-6455 F:(603) 624-6481  
[www.manchesternh.gov](http://www.manchesternh.gov)

---

**From:** Normand, Matthew  
**Sent:** Thursday, May 08, 2008 2:35 PM  
**To:** Guinta, Frank; 'patrick.tufts@heritageunitedway.org'  
**Subject:** Request of the Committee on Community Improvement

Please be advised that at a meeting of the Committee on Community Improvement on April 15, the committee requested that the Task Force on the 10-Year Plan to End Homelessness respond, in writing, to the March 11, 2008 letter from Welfare Commissioner Martineau. A copy of his letter has been attached for your convenience.

Matthew Normand  
Deputy City Clerk

5/29/2008

13-1

**Glennon, Heather**

---

**From:** Normand, Matthew  
**Sent:** Thursday, May 29, 2008 8:22 AM  
**To:** Guinta, Frank; 'patrick.tufts@heritageunitedway.org'  
**Subject:** Request of the Committee on Community Improvement - REMINDER  
**Attachments:** S75BW-108050814291.pdf

**REMINDER**

The Committee on Community Improvement will be meeting on Tuesday, June 3, 2008 at 5:30 p.m.

Matthew Normand  
Deputy City Clerk  
Office of the City Clerk  
T:(603) 624-6455 F:(603) 624-6481  
[www.manchesternh.gov](http://www.manchesternh.gov)

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**From:** Normand, Matthew  
**Sent:** Thursday, May 08, 2008 2:35 PM  
**To:** Guinta, Frank; 'patrick.tufts@heritageunitedway.org'  
**Subject:** Request of the Committee on Community Improvement

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Matthew Normand  
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[www.manchesternh.gov](http://www.manchesternh.gov)

**Normand, Matthew**

---

**From:** Normand, Matthew  
**Sent:** Thursday, May 08, 2008 2:35 PM  
**To:** Guinta, Frank; 'patrick.tufts@heritageunitedway.org'  
**Subject:** Request of the Committee on Community Improvement  
**Attachments:** S75BW-108050814291.pdf

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Matthew Normand  
Deputy City Clerk  
Office of the City Clerk  
T:(603) 624-6455 F:(603) 624-6481  
[www.manchesternh.gov](http://www.manchesternh.gov)



**City of Manchester  
Welfare Department**

1528 Elm Street  
Manchester, NH 03101-1350  
(603) 624-6484 FAX (603) 624-6423  
www.ci.manchester.nh.us

Paul R. R. Martineau  
Commissioner

~~BY BOARD OF MAYOR & ALDERMEN~~

**DATE:** March 18, 2008

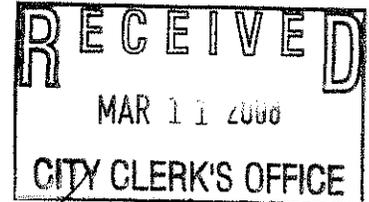
March 11, 2008

**ON MOTION OF A.L.D.** Lopez

Board of Mayor and Aldermen  
One City Hall Plaza  
Manchester, N. H. 003101

**SECONDED BY A.L.D.** Domingue

**VOTED TO** Refer to Committee on  
Community Improvement



Dear Board Members:

~~CITY CLERK~~

I read "A Home For Everyone: A 10-Year Plan to End Homelessness in the City of Manchester", released to the public on February 27<sup>th</sup>. As Manchester's elected Welfare Commissioner responsible to the city's taxpayers, it's my obligation to point out those areas dealing with the Welfare Department that are incorrect, misleading and specious.

On page 4, under "5 Potential Barriers to Success"; the report states: "Lack of engagement and partnership by key city agencies (e. g. Welfare) and housing and service providers." I take offense at the subtle implications that the Welfare Department is an impediment to the success of the proposed program. In the past five years, my department has expended \$2.4 million to maintain shelters and make rental payments to insure that individuals and families avoid homelessness. This translates into approximately a half million dollars per year, refuting the assertion that my department is not engaged in providing shelter for the homeless and potential homeless.

On page 5, Section G under The Vision Premises; the report states: "The City of Manchester's Welfare Department is a critical player in ensuring that the city's funds are used most effectively in preventing and addressing homelessness in collaboration with other providers within the City and region. Manchester is unique in having a Welfare Commissioner who is elected rather than appointed. Without full knowledge and understanding of the issues by the public, costs may be saved in the Welfare budget at the expense of increased costs to other sectors of the community."

It is the primary duty of the elected Welfare Commissioner to prudently dispense taxpayer funds to provide basic needs, i.e., shelter, medication, food and clothing to qualified individuals and households. The public recognizes the need for a Welfare Department. The tax dollars supporting the City's Welfare department are budgeted by the Board of Mayor and Alderman so that the department is able to accomplish this mission. I have been elected to the position of Welfare Commissioner four times by the voters. I do understand the role my department plays in providing assistance to those in need. During my six years as Welfare Commissioner, any and all applicants coming to my department claiming to be homeless were offered shelter. No homeless individuals or families were turned away.

When first interviewed regarding this project, I was asked to be on Task Force and I agreed. It seems the participants from the other agencies did not concur, since I was never contacted for further input.

*4/15/08 Waiting for response from the Task Force*

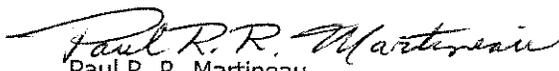
Other agencies receive money through CIP funds, HUD and other federal funds, state funds, and grants. They also receive private funds, e.g., those from Heritage United Way, and conduct fund raising events. Manchester is fortunate to have social service agencies which provide much needed assistance to the community. Unfortunately, in my opinion, some of these social service agencies perpetuate their own agendas and are constantly seeking to expand and justify their organizations. Despite a desire to do so, these agencies can't help everyone referred to them. They have their own requirements and criteria, just as the Welfare Department must follow State Statutes and Board of Mayor and Aldermen approved guidelines. My staff verifies all applicant information to insure that the city is not defrauded based on bogus stories. Some social service agencies take applicants' need for assistance at face value and do not always verify the information provided. Their altruistic idealism (bleeding hearts) leads them to assist unqualified and undeserving applicants resulting in the potential misuse of the agencies' funds. These agencies do not view my department as being helpful since we frequently do not assist applicants referred by other agencies because the applicants misrepresent their situations. Fortunately for Manchester's taxpayers who fund our department, we only assist the truly needy who qualify for assistance.

Finally, on page 6 under Eight Primary Goals and Associated Actions: Goal Two: Prevent individuals and families from becoming homeless whenever possible, section a) states "Use City Welfare funds and create supplementary funds as needed to provide emergency assistance to prevent evictions into homelessness when subsidies and support would sustain families and individuals through a temporary crisis." While the goal to end homelessness in 10 years is certainly admirable, there are a number of taxpayer consequences to consider. If we were to start subsidizing rental payments to prevent homelessness for those individuals or families who have misused or squandered their income, there would be no consequences and, in fact, would encourage the type of behavior that promote the expenditure of funds other than basic needs such as rent-to-own furniture, illegal drugs, alcohol, cable television, Internet access, cell phones, and credit cards.

As I previously mentioned, the City Welfare Department has not been remiss in providing significant funding in the amount of \$2.4 million during my tenure to address homelessness. If the city of Manchester were to attempt to accomplish the report's stated goal, I foresee a need in my department for an additional million plus dollars a year of taxpayer money. Is this really a possibility when you, the mayor and aldermen, are attempting to develop a budget that is responsible to meet the needs of the community and its taxpayers?

I am in complete agreement with the report that homelessness in our community must be addressed. My department has, and will continue to provide assistance to our clients faced with homelessness. I want to assure the taxpayers of Manchester that their tax dollars are being used in the most effective and efficient manner in dealing with homelessness.

Sincerely,

  
Paul R. R. Martineau  
Welfare Commissioner

cc: Mayor Frank Guinta, co-chair Task Force on 10 Year Plan to End Homelessness  
Patrick Tufts, President Heritage United Way, co-chair Task Force on 10 Year Plan to End Homelessness

**Glennon, Heather**

---

**From:** Normand, Matthew  
**Sent:** Thursday, May 29, 2008 8:17 AM  
**To:** Goucher, Pamela; Minkarah, Jay; Guinta, Frank  
**Subject:** Request of the Committee on Community Improvement - REMINDER

**REMINDER**

The Committee on Community Improvement will be meeting on Tuesday, June 3, 2008 at 5:30 p.m.

Matthew Normand  
Deputy City Clerk  
Office of the City Clerk  
T:(603) 624-6455 F:(603) 624-6481  
[www.manchesternh.gov](http://www.manchesternh.gov)

---

**From:** Normand, Matthew  
**Sent:** Monday, May 05, 2008 7:11 PM  
**To:** Goucher, Pamela; Minkarah, Jay; Guinta, Frank  
**Subject:** Request of the Committee on Community Improvement

Please be advised that the Committee on Community Improvement has requested that you pursue potential opportunities for a collaboration with the State of New Hampshire regarding the relocation of the Manchester District Court and the City's utilization of the present building on Amherst street to meet possible City needs and report to the Committee prior to the next meeting.

Matthew Normand  
Deputy City Clerk  
Office of the City Clerk

**Rioux, Claire**

---

**From:** Normand, Matthew  
**Sent:** Monday, May 05, 2008 7:11 PM  
**To:** Goucher, Pamela; Minkarah, Jay; Guinta, Frank  
**Subject:** Request of the Committee on Community Improvement

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Matthew Normand  
Deputy City Clerk  
Office of the City Clerk

5/6/2008

14-2

3/18/08 TABLED

**Glennon, Heather**

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**From:** Glennon, Heather  
**Sent:** Wednesday, April 09, 2008 3:25 PM  
**To:** Maranto, Samuel  
**Subject:** Request of the Committee on Community Improvement

Please be advised that on a meeting of the Committee on Community Improvement held on Tuesday, March 18, 2008, it was requested that you give a breakdown of all funds associated with the 10-Year Plan to end Homelessness in the City of Manchester by Patrick Tuffs of United Way.

Thank you,

Heather Glennon  
Administrative Assistant III  
Office of the City Clerk  
T:(603) 624-6455 F:(603) 624-6481  
[www.manchesternh.gov](http://www.manchesternh.gov)

*Planning Hardout  
Community Improvement Comm  
April 15, 2008*

**"City of Manchester Homelessness Coordinator"**

**Submitted by Families in Transition Inc. -Fiscal Agent; Heritage United Way**

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**Who:** Seeking support for a full time homelessness coordinator for the City of Manchester.

**What:** A partnership between the City of Manchester, The Manchester Continuum of Care, and Heritage United Way.

Working under the direction of the City of Manchester's Steering Committee To End Homelessness and in partnership with the Manchester Continuum of Care.

**Where:** Working out of the Heritage United Way, reporting directly to the President of the Heritage United Way.

**Why:** Both the Continuum of Care (a formal network of homeless service providers who receive HUD funding who come together to submit joint funding applications as required by HUD) and the Mayor of Manchester have appealed to Heritage United Way to fund coordination efforts aimed at improving the City's homelessness situation.

Similar positions in Nashua, Portland ME, and Reno NV have resulted in dramatic improvements in program coordination, reduction of duplication, an increase in federal dollars, and an increase in obtaining private dollars to support programming.

The Mayor co-chaired a Task Force to End Homelessness with the Heritage United Way CEO to draft a 10-Year Plan as recommended by HUD and other funding entities are requiring City's to formalize coordination among service providers in order to receive maximum funding.

Cities with formalized 10-Year Plans and Fully Collaborative Continuums of Care receive more federal and private support as a result of their collective efforts.

**How:** Heritage United Way will contribute \$35,000 towards a homelessness coordinator to support the work of the City's Plan to End Homelessness.

The Mayor of Manchester has identified \$20,000 to support this position.

Department of Housing and Urban Development sets aside approximately \$25,000 in administrative expense allowance.

AmeriCorps VISTA will contribute two VISTA volunteers to assist the coordinator in the implementation of his/her duties.

The Samuel P. Hunt Foundation, The NH Charitable Foundation, The Citizens Bank Foundation have all been identified as additional program service contributors.

Total Program: \$80,000

**Description:**

Responsibility involves developing, directing and managing the City's plan to end homelessness in Manchester. Initiates and maintains relationships and gains support for goals, including working closely with the City of Manchester – Continuum of Care and serving as a liaison to other public and private agencies. Manages office operations and volunteer personnel.

**Essential Functions:**

1. Serves as a key spokesperson on communicating the City's vision to end homelessness in Manchester; serves as a focal point of homelessness information for residents as well as service providers in the City.
2. Develops and contextualizes strategies for issue management; identifies vital information; identifies and lobbies key decision-makers.
3. Represents the City on special committees, commissions, and projects related to addressing homelessness.
4. Requires ability to promote the vision, mission and goals for development of the City's program to end homelessness and garner input from key decision-makers and stakeholders.
5. Requires ability to establish and maintain effective working relationships with City officials, service providers, community groups, and the public.
6. Day-to-day responsibility for implementing the City of Manchester's 10-Year Plan to End Homelessness.
7. Coordinate 10 Year Plan & Continuum of Care meetings, agendas, and membership.
8. Improve Community-wide Collaboration and Coordination by minimizing duplication across various planning efforts related to homelessness such as the Consolidated Plan, The City's Ten Year Plan to End Homelessness, Discharge Planning efforts, and individual agency and church group efforts.
9. Expand the membership base of the Continuum of Care to include Public Housing Authorities, local governments, state housing agencies, mainstream agencies, private and public funders, etc.
10. Manage annual Supernofa application process and coordinate funding decisions to continuum members.
11. Identify opportunities for shared projects and mutually beneficial activities between homeless service agencies, mainstream agencies and community systems.
12. Researches and analyzes homelessness and related issues in the City of Manchester and reports findings.
  - Develop and implement processes for evaluating project and system-level performance
  - Manage HMIS participation and data quality
  - Collect and analyze data
  - Report on Progress
13. Coordinate the provision of technical assistance to new and existing programs
14. Develop formal linkage agreements to improve client access to other service systems.
15. Define and manage committee structure to support strategic plans

**Education/Experience:**

Graduation from an accredited four-year college and five years progressively responsible management experience; or any equivalent combination of education and experience.

SALARY/RANGE: \$45,000 -\$60,000 / Yr.

CLOSING DATE: Open Until Filled

15-3

**CIP BUDGET AUTHORIZATION**

CIP #:  Project Year:  CIP Resolution:   
 Title:  Amending Resolution:   
 Administering Department:  Revision:

Project Description:

**Federal Grants** Federal Grant:  **Environmental** Review Required:   
 Grant Executed:  Completed:

**Critical Events**

1	Program Initiation	<input type="text" value="3/19/08"/>
2	Program Completion	<input type="text" value="6/30/08"/>
3		
4		
5		

Expected Completion Date:

**Line Item Budget**

	CDBG	ESG		TOTAL
Salaries and Wages	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Fringes	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Design/Engineering	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Planning	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Consultant Fees	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Construction Admin	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Land Acquisition	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Equipment	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Overhead	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Construction Contracts	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$0.00"/>
Other	<input type="text" value="\$14,505.74"/>	<input type="text" value="\$5,494.26"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$20,000.00"/>
<b>TOTAL</b>	<input type="text" value="\$14,505.74"/>	<input type="text" value="\$5,494.26"/>	<input type="text" value="\$0.00"/>	<input type="text" value="\$20,000.00"/>

**Revisions**


**COMMENTS**

Funds in the amount of \$20,000 transferred as follows: \$4,887.22 - 610507 Prayer Hall; \$607.04 - Unprogrammed ESG Funds; and \$14,505.74 - CDBG Unprogrammed Program Income. Funds to be combined with \$50,000 of private funding.

# City of Manchester New Hampshire

*In the year Two Thousand and Eight*

## A RESOLUTION

“Amending the FY2007 & FY2008 Community Improvement Program, transferring, authorizing and appropriating funds in the amount of Twenty Thousand Dollars (\$20,000) for the FY2008 CIP 612408 Homeless Coordinator Program.”

Resolved by the Board of Mayor and Aldermen of the City of Manchester as follows:

WHEREAS, the Board of Mayor and Aldermen has approved the 2007 & 2008 CIP as contained in the 2007 & 2008 CIP budgets; and

WHEREAS, Table 2 contains all sources of Community Development Block Grant, Emergency Shelter Grant and Home funds to be used in the execution of projects; and

WHEREAS, the Board of Mayor and Aldermen wishes to allocate funds in the amount of \$20,000 to assist in the hiring of a Homeless Coordinator as part of a public/private partnership in accordance with the recommendation of the Homeless Plan; and

WHEREAS, funds in at least that amount are available from an existing project, Unprogrammed CDBG Program Income, and Unprogrammed ESG funds;

NOW, THEREFORE, be it resolved that the 2007 & 2008 CIP be amended as follows:

**By adding:**

CIP 612408 – Homeless Coordinator Program -	\$14,505.74 CDBG Program Income
	<u>\$ 5,494.26 ESG</u>
	<b>\$20,000.00</b>

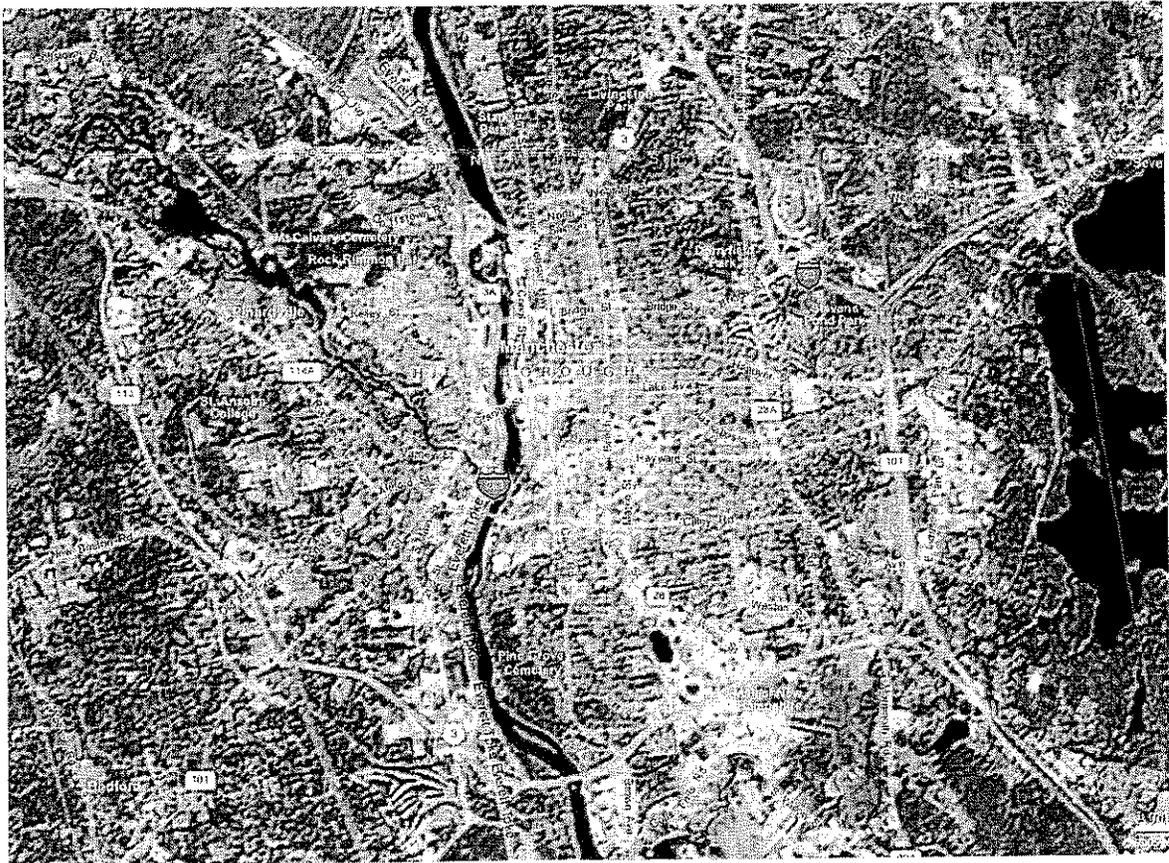
**By decreasing:**

CIP 610507 – Prayer Hall Project - \$4,887.22 ESG  
(From \$7,573.00 ESG to \$2,685.78 ESG)

\$14,505.74 CDBG Program Income  
\$607.04 ESG Unprogrammed Funds

Resolved, that this Resolution shall take effect upon its passage.

# A Home for Everyone: A 10-Year Plan to End Homelessness in the City of Manchester



*February 22, 2008*

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## Executive Summary

This Ten-Year Plan to End Homelessness is a call to action for the City of Manchester. It is time to take a moral stand in declaring homelessness to be unacceptable in our city. While we will no doubt always have the need for emergency assistance and safety nets for people in need, there are known practices that work to prevent homelessness and to re-house and stabilize in housing even those who seem to be the most difficult to help. Not only is long-term homelessness immoral, it is also unnecessarily costly to communities. Cost studies have demonstrated that it is more expensive to keep people on the streets, incurring the excessive costs of crisis intervention, emergency room health care, and revolving-door intervention programs, than it is to provide permanent supported housing that produces much better outcomes.

In the course of a year, over 1500 people in the City of Manchester experience homelessness, approximately 400 of whom are children. Nationally, one fourth of homeless people are children in homeless families (Burt, 2001). Research demonstrates that children who experience homelessness are more likely to be homeless as adults and to experience serious difficulties, including physical, cognitive, emotional, and mental problems. (Burt, 2001)

Nationally, approximately 26% of homeless persons are veterans, with the numbers likely to increase from the wars in Iraq and Afghanistan. Almost half (46%) of homeless adults report chronic physical conditions. More than 20% of the homeless are chronically homeless as defined by the U.S. Department of Housing and Urban Development (HUD). They have chronic illnesses and have been homeless for more than a year or more than 4 times in 3 years. When chronically ill people are also homeless, the costs are high and the outcomes poor. Studies have demonstrated that chronically ill individuals in long-term homelessness utilize community resources costing \$40,000 to more than \$100,000 per person per year. Recognizing the high costs of long-term homelessness, cities throughout the U.S. are demonstrating success in reducing homelessness and improving health outcomes with permanent housing combined with intensive supports that cost no more and often less than keeping seriously disabled people in long-term homelessness, jails, and hospitals.

Homelessness is a complex problem that stems from a combination of extreme poverty, health issues, and unaffordable and unavailable housing stock. Numerous agencies in Manchester have been working hard on these issues for many years and are doing exceptional work (see Appendix D). Yet, there are long waiting lists of those in need and too many people still living on the streets in Manchester. This plan recognizes the need to make a community-wide commitment to ending homelessness, to increasing the resources available to meet the needs, and to focus on integrated strategies and solutions that demonstrate that they will end homelessness.

This plan was developed with the leadership of Mayor Frank Guinta and Patrick Tufts, the President of Heritage United Way, as co-chairs of a task force of leaders from a broad cross-section of the Manchester community (see Appendix A). The plan was written with the help of an independent facilitator, Pamela Brown, who combined input from 3 meetings with the Task Force, individual interviews with numerous stakeholders, and meetings with the membership of the Manchester Continuum of Care (MCoC), the Healthy Manchester Leadership Council, and the Greater Manchester Association of Social Agencies (GMASA). As a result, this plan

represents the insights, commitment, and support of a broad cross-section of the Manchester community.

Over 310 cities throughout the U.S. have developed or are committed to developing 10-year plans to end homelessness. Positive results are being reported by cities large and small, including Nashua, NH, Portland, ME, Denver, CO, Portland, OR, Seattle, WA, Tulsa, OK, Columbus, OH, and Boston, MA. Cities that are implementing permanent supportive housing programs are experiencing declines in homelessness as high as 50% to 70%. While the greatest cost savings and successes in reducing the numbers of people on the streets come from addressing the needs of the chronically homeless, Manchester's 10-Year Plan to End Homelessness is intended to continue the efforts that have been underway up to this point and address the needs of all persons vulnerable to or experiencing homelessness, including families, veterans, single adults, children and youth.

This 10-Year Plan incorporates both what has been learned through the efforts of other cities and what the Task Force members and other participants determined to be needed in Manchester. All endorse the following lists of 10 keys to implementation success and 5 potential barriers that must be overcome:

**10 Keys to Success:**

1. Political leadership
2. Community champions
3. Point person to coordinate and manage the effort
4. Public-private partnerships
5. Broad endorsement and commitment
6. Consumer-centric solutions
7. Valid and complete data collection to demonstrate successes
8. Innovative and creative thinking
9. Disciplined planning and implementation accountability
10. Timely monitoring and review of progress.

**5 Potential Barriers to Success:**

1. Lack of public awareness and education on homelessness issues, costs, and solutions
2. Stigma and misinformation regarding homelessness, serious mental illness, and substance use disorders
3. Neighborhood resistance (NIMBY)
4. Lack of engagement and partnership by key city agencies (e.g. Welfare) and housing and service providers
5. Lack of fidelity to best practices.

Homelessness is an issue that affects and reflects on the entire Manchester community. This document presents Manchester's 10-Year Plan to End Homelessness and the research and data on which it is based. The purpose of this plan is to provide a framework for integrating and coordinating the activities of many inter-related agencies, organizations, and individuals toward addressing and eliminating homelessness within the Greater Manchester area. Through this plan, the people and organizations of Manchester and surrounding towns can end long-term homelessness and significantly reduce the numbers of people experiencing homelessness in our city. This plan documents what we believe it will take and represents the will to get it done.

## City of Manchester 10-Year Plan to End Homelessness

**The Vision:** Manchester as a city where all children, adults, and families have access to decent, safe and affordable housing and the resources and supports needed to sustain it.

### **Premises:**

- A. Homelessness is fundamentally a poverty, health, and housing availability issue.
- B. The best way to eliminate homelessness is to actively address systemic problems as well as provide emergency assistance and prevention (Burt, 2001).
- C. Manchester's Plan is focused on all homeless: chronic, temporary, families, youth, single adults, veterans.
- D. Neither housing nor services alone will solve the problem of homelessness. Both housing and services are critical. Essential services include integrated case management, employment training and support, transportation, health and life skills training and education, clinical care for primary health, mental health, substance abuse, dental and eye care, medication management, and social work.
- E. By definition, permanent supportive housing includes both housing and the supportive services required to successfully stabilize at least 70% of individuals and families in housing. Permanent supportive housing according to the "housing first" model whereby housing is contingent only on adhering to standard lessee requirements has been demonstrated to be the most successful solution to long-term homelessness.
- F. All those who qualify for federal and state benefits should be assisted in applying for and accessing the benefits to which they are entitled as a basic means of accessing and paying for housing and services.
- G. The City of Manchester's Welfare Department is a critical player in ensuring that the city's funds are used most effectively in preventing and addressing homelessness in collaboration with other providers within the City and region. Manchester is unique in having a Welfare Commissioner who is elected rather than appointed. Without full knowledge and understanding of the issues by the public, costs may be saved in the Welfare budget at the expense of increased costs to other sectors of the community.
- H. The experiences of other cities and the quality of organizations and people within Manchester suggest that there is no shortage of capabilities available to implement this plan. Success will depend on leadership, political will, public understanding of the issues, and community-wide commitment, collaboration, and implementation discipline.

### **Funding Premises:**

- A. Most of the increased resources will come from private and public sources that have not been engaged up to this point.
- B. In order to optimize private resources, the City must maximize the availability of Federal and State funding. This is the role of Manchester's Planning Department.
- C. Similarly, the City must demonstrate commitment to this plan through alignment of resources, the budget, funding allocations, and local incentives. This is the role of the Mayor and the Board of Aldermen.
- D. The housing and service providers have accountability for the quality of their services and management of their organizations, for compliance with funder expectations, for positive

outcomes and impact, and for generating additional private and philanthropic funds to implement this plan.

### **Eight Primary Goals and Associated Actions:**

**Goal One:** Rapidly re-house people who become homeless and provide wrap-around, supportive services that promote housing stability and self-sufficiency.

- a) Decrease the total number of homeless persons on the streets and in emergency shelters in Manchester by 40% within 5 years by increasing permanent supportive housing and maintaining a housing stability success rate of 70% or better after 1 year.
- b) Reduce duplication of effort by developing an efficient and coordinated intake system for housing and services referrals, placement, and tracking that unites all potential entry points and providers within Manchester into a seamless system that results in “no wrong door” of entry for people in need. The system should be designed to move individuals and families out of emergency and transitional housing into permanent supportive housing as efficiently and quickly as possible.
- c) Put discharge procedures and respite housing and support services in place for individuals being discharged from hospitals, mental health, and substance abuse treatment programs until appropriate permanent supportive housing is available.
- d) Put discharge procedures and permanent supportive housing in place for individuals being discharged from the corrections system so that no one is discharged into homelessness
- e) Provide for segregated emergency shelter and transitional housing facilities as needed for the safety and support of vulnerable populations and move them into permanent supportive housing as quickly as possible:
  - Victims of domestic and sexual violence
  - Single women
  - Youth
  - Families with children
  - Adults and youth seeking to maintain sobriety/abstinence from drugs.

**Goal Two:** Prevent individuals and families from becoming homeless whenever possible.

- a) Use City Welfare funds and create supplementary funds as needed to provide emergency assistance to prevent evictions into homelessness when subsidies and support would sustain families and individuals through a temporary crisis.
- b) Create incentives for real estate developers and landlords to increase the stock of housing units affordable and available to households at 50% or less of the area median income (AMI)
- c) Create incentives that increase the stock of sober living housing and recreational alternatives in locations conducive to sobriety for those in need of sustained, long-term support for recovery from substance use disorders
- d) Make it easier for homeless and vulnerable individuals and families to access complete and accurate information on the resources and services available in the Manchester area for prevention, housing, and support services.
- e) Make quality rep payee services available for those who want and need budgeting assistance to pay for housing, food, and other essentials.

**Goal Three:** Provide adequate employment and/or educational services to increase wages to housing affordability, particularly for individuals at or below 50% of AMI.

- a) Track stabilized employment as an outcome indicator of transitional and permanent supportive housing programs
- b) Create incentives for local businesses to expand employment opportunities, workforce training and development, and employment counseling that increase jobs that provide a housing wage and improve the ability of those below 50% of AMI to afford housing
- c) Expand public transportation to include more extensive coverage areas and expanded hours of operation as a means for low income persons to get to and from places of employment.

**Goal Four:** No one sleeps and lives on the streets

- a) Maintain an adequate safety net of emergency and transitional housing for families, youth, and adults, including places for families and individuals (youth and adults) to be housed after hours, on weekends, and/or holidays when the primary facilities are unavailable to new admissions.
- b) Increase availability of permanent supportive housing according to the model of "housing first" to get the chronically homeless into supported housing. Provide the supportive services needed to successfully stabilize at least 70% of those engaged in housing after 1 year.
- c) Provide shelter, bathing, and laundry options during the day as well as nights for those in emergency shelters.

**Goal Five:** Focus on the specific needs of veterans as a vulnerable population segment.

- a) Gather accurate and complete information on the number and needs of homeless veterans in Manchester.
- b) Maximize access to available funding for emergency, transitional, and permanent supportive housing and supportive services to meet the needs of veterans in the Manchester area.
- c) Support current providers and seek additional providers as needed to take advantage of available funding and increase emergency, transitional and permanent supportive housing units for veterans.

**Goal Six:** Increase access to supportive services.

- a) Assist all homeless and potentially homeless persons in applying for Federal and State benefits for which they qualify
- b) Seek and incorporate consumer input and participation in defining service and support needs
- c) Expand access to integrated mental health, substance abuse, primary health, and dental health care services
- d) Increase the availability of and access to effective outpatient and residential substance abuse treatment and counseling services in the Manchester area
- e) Provide legal assistance to overcome barriers: credit histories, criminal records, etc. (meet people where they are.)

**Goal Seven:** Build public awareness and education about the causes and costs of homelessness, the rationale behind the City's plan, the models of success, and the need to engage the entire community in the solutions.

- a) Conduct a conference in Manchester in 2008 to promote community-wide education and dialogue about homelessness, engage more organizations and individuals, and facilitate innovative solutions and public-private partnerships in implementing the 10-Year Plan
- b) Through our elected representatives, advocate for city, state, and federal policies and legislation that help end homelessness (e.g. increased access to rent subsidies, diversity in housing stock, living wages)
- c) Engage the citizens and public and private organizations in the towns adjacent to Manchester to join forces with those of the City in working together to eliminate homelessness in the region
- d) Annually report progress and the contributions of each town, agency, organization, and individual in achieving the goals of the Ten-Year Plan.

**Goal Eight:** Establish a Steering Committee of 10-12 leaders and a Chairperson to serve as political and community champions for the 10-Year Plan, to provide oversight and evaluation of plan implementation, and to help generate resources and commitment for ending homelessness in Greater Manchester.

- a) Fund and recruit a full-time Coordinator reporting to the President of Heritage United Way to take day-to-day responsibility for implementing the 10-Year Plan, improving integration, coordination, and collaboration between public and private agencies within the city, region, and state toward ending homelessness, and providing administrative support for the Manchester Continuum of Care.
- b) Establish the benchmarks, with appropriate timeframes, for each of the goals, based on Manchester's baseline data.
- c) Strengthen and broaden participation in the Manchester Continuum of Care to include all agencies and providers involved in addressing, preventing, and ending homelessness in Greater Manchester, regardless of sources of funding or specific scope of operations
- d) Strengthen information gathering and evaluation of outcomes through participation in HMIS by all agencies that receive Federal, State, or city funding. Maintain complete and accurate information on the numbers and composition of the homeless in Manchester, current capacity and utilization, waiting lists and unmet needs, and key outcome measures.
- e) Develop and maintain an accurate and complete directory of all housing and homeless service providers within the Greater Manchester area, with a description of the services offered by each agency, contact information, and other relevant information for public use.
- f) Grow the funding available to address housing and supportive service needs.

## Next Steps

Next Steps	By Whom	By When
1. Final meeting of the Task Force for endorsement of the Plan	Mayor Guinta Patrick Tufts	Early Feb/08
2. Identify the members of the Steering Committee and the Chairperson	Mayor Guinta Patrick Tufts	2/15/08
3. Submission of the plan to the Board of Aldermen	Mayor Guinta	2/08
4. Approval and announcement of the Ten-Year Plan by the Mayor and Task Force members	Mayor Guinta Patrick Tufts	2/28/08
5. Define the job description for the Plan Coordinator	Patrick Tufts Steering Comm. Chair	March 2008
6. Conduct search and hire the Coordinator	Patrick Tufts Steering Comm. Chair	5/15/08
7. Develop the operating plan for the next 12 months	Coordinator	6/30/08
8. Plan and conduct a conference within Manchester to promote education and dialogue within the community	Coordinator	9/30/08
9. At the end of the first year, evaluate, assess, and adjust the plan and structure as needed. Continue with annual operating plans.	Coordinator	6/30/09

## How Many People are Homeless?

### Definitions of Homelessness:

Accurately counting the number of homeless people in the U.S., the state of NH, and the City of Manchester is a challenge. Homeless counts vary depending on the definition of homelessness, which is typically driven by funders, and the quality of the methodology used. The U.S. Department of Housing and Urban Development (HUD) defines a homeless individual as one who “lacks a fixed, regular, and adequate nighttime residence or who has a primary nighttime residence that is:

- a supervised publicly or privately operated shelter designed to provide temporary living accommodations
- an institution that provides a temporary residence for individuals intended to be institutionalized
- a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings;

An operational definition of the homeless according to the U.S. Health Resources and Services Administration (HRSA) is anyone who “lives on the streets, stays in a shelter, abandoned building, vehicle or other unstable or non-permanent situation, is a resident of transitional housing, is doubled up temporarily with another family member, or has no permanent place to return to after hospitalization or incarceration.”

The McKinney-Vento Homeless Assistance Act defines homeless children and youth as individuals who lack a fixed, regular, and adequate nighttime residence and includes:

- Children and youths who are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in motels, hotels, trailer parks, or camping grounds due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; are abandoned in hospitals; or are awaiting foster care placement;
- Children and youths who have a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings
- Children and youths who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and
- Migratory children (as defined in section 1309 of the Elementary and Secondary Education Act of 1965) who qualify as homeless as defined above.

The primary difference between HUD’s definition of homelessness and the others is that HUD excludes those who are temporarily doubled up or “couch surfing.”

### HUD Point-in-Time Counts:

NH has three HUD-designated Continuums of Care: Manchester, Nashua/Hillsborough County, and the Balance of State. To gather homelessness data, HUD requires all Continuums of Care to have Homeless Management Information Systems (HMIS) and to conduct local point-in-time (one day) counts every other year in January, which are then aggregated into a national count.

Point-in-time counts avoid duplication in numbers but underestimate the total number of people experiencing homelessness because of the large percentage (75%+) of people who go in and out of homelessness within a year. Experts suggest that the point in time estimates should be multiplied by at least 4 times (Burt, 2001) to get an accurate estimate of the total number of individuals experiencing homelessness in a given year.

On January 26, 2007, in the middle of a winter blizzard, the Manchester Continuum of Care conducted the latest point-in-time survey of Manchester's homeless population, using the HUD definition of homeless. The results were as follows:

Characteristics	Sheltered	%	Unsheltered	%	Total	%
Total # homeless	307	61	197	39	504	100
# of persons in families with children (# of families)	135 (47)	85	24 (15)	15	159 (62)	32
# single individuals and persons in households without children:	172	50	173	50	345	68
Chronically homeless	112	83	23	17	135	27
Severely mentally ill	110		17		127	25
Chronic substance abuse	110		14		124	25
Veterans	21		7		28	6
Persons with HIV/AIDS	0		0		0	0
Victims of domestic violence	68		11		79	16
Unaccompanied youth (Under 18)	0		2		2	0

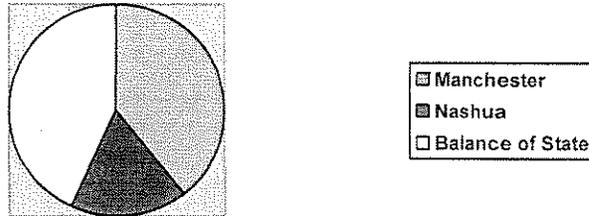
Source: Manchester Continuum of Care, 1/26/2007

Using the rule of thumb of multiplying point-in-time counts by 4 to get an annual count of the homeless in Manchester would suggest that the numbers approximate 2000, excluding those who are doubled up.

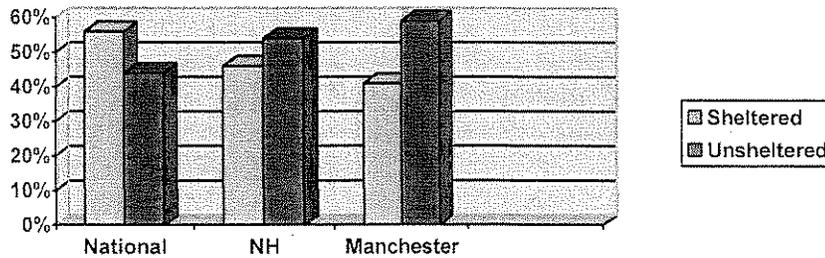
Another count of the homeless in Manchester is available through the work of the Mobile Community Health Team (HCHT), which uses the HRSA definition of homelessness that includes the doubled up. In 2006, the MCHT saw 1,351 homeless patients in Manchester, 16% of whom met the HUD definition for chronic homelessness.

The latest published point-in-time national, state, and Continuum of Care data is from January, 2005. ("Homelessness Counts," NAEH 2007). The total number of homeless nationally on that date was 744,313. In NH the total number of homeless was 3,233. In Manchester, the total was 1,277, or 40% of the state total. Following are charts, based on that one-day count.

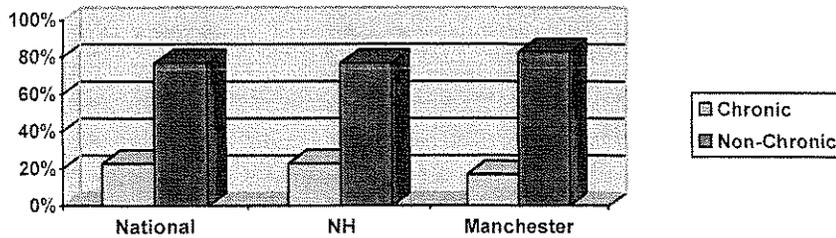
Percentage of NH Homeless in each CoC Jan. 2005



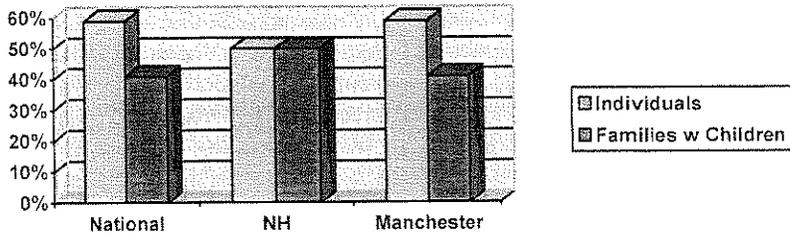
Percentage of Sheltered Homeless Jan. 2005



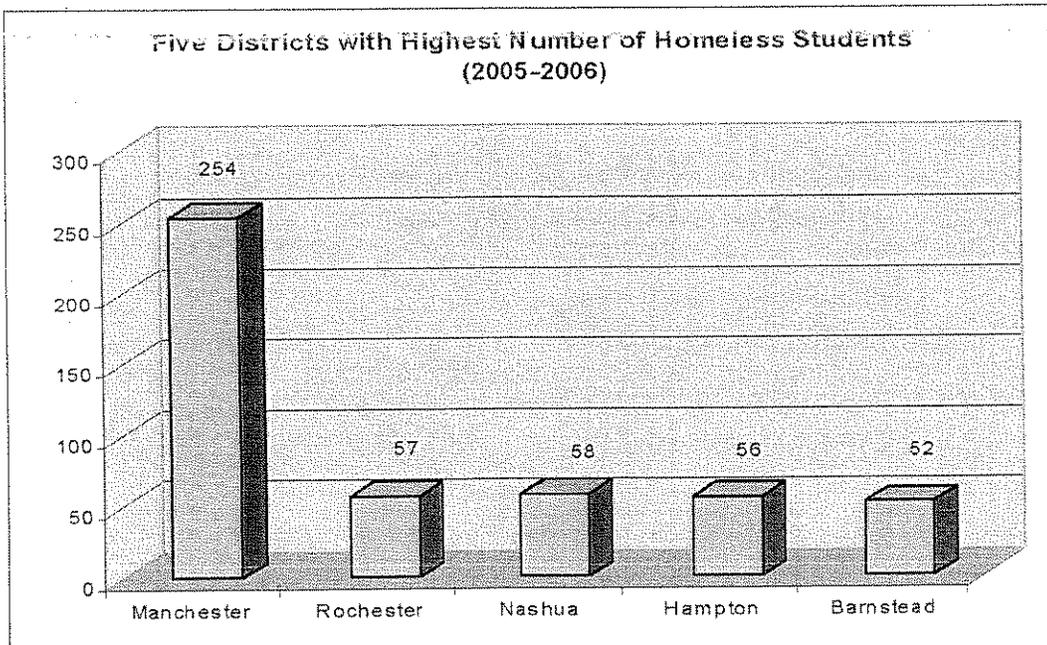
Percentage of Chronic Homeless Jan. 2005



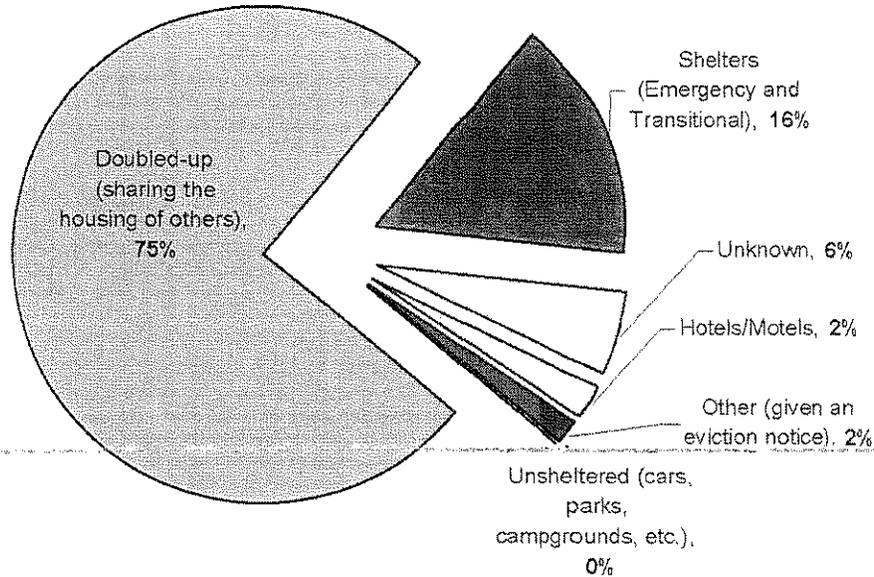
**Percentage of Individuals & Families with Children**



For the past several years, the NH Department of Education has conducted a one-day count of homeless students. The following charts illustrate the numbers from that count:



### Manchester Homeless Students Living Situation (02/03/06)



Source: NH Department of Education

It is important to realize that the charts above only reflect the number of homeless school-age children in Manchester. The most recent state statistics (collected by the NH Office of Homeless, Housing, and Transportation Services) show that in the state-funded shelters, 54% of the children were less than six years old. Based on that percentage, there are estimated to be over 2,000 homeless children in New Hampshire, 391 of which are in Manchester. Nationally, 25% of homeless people are children in homeless families, 42% of which are under the age of 6. (Burt, 2001)

## Why Are People Homeless?

Lack of availability of affordable rental housing is the largest factor contributing to homelessness in the U.S. (National Alliance to End Homelessness, 2004). The U.S. Department of Housing and Urban Development (HUD) defines affordability of housing as 30 percent or less of annual income. When housing-related costs exceed 30%, individuals and families have to make trade-offs between housing and other necessities such as food, clothing, transportation, medical care, and higher education for their children.

Thirty years ago, homelessness was not the wide-spread problem in America that it is today. The primary roots of homelessness can be traced to the end of the market expansion of affordable housing in the 1970s and drastic cuts to the federal budget for affordable housing in the 1980s. Since the 1980s, homelessness has exploded as a result of converging structural, political, and social factors. The trends include:

- A. Housing market forces leading to the replacement of affordable housing with condominiums and high-end housing, increasing median purchase prices and rental costs
- B. Dwindling employment opportunities and incomes for people with high school educations or less
- C. Failure of Social Security disability benefits to keep pace with the costs of living, relegating the chronically ill and disabled to the most extreme levels of poverty
- D. Inadequate and unaffordable treatment and recovery services and supports for persons with severe mental illness and substance use disorders, leaving those individuals unable to sustain the basic requirements for housing
- E. Rampant illegal drug and alcohol abuse and increasing prevalence of gambling, all of which are high risk to those vulnerable to addiction
- F. Increasing single parent and teen-headed households with low earning power
- G. Weakening support networks within families and communities.

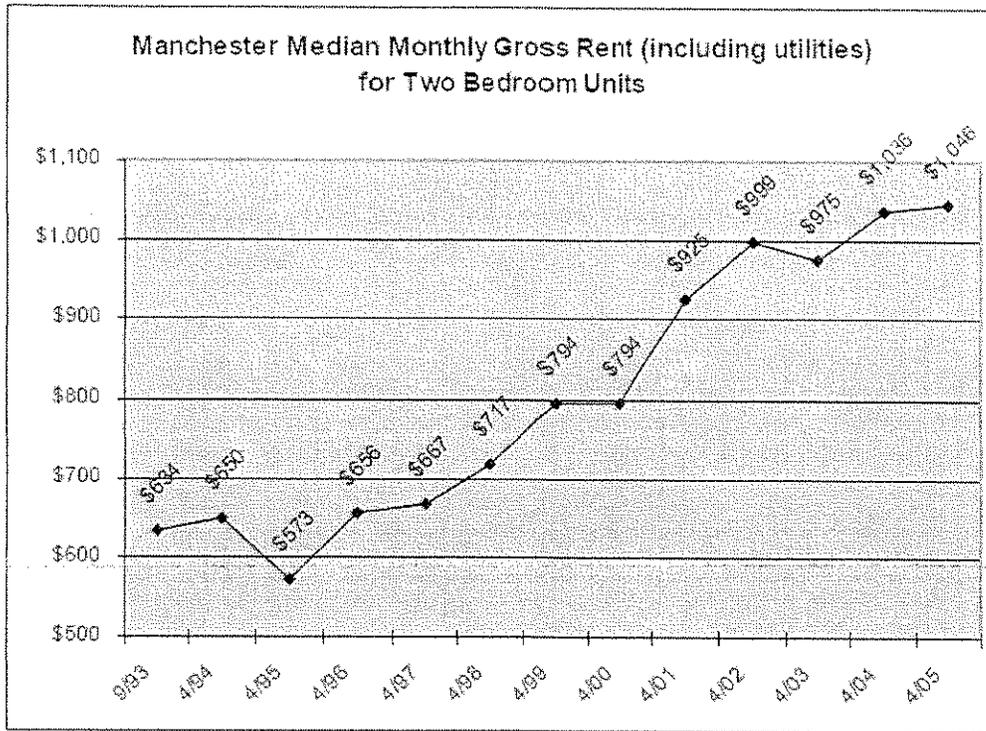
As a result, homelessness has become an increasing risk to those at the low end of the income scale and to those with chronic illnesses and disabilities. A national survey of the homeless (Burt, 2001) reveals:

- 46% report chronic physical conditions
- 31% report a combination of mental health and substance use problems
- 17% report drug or alcohol use problems alone
- 15% report mental health problems alone
- 25% report no mental health or substance use problems in the past year.

Other predictors of the risk of homelessness include trauma, such as physical or sexual abuse, foster care, and (for males) incarceration.

## How Affordable is Manchester?

Housing costs in Manchester have increased steadily since 1998. Lack of affordable purchase prices push people into the rental market. Lack of affordable rental housing pushes people into emergency shelters and transitional housing. The evidence can be seen in the survey of Manchester's homeless population in the summer of 2007 that revealed that 19% are employed in regular, full-time jobs. (Manchester CoC)



Source: New Hampshire Housing Finance Authority

The gap between housing costs and low income wages is widening. Between 2000 and 2007, fair market rents in Manchester increased 41%. The following tables illustrate the increasing difficulty in affording housing in Manchester by individuals and families at the low end of the income scale. On a national scale, New Hampshire ranks 43rd out of 52 states (D.C. and Puerto Rico included) in terms of the income required to afford a 2-bedroom apartment (1 is lowest; 52 is highest).

### 2000 Data on Number of Renter Households

	NH	Manchester
Total # households	474,606	58,757
# Renter households	143,823	26,081
% Renters	30%	44%

### Income Data and Housing Affordability

	NH	Manchester	Max. Affordable Housing/Month* (Manchester)
2006 Annual Area Median Income (AMI)	\$72,076	\$76,900	\$1,923
Low Income: 80% AMI	\$57,660	61,520	\$1,538
Very Low Income: 50% AMI	\$36,038	38,450	\$961
Extremely Low Income (ELI): 30% AMI	\$21,623	\$23,070	\$577
Estimated Renter Median Household Income	\$39,619	\$39,128	\$978
Minimum Wage (\$5.85/hr.)	\$12,168	\$12,168	\$304
Supplemental Security Income (Disability) (\$603/mo.)	\$7,236	\$7,236	\$181

Source: Low Income Housing Coalition

\* Calculated at the HUD affordability standard of 30% of income

### 2007 Fair Market Rents (FMR) and Corresponding Income Requirements

Apartment Sizes	NH	Manchester	Manchester Income Needed to Afford FMR	Housing Wage
0 Bedroom	\$643	\$682	\$27,280	\$13.12
1 Bedroom	\$758	\$837	\$33,480	\$16.10
2 Bedroom	\$941	\$1,001	\$40,040	\$19.25
3 Bedroom	\$1,205	\$1,196	\$47,840	\$23.00
4 Bedroom	\$1,341	\$1,232	\$49,280	\$23.69

Source: National Low Income Housing Coalition from HUD and Census data.

## 2007 Fair Market Rents in Manchester as % of Levels of Income

Apartment Sizes	Manchester	FMR as % Renter Median Income	FMR as % Extremely Low Income (30% AMI)	FMR as % Min. Wage Monthly Income	FMR as % SSI Monthly Income
0 Bedroom	\$682	21%	35%	67%	113%
1 Bedroom	\$837	26%	44%	83%	139%
2 Bedroom	\$1,001	31%	52%	99%	166%
3 Bedroom	\$1,196	37%	62%	118%	198%
4 Bedroom	\$1,232	38%	64%	122%	204%

As illustrated above, a minimum wage worker earning an hourly wage of \$5.85 and \$12,168 annually can afford housing costs of \$304 per month according to the HUD standard. In order to afford the median rent for a two-bedroom apartment, a minimum wage earner would have to work 143 hours per week, 52 weeks per year. Alternatively, a household would have to include 3.6 minimum wage earners, working 40 hours per week year-round, in order to afford the current median cost of a two bedroom apartment in Manchester.

In addition to affordability, the availability of rental units is an important determinant of the overall homeless situation. According to 2005 data provided by the New Hampshire Housing Finance Authority, the overall vacancy rate of rental housing units in Manchester was 4.2%. A vacancy rate below 5% is considered low by HUD standards and tends to create upward pricing pressure. The vacancy rates on low income housing through providers such as Manchester Neighborhood Housing Services and the Manchester Housing and Redevelopment Authority are even lower at 1% or below, resulting in waiting lists of 6 months to 3 years. The waiting list for Section 8 subsidies through the Manchester Housing and Redevelopment Authority, which are essential to housing for disabled individuals on SSI, is 4 years.

## What Are the Costs of Homelessness?

Studies show that homelessness destroys the hope and health of human lives and saps the economic, social, and moral vitality of communities. Extended periods of time in homelessness leads to institutionalization to the streets, increased incidence of trauma, poor health outcomes, and a mortality rate that is 4 times that of the housed population.

Studies of medical problems and patterns of disease among homeless persons reveal a population suffering disproportionately from common primary problems such as hypertension, diabetes, peripheral vascular disease, respiratory problems, chronic liver and renal disease, and skin diseases. Tuberculosis and HIV/AIDS are also endemic in this population. One study that analyzed 1,260 homeless adults in New York City found that physical health problems resulted in far more use of hospital emergency rooms than mental illness and substance abuse issues, pointing out that significant health care cost savings can be achieved by housing homeless individuals and families and providing supportive services that include primary health care (O'Connell, 1999).

Major health concerns for homeless children and youth include nutritional deficiencies, sleep

deprivation, trauma and emotional and developmental difficulties. Homeless children have a rate of chronic disease twice as high as their peers and higher rates of upper respiratory infections, skin disorders, chronic problems with eyes, ears, and teeth, malnutrition, gastrointestinal disorders, genitourinary difficulties and sexually transmitted diseases (National Policy and Advocacy Council on Homelessness, 2005). Homeless children are much more likely than housed children to experience physical, cognitive, emotional, and mental health problems, translating into a greater risk of homeless in adulthood. (Burt, 2001)

Since the late 1990s, 3 major areas of groundbreaking research have challenged traditional assumptions and practices:

1. Studies of the characteristics of homeless people and the systems with which they interact reveal that
  - A. The majority (75% or more) of the homeless are homeless for temporary periods of time and, with the proper services and supports, can get back into sustainable housing
  - B. A small percentage (10-20%) of the homeless have chronic disabilities and are "chronically homeless," either continuously for more than a year or 4 or more times within 3 years.
2. Pioneering interventions in permanent supportive housing using the "Housing First" model (see Appendices E and F) have demonstrated success in achieving stable housing for 70% or more of their chronically homeless participants. In addition to housing stability, the outcomes for improved health and recovery measures are proving to be better than traditional efforts to treat chronically ill individuals while homeless.
3. Cost/benefit studies reveal that chronic homelessness is extremely costly to communities. The small percentage of "chronically homeless" (10%+) use the largest percentage (50%+) of emergency assistance resources. When including the costs of repeated emergency room visits and hospitalizations, police interventions, jails, and repeated mental health and substance use treatment, chronically homeless persons have been shown to cost cities \$40,000 to \$800,000 per person per year. Permanent supportive housing, even with the required intensive supports, has been found to cost significantly less than chronic homelessness.

Comprehensive studies of the financial costs of homelessness have been conducted by Dr. Dennis Culhane of the University of Pennsylvania and associates. His groundbreaking study of 4,679 homeless people in New York City over an 8-year period revealed:

- The chronically homeless, found to comprise 10% of the homeless at a given point in time, use 50% or more of the shelters and other homeless assistance resources designed primarily for emergency and temporary use.
- Upon analyzing the full costs of emergency room use, hospitalizations, police, jails, treatment program admissions, etc., the chronically homeless use \$40,451 (1999 dollars) per person per year in services (Culhane, 2002)

Other studies conducted around the country on the costs of homelessness incurred by communities include: (US Interagency Council on Homelessness e-newsletter, 1/6/06)

- Boston Health Care for the Homeless reviewed records for 119 chronically homeless individuals and found that they accumulated 18,000 emergency room visits in five years at an average cost of \$1,000 per visit.
- 10-Year planners in Asheville, North Carolina analyzed the service use of 37 homeless men and women over a three-year period. Including emergency services, hospitalizations and arrests, the city and county spent over \$800,000 per person per year.
- In 2000, 20 persons studied by King County (Washington) Mental Health, Chemical Abuse and Dependency Division totaled close to \$1.1 million in jail days, emergency room visits, hospital inpatient stays, detox and substance abuse treatment. 24 persons tracked in 2003 totaled close to \$1.2 million. The highest utilizers in the group cost \$100,000 per person per year in emergency room and hospital services alone.
- In San Diego, California, a study by the University of San Diego revealed that costs incurred by 15 homeless people on the street totaled \$3 million over an 18 month period for emergency services, primary and behavioral health care, law enforcement and the justice system.
- Two Reno, Nevada police officers, on their own initiative, collected costs associated with two homeless, mentally ill individuals they repeatedly encountered on the streets. When they added up health care and law enforcement costs, each person cost over \$100,000 per year.

## What Works?

The best way to end homelessness is to address the systemic issues that create homelessness, provide emergency assistance, and prevent homelessness whenever possible. (Burt, 2001) Policies and practices that expand the availability of affordable housing to people with low incomes is one way to prevent homelessness. The results of over a decade and a half of research are fairly conclusive about the most effective approaches. Programs throughout the country that have been effective in preventing homelessness include efforts to:

- Build more affordable housing and subsidize costs to make it affordable to more people with low incomes
- Help people increase their incomes through education, training, and employment at housing-wage jobs
- Provide permanent housing and intensive case management and supportive services for those with severe mental health and substance use disorders to stabilize them in housing first and then make recovery treatment services available.

Permanent, supportive housing utilizing the “Housing First” concept along with case management and other service supports is considered by national experts to be the most successful and cost-effective solution to chronic homelessness. The success of permanent supportive housing is well-documented. Studies consistently find high rates of housing retention, typically in the range of 70% after 1 year or more. (Culhane, 2002) Examples of the research documenting improved outcomes and cost savings include:

- Dr. Dennis Culhane’s study of 4,679 homeless people with severe mental illness in New York City between 1989 and 1997. He found that persons placed in permanent supportive housing experienced marked reductions in shelter use, hospitalizations, length of stay per hospitalization, and time incarcerated compared to control groups. Before placement in

supportive housing, individuals used about \$40,451 per person per year in services (1999 dollars). The cost of supportive housing was estimated to be \$17,277 per person. The reduction in community service use was \$16,281, resulting in a net cost of the supportive housing of \$995 per unit per year over the first 2 years.

- The California Department of Mental Health conducted a state-wide study of 4,881 individuals to determine the impact of a supportive housing initiative implemented in 1999 to address the needs of homeless adults with serious mental illness. Pre- and post-placement results found a 55.8% reduction in hospital inpatient days, a 72.1% reduction in days incarcerated, and a 65% increase in days of full-time employment. The study also documented \$27 million in annual savings in hospitalizations, incarcerations, and emergency room visits.
- The City of Denver estimated that the monthly average cost to shelter an adult was 153% the monthly cost of an efficiency apartment. They concluded that Denver could save between \$3,200 and \$12,500 per homeless individual by placing people in housing units instead of shelter beds (The Denver Commission to End Homelessness, 2005).
- A San Francisco study, examining 253 homeless persons, compared the first two years of people living in permanent supportive housing to the prior two years. The study found that yearly emergency room visits dropped from approximately two per person to less than one per person, and that inpatient days fell 63% during the first year and an additional 15% during the second year of housing. (Friedman, 2005).
- A cost analysis in Greater Portland, ME published in Sept., 2007, concluded that permanent supportive housing for 99 homeless persons cut emergency room costs by 62%, health care costs by 59%, ambulance costs by 66%, police costs by 66%, incarceration by 62% and shelter visits by 98% in the first year.
- A cost analysis of the results of a housing first model in Boston, MA published in June, 2007 showed an 86% residential stability after a year and a 35% decrease in the need for medical and mental health services and a 38% reduction in costly jail use. The costs saving in medical and jail services offset the cost of housing and intensive case management and yielded a net savings of \$918/person per month.

## **Appendix A: Task Force Members**

- Mayor Frank Guinta, City of Manchester – Co-Chair
- Patrick Tufts, President, Heritage United Way – Co-Chair
- Maureen Beauregard, President, Families in Transition and Chairperson of the Manchester Continuum of Care
- Bruce Bissett, Homeless Program Specialist, VA Medical Center, Manchester
- Thomas E. Blonski, President and CEO, NH Catholic Charities
- Robin Comstock, President and CEO, Greater Manchester Chamber of Commerce
- Craig Everett, Executive Director, Helping Hands Outreach
- Ed George, President and CEO, Manchester Community Health Center
- Glenn Leidemer, Deputy Chief of Police
- Andy Leach, Senator Sununu's Office
- Alderman Mike Lopez
- Robert MacKenzie, Director Planning and Community Development
- Steven Paris, M.D., Dartmouth-Hitchcock Manchester
- Cathleen Schmidt, President, Citizens Bank
- Mary Sliney, President, The Way Home
- Kendall Snow, Vice President of Community Relations, Mental Health Center of Greater Manchester
- Sean W. Thomas, Senior Policy Advisor to the Mayor, City of Manchester
- Robert Tourigny, Executive Director, NeighborWorks Greater Manchester
- Richard L. Webster, Housing Development Manager, Manchester Housing and Redevelopment Authority

### Facilitator and Plan Editor:

Pamela Brown, President, Brown Performance Group

### Additional Stakeholders Interviewed/Consulted by Pamela Brown:

- Manchester Continuum of Care Strategic Planning Meeting
- Meena Gywali and Samuel Maranto, Community Development, Planning and Community Development Dept.
- Peter Kelleher, Executive Director, Harbor Homes, Inc., Nashua, NH
- Sarah Jane Knoy, Lead Organizer, Granite State Organizing
- Keith Kuenning, Executive Director, NH Coalition to End Homelessness
- Paul Martineau, Welfare Commissioner
- John O'Brien, Region 1 Coordinator, U.S. Interagency Council on Homelessness
- Chris S. Pitcher, HMIS Program Manager, Community Services Council
- Fred Robinson, Executive Director, New Horizons for NH, Inc.
- Marianne Savarese, Project Coordinator, Health Care for the Homeless Program (HCH)/ Mobile Community Health Team Project (MCHTP)
- Anna Thomas, Deputy Public Health Director, City of Manchester

## ***Appendix B: Stakeholders in the 10-Year Plan to End Homelessness***

- City of Manchester: Mayor, Board of Aldermen, City Departments: Welfare, Planning, Public Health, Corrections, Courts, Building, Education
- Hillsborough County Departments: Corrections, Courts
- Surrounding cities and towns
- State of New Hampshire: Governor, U.S. and State senators and representatives, Executive Council, Court System, State Departments: HHS
- U.S. government: Courts, HUD, HHS, HRSA, VA, Education, Interagency Council on Homelessness
- Citizens -- all
- Civic agencies and organizations: Chamber of Commerce, Rotary
- Colleges and universities
- Employers
- Faith community
- Financial institutions
- Foundations and philanthropic organizations: United Way
- Homeless assistance providers: emergency housing, transitional housing, permanent supportive housing
- Housing authorities and agencies
- Housing developers: non-profit, for-profit
- Landlords
- Mental health care providers, NH Hospital
- Primary health care providers, hospitals, dental care providers, eye care providers
- Schools: private, public
- Substance abuse counselors and treatment providers
- Social service agencies

## **Appendix C: Most Important Things This Plan Must Do**

(as compiled from “top 3” for each task force member)

### Collaboration

- Improve housing and service partnerships
- Establish a model of collaborative partnerships with nonprofits to share best practices
- Community-wide buy-in and support: all city departments engaged, business, education, city must lead
- Must have broad public support: business, elected officials
- Coordinated effort: United Way, city, providers – all moving in one direction
- Develop innovation by “thinking out of the box”
- Create unique medical delivery model
- Must be fair
- Must tap into successful organizations

### Funding

- Obtain more existing resources (fed. housing assistance, etc.)
- Improve education of existing resources
- Funding: federal, state, donors, program directors, civic organizations
- Fund existing and new housing projects
- Strategy for funding for housing subsidy
- Strategy for funding for services
- Maximize federal and funders dollars

### Housing

- Provide permanent affordable housing
- Create housing alternatives, e.g. use barracks
- Increase low cost housing stock
- Establish a city-wide housing plan to target resources
- Housing First
- Address the most chronic first – get off the street

### Services

- Successful model
- Commit social service “tree”
- Find the ability to provide dedicated case management
- Include substance abuse treatment in all housing plans
- Provide wrap-around services that provide access to: mental health care, poly-substance abuse care, day care, transportation, and career training
- “Intense Family Outreach” program: parents, siblings, cousins, not just financial but supportive
- A place to take people when they are in the streets on parks and have nowhere to go

### Public Education

- Awareness/PR campaign: what can you do as – president, neighboring town, state, church, citizen
- Get the issue public: PSAs, news coverage, keep Mayor and Board of Aldermen publicly committed, don’t take eye off the ball
- Create community awareness, acceptance.

## Appendix D: History of 10-Year Plans

Based on the research and outcomes from permanent supportive housing programs, the National Alliance to End Homelessness (NAEH) started a groundswell of new initiatives with its call to action in 2000 entitled "A Plan, Not a Dream: How to End Homelessness in Ten Years." Since 2000, the momentum has continued to build with support by HUD and the U.S. Interagency Council on Homelessness. The following table outlines the history of this movement:

### Plans to End Homelessness Timeline

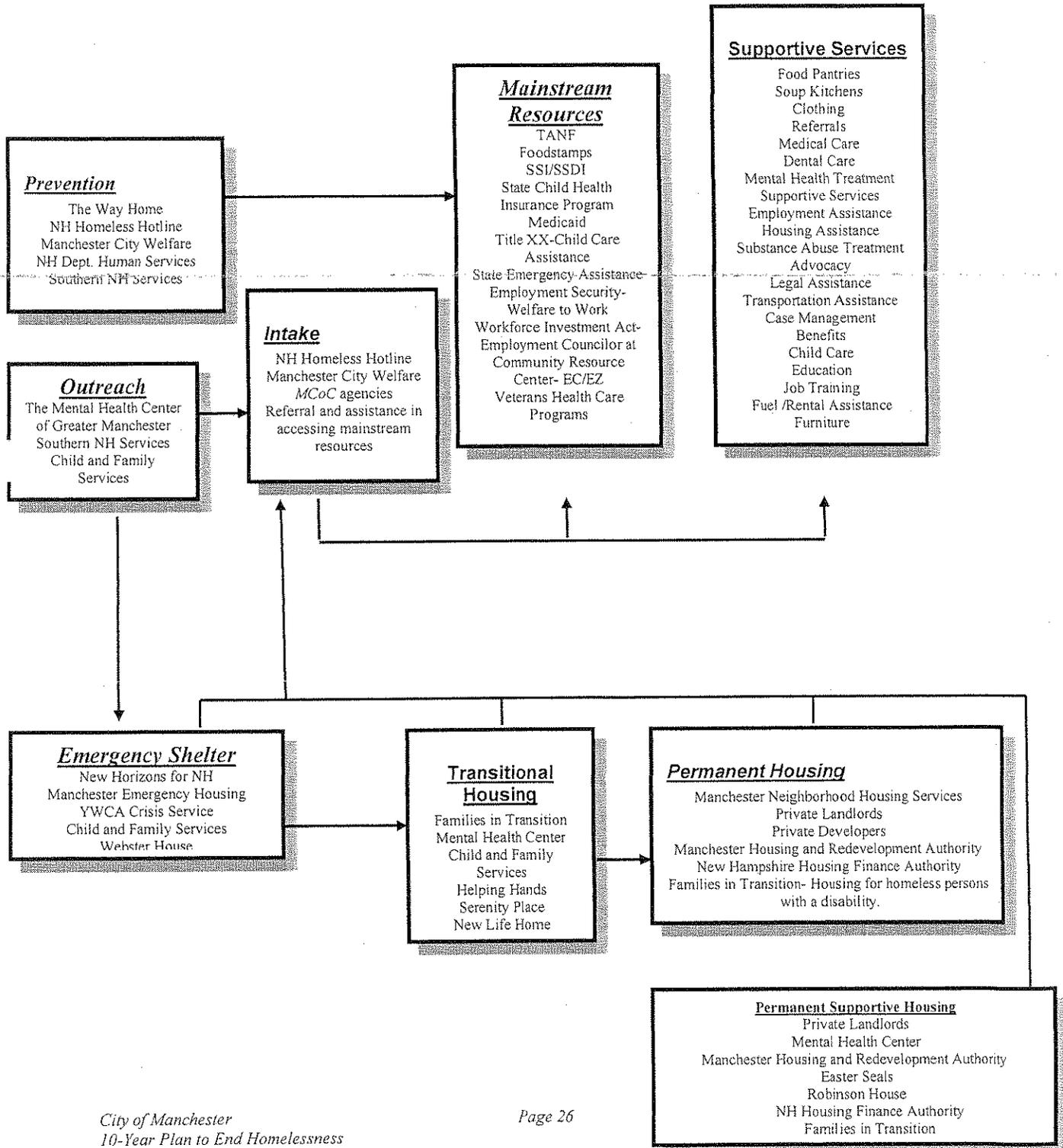
- 2000** The National Alliance to End Homelessness announces *A Plan, Not A Dream: How to End Homelessness in Ten Years*.
- 2001** U.S. Department of Housing and Urban Development Secretary Mel Martinez endorses the idea of ending chronic homelessness.
- 2002** The U.S. Interagency Council on Homelessness is reactivated.  
The Administration's proposed FY03 budget affirms that the administration has a goal of ending chronic homelessness in 10 years.  
Indianapolis, Chicago, and Memphis all complete plans to end homelessness.
- 2003** At the annual meeting of the U.S. Conference of Mayors, U.S. Interagency Council on Homelessness Executive Director Philip Mangano challenges 100 cities to create plans to end homelessness. The U.S. Conference of Mayors adopts a resolution in support of this challenge.  
The National League of Cities and the National Association of Counties adopt resolutions in favor of plans to end homelessness.
- 2004** Approximately 100 communities initiate 10-year planning efforts.
- 2005** Approximately 190 communities initiate 10-year planning efforts.
- 2006** 220 communities have embarked on the process of creating plans to end homelessness, and 90 plans are complete.

National Alliance to End Homelessness, "A New Vision: What is in Community Plans to End Homelessness?" (Nov., 2006)

As stated by Governor Lynch in the announcement of New Hampshire's 10-year plan to end homelessness in December 2005, "Reaching the goal of ending chronic homelessness in New Hampshire requires a new way of approaching that problem, and a new degree of collaboration among all sectors of the community. Having a concrete, well thought out, measurable 10-Year Plan for ending homelessness in New Hampshire positions the state to take maximum advantage of federal resources for homelessness; provides the framework for aligning efforts throughout the State of New Hampshire, and is a starting point for coordinating state-wide change; helps transform the myriad of publicly funded programs that provide services, housing and income supports to homeless individuals to make them more accessible, relevant, and appropriate; provides guidance to bolster the capacity and responsibility of these service systems for collaborative planning, financing and delivery of housing and support services for homeless persons, and improves statewide efficiencies and outcomes."

## Appendix E: Manchester Continuum of Care (MCoC)

The Manchester Continuum of Care (MCoC) is comprised of agencies in the City that provide housing and assistance to homeless and vulnerable individuals and families.



The following charts provide information from the Manchester Continuum of Care, 2007 HUD SuperNOFA Application, NH Housing listing of housing assistance, and the agencies directly.

**Current Emergency Intake Services**

Name of agency	Services
Manchester Welfare Department	By State statute (RSA 165), serves as an important source of emergency assistance for the poor and is often the initial contact with the emergency system in Manchester
NH Homeless Hotline	Operated by Community Services Council of NH in Concord, refers homeless persons to emergency shelters and transitional housing in the state.

**Emergency Shelter for Families**

Name of agency	# Beds	# Families	Comments
Manchester Emergency Shelter	36	8	Referrals through Manchester Welfare Department.
Emily's Place (YWCA)	6 rooms	6	Women and their children fleeing imminent domestic and sexual violence.
Families in Transition	12	3	Includes access to Employment and Training Program, Therapeutic Groups, Intensive Case Management, Child and Youth Programming.

**Emergency Shelter: Male and Female Individuals**

Name of agency	# Beds	Comments
New Horizons for NH	76	NH's only "wet shelter" (i.e. sobriety is not a precondition of admission). Case management, AA, NA, medical services on site.

**Transitional Housing: Male and Female Individuals**

Name of agency	# Beds	Comments
Robinson House (Southern NH Services)		Single Room Occupancy (SRO) for men recovering from substance abuse.

**Emergency Shelter/Transitional Housing: Female Individuals**

Name of agency	# Beds	Comments
Angie's Shelter for Women	26	Operated by New Horizons. Sober house with case management, weekly groups.
Families in Transition	14	Includes access to Employment and Training Program, Therapeutic Groups, Intensive Case Management

**Emergency Shelter/Transitional Housing: Youth**

Name of agency	# Beds	Comments
Child and Family Services	2	Youth are placed in host homes. Includes crisis intervention for potential runaways and outreach to street youth.
Webster House	21	Youth ages 8-18 who are unable to live at home for some period of time.

**Transitional Housing: People with Mental Illnesses and Substance Use Disorders**

Name of Agency	# Beds	Comments
A Way To Better Living	6	
Gemini House (Mental Health Center of Greater Manchester)	15	For homeless individuals suffering from severe and persistent mental illness and substance use disorders.

**Transitional Housing: Veterans**

Name of agency	# Beds	Comments
Liberty House	10	

**Transitional Housing: Drug and Alcohol Treatment**

Name of agency	# Beds	Comments
Serenity House		Social detox facility
Farnum Center		28-day treatment
Terrell House		90-day treatment
New Life Home for Women and Children	15 women with children	Non-denominational, Christian, voluntary, 18-24 month residential drug and alcohol crisis intervention facility for women and their children.

**Transitional Housing: Discharges from Corrections/Drug Treatment/NH Hospital**

Name of agency	# Beds	Notes:
Helping Hands Outreach Ministries	29	Men referred from correctional or treatment facility

**Transitional Housing for Families: Male and Female Head of Households**

Name of agency	# Beds	# Families	Comments
Families in Transition	93	31	Includes access to Employment and Training Program, Therapeutic Groups, Intensive Case Management, Child and Youth Programming.
The Way Home	17	7	
Transitional Living Program (Child and Family Services)	6	3	Safe, stable housing and supportive services for homeless youth, 18-21 year olds.

**Permanent Supportive Housing for Individuals: Females**

Name of agency	Number of Beds	Comments
Families in Transition	3	Includes access to Employment and Training Program, Therapeutic Groups, Intensive Case Management.

**Permanent Supportive Housing for Families: Female Heads of Household**

Name of agency	Number of Beds	Comments
Families in Transition	28	Includes access to Employment and Training Program, Therapeutic Groups, Intensive Case Management, Child and Youth Programming.

### Health Care for the Homeless

Name of agency	Services
Health Care for the Homeless Project	The Mobile Community Health Team operates free clinics housed at New Horizons and Families in Transition. In 2006 they provided health care services to 1,351 homeless patients.

### Soup Kitchens and Food Pantries

Name of agency	Services
New Horizons for NH	1 meal/day for anyone in need Food Pantry

### Other Services to the Homeless

Name of agency	Services
Families in Transition	Community Program providing supportive services for 10 families in scattered sites around the Manchester community
A Way To Better Living	Drop-In Center for individuals with mental illnesses is open daily 11:00-5:00 (?)
The Way Home	Provides tenant education, budgeting, advocacy, landlord-tenant negotiations and security deposit loans through a variety of programs including <ul style="list-style-type: none"> <li>• Housing Counseling</li> <li>• Security Deposit Loan Fund</li> <li>• NH Rental Guarantee Program</li> <li>• Healthy Home Services</li> <li>• Steps to Success</li> </ul>

The Manchester Continuum of Care estimates that that the City needs the following additional beds:

Unmet Needs:	Individual Beds	Family Beds	Total Beds
Emergency Shelter	0	0	0
Transitional Shelter	8	20	28
Permanent Supportive Housing	49	109	176

Source: Manchester Continuum of Care, 2007 HUD SuperNOFA Application

## Rent Assisted Housing

The New Hampshire Housing Finance Authority regularly updates a Directory of Assisted Housing to serve as a guide to rent assisted housing facilities throughout NH. It includes housing developments currently subsidized with funding from the U.S. Dept. of Housing and Urban Development, USDA-Rural Development, or New Hampshire Housing through permanent financing or rental assistance payment mechanisms. As of 11-28-07, the Directory lists the following housing facilities in Manchester:

Contact Organization	# Family Units	# Elderly Units	# Special Needs Units	Comments
Manchester Housing and Redevelopment Authority	394	913		<ul style="list-style-type: none"> <li>Administers Section 8 Housing Choice Voucher program for 1,800 persons</li> <li>Provides various services</li> </ul>
Preservation Management	288			
NeighborWorks	266			<ul style="list-style-type: none"> <li>Includes Silver Hill under construction</li> <li>Developed 8 homes for sale</li> </ul>
Metropolis Management	242	30		<ul style="list-style-type: none"> <li>Includes ACA Management</li> </ul>
Stewart Property	214	56	23	
DBH Management		96	9	
Finlay Management	96			
Fairfield Properties	90			<ul style="list-style-type: none"> <li>Elderly-Family combined</li> </ul>
Simon Companies		78		
Southern NH Services		69		
Families in Transition	65			
Wellington Hill	58			
East Point Properties		58		
CP Management	48			
Meeting House at Riverfront		25		
Crotched Mountain		24		
Greater Manchester Mental Health			8	
The Way Home	7			
MB Management	7			
Property Services Co.	6			



## THE NATIONAL ALLIANCE TO END HOMELESSNESS, INC.

### Appendix F: Housing First: A New Approach to Ending Homelessness

The approach is based on two very simple principles:

1. *The best way to end homelessness is to help people move into permanent housing as quickly as possible.*
2. *Once in housing, formerly homeless people may require some level of services to help them stabilize, link them to long-term supports, and prevent a recurrence.*

#### **What is a Housing First approach?**

A Housing First approach consists of three components:

- **Crisis intervention, emergency services, screening and needs assessment:** Individuals and families who have become homeless have immediate, crisis needs that need to be accommodated, including the provision of emergency shelter. There should be an early screening of the challenges and resources that will affect a re-housing plan.
- **Permanent housing services:** The provision of services to help families' access and sustain housing includes working with the client to identify affordable units, access housing subsidies, and negotiate leases. Clients may require assistance to overcome barriers, such as poor tenant history, credit history and discrimination based on ethnicity, gender, family make-up and income source. Providers may need to develop a roster of landlords willing to work with the program and engage in strategies to reduce disincentives to participate.
- **Case management services:** The provision of case management occurs (1) to ensure individuals and families have a source of income through employment and/or public benefits, and to identify service needs *before the move into permanent housing*; and (2) to work with families *after the move into permanent housing* to help solve problems that may arise that threaten the clients' tenancy including difficulties sustaining housing or interacting with the landlord and to connect families with community-based services to meet long term support/service needs.



## Appendix G: What is Supportive Housing?

### A Better Approach

Supportive housing is a successful, cost-effective combination of affordable housing with services that helps people live more stable, productive lives. The effectiveness of supportive housing in ending homelessness has depended upon a willingness to take risks and experiment with new models, approaches, and strategies. CSH's approach and strategies also continue to evolve as we learn more about what practices are proving most effective.

**From CSH's perspective, a supportive housing unit is defined by the following elements<sup>1</sup>:**

- The unit is available to, and intended for, a person or family whose head of household is homeless, or at-risk of homelessness, and has multiple barriers to employment and housing stability, which might include mental illness, chemical dependency, and/or other disabling or chronic health conditions;
- The tenant household ideally pays no more than 30% household income towards rent and utilities, and never pays more than 50% of income toward such housing expenses;
- The tenant household has a lease (or similar form of occupancy agreement) with no limits on length of tenancy, as long as the terms and conditions of the lease or agreement are met;
- The unit's operations are managed through an effective partnership among representatives of the project owner and/or sponsor, the property management agent, the supportive services providers, the relevant public agencies, and the tenants;
- All members of the tenant household have easy, facilitated access to a flexible and comprehensive array of supportive services designed to assist the tenants to achieve and sustain housing stability.
- Service providers proactively seek to engage tenants in on-site and community-based supportive services, but participation in such supportive services is not a condition of ongoing tenancy.
- Service and property management strategies include effective, coordinated approaches for addressing issues resulting from substance use, relapse, and mental health crises, with a focus on fostering housing stability.

### A Range of Housing Models

While there may not be a single perfect model, there are a number of preferred housing models for supportive housing. The housing setting will vary dramatically and be based on a range of factors including the tenant's preference, the type of housing stock available, and the norms and history of a local community's real estate market, and might include:

- Apartment or single-room occupancy (SRO) buildings, townhouses, or single-family homes that exclusively house formerly homeless individuals and/or families;
- Apartment or SRO buildings, or townhouses that mix special-needs housing with general

<sup>1</sup> This definition reflects CSH's perspective that service participation should not be a condition of tenancy in supportive housing, and that harm reduction and housing first strategies have been shown to be effective approaches. CSH recognizes, however, that a variety of housing options are needed to end homelessness. Therefore, we continue to engage in, and learn from, constructive dialogues on these and other issues with our provider and advocacy partners in the housing, supportive services, and disability rights communities, and with all those engaged in efforts to end homelessness.

affordable housing;

- Rent-subsidized apartments leased in the open market; and
- Long-term set-asides of units within privately owned buildings.

### ***CSH's Target Populations***

While supportive housing is a useful intervention for a wide range of people who are homeless or at risk of homelessness, CSH focuses on working with our partners to create permanent supportive housing opportunities for adults, youth/young adults, and families with children who:

- Have extremely low-incomes, defined as household income no higher than 30% of Area Median Income; *and*
- Have chronic health conditions that are at least episodically disabling, such as mental illness, HIV/AIDS, and/or substance use issues, and/or face other substantial barriers to housing stability (such as experiences of domestic violence or other trauma or have histories of out of home placements); *and*
- Are not able to obtain or retain appropriate stable housing without easy, facilitated access to services focused on providing necessary supports to the tenant household.

These target populations include people who may be homeless (for any length of time) or are at risk of homelessness, and includes those who may be leaving other systems of care without a place to live, such as (1) young people aging out of foster care, (2) people with mental illness or other disabilities leaving jail or prison, and (3) some members of the elderly population.

### ***CSH's Priority Population***

Within this target group, CSH has increased its efforts to ensure that supportive housing is delivered to a "priority" population that includes persons experiencing long-term homelessness, including persons:

- Who have chronic health conditions that are at least episodically disabling, such as mental illness, substance abuse, and HIV/AIDS, or other substantial barriers to housing stability (e.g., domestic violence, trauma, or history of out-of-home placements); and
- Who have been homeless for long periods of time (one year or more), or have experienced repeated (three or more times) stays in the streets, emergency shelters, or other temporary settings, often cycling between homelessness and hospitals, jails, prisons, or other emergency systems.

**CSH has increased its efforts to help communities create supportive housing for such persons because:**

- Data shows that this smaller percentage of homeless people currently take up about half of the shelter resources meant to address temporary homelessness;
- Supportive housing is the key intervention that works to end homelessness for them;
- There is too little being done now to ensure that this population is able to get into and stay in supportive housing; and
- Policymakers—particularly at the federal level—are especially focused on making sure that this group obtains supportive housing.

This document is included within the *Understanding Permanent Supportive Housing* section of CSH's *Toolkit for Developing and Operating Supportive Housing*, which is available at [www.csh.org/toolkit2](http://www.csh.org/toolkit2).

## ***Appendix H: Evidence-Based Practice: ACT – Assertive Community Treatment***

### **What is assertive community treatment?**

Assertive community treatment is a way of delivering a full range of services to people in need of intensive supports. The goal of assertive community treatment is to stabilize people in housing and keep them in the community and out of the hospital.

### **How is assertive community treatment different from other services?**

#### ***Team approach to service delivery***

An assertive community treatment team is made up of practitioners who have training and experience in a variety of areas, such as psychiatry, nursing, social work, substance abuse treatment, and employment. Rather than sending people to different agencies or providers for services, members of the team work closely together to provide individuals with a highly integrated array of services that best meet their needs.

#### ***Low staff-to-consumer ratio***

One reason that ACT teams can provide personalized services is that teams only work with a relatively small group of people. Because an ACT team has a small staff-to-consumer ratio, team members get to really know the individuals they're working with and can closely monitor how they're doing.

#### ***Services are provided where they are needed***

Most of the services provided by an ACT team are provided in the community. That means that services are provided in peoples homes, where they work, and in other settings in the community where problems occur or support is needed.

#### ***Services are provided when they are needed***

The team meets frequently, often daily, to discuss how things are going. So if changes need to be made in the type of services someone is getting or how often they are getting those services, those changes can be made quickly. If a person needs a lot of help and support, team members will be in touch with the person as many times each day as necessary. Services are available 24 hours a day, 7 days a week so someone is always available to handle emergencies whenever they arise. Because of the team's ongoing involvement and the team's ability to quickly change the amount and type of services someone receives, emergencies can often be avoided.

#### ***Uninterrupted care***

Several members of the team work with each person on a regular basis. If a team member goes on vacation or leaves, the services a person is receiving are not interrupted and they don't have to start at the beginning with someone new. There are always team members who know each individual who can carry on if a team member leaves.

#### ***Time-unlimited support***

ACT teams make a long-term commitment to individuals. Teams provide whatever services and supports an individual may need for as long as they are needed. As individuals progress toward their recovery goals, team members are in touch less often but continue to be available if a need for additional support arises.

*Areas in which assertive community treatment teams provide assistance:*

***Housing Assistance***

- Finding suitable housing
- Helping negotiate leases and pay rent
- Purchasing and repairing household items
- Developing relationships with landlords
- Improving housekeeping skills

***Entitlements***

- Assisting with applications for benefits
- Managing food stamps if needed
- Assisting with redetermination of benefits

***Daily Activities***

- Grocery shopping and cooking
- Purchasing and caring for clothing
- Using transportation

***Family Life***

- Crisis management
- Counseling for family members
- Coordination with child welfare and family service agencies
- Supporting people in carrying out their roles as parents

***Counseling***

- Oriented toward problem solving
- Goals addressed by all team members

***Employment Support***

- Help finding and keeping employment
- Help prepare employees and employers

***Financial Management***

- Planning a budget
- Troubleshooting financial problems e.g., disability payments
- Assisting with bills
- Increasing independence in money management

***Health***

- Education to prevent health problems
- Medical screening
- Scheduling routine visits
- Linking people with medical providers for acute care

***Medication Support***

- Ordering and delivering medications, if needed
- Education about medications
- Reminding individuals to take medications
- Monitoring side effects

***Substance Abuse Treatment***

- Substance abuse treatment provided directly by team members

***Is assertive community treatment effective?***

There has been a lot of research done comparing assertive community treatment to case management. Studies show that people who received assertive community treatment are more likely to maintain stable housing.

## Appendix I: References

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3/18/08 TABLED

Kevin A. Sheppard  
Public Works Director



**CITY OF MANCHESTER**  
*Highway Department*

March 3, 2008  
#08-014

Honorable Board of Mayor and Aldermen of the  
C.I.P. Committee  
CITY OF MANCHESTER  
One City Hall Plaza,  
Manchester, New Hampshire 03101

**Attn:** Ms. Carol Johnson, City Clerk

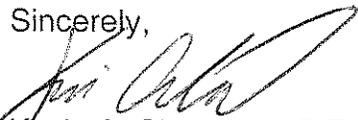
**Re:** *Vehicle Replacement*

Dear Committee Members:

Attached, please find a copy of an e-mail from Mr. Richard Ranfos, Police Department Fleet Supervisor. He is recommending that the Mayor's vehicle be replaced, versus continuing to expend additional money for repairs.

The FY'08 Motorized Equipment Replacement Account is projected to have a balance of \$25,000, therefore I am requesting the Committee's approval to replace this vehicle as soon as possible.

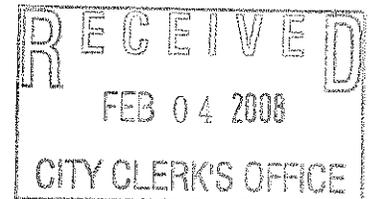
Sincerely,

  
Kevin A. Sheppard, P.E.  
Public Works Director

/c

cc: Mayor Frank Guinta  
Alderman Michael Garrity  
Mr. Richard Ranfos

Encl.



16-1

Kevin, last March the mayors vehicle was brought in for the State Inspection. While doing the inspection we noticed numerous problems with this vehicle that would reject it from getting a sticker. We replaced the lower control arms, front and rear brake pads, brake rotors and brake calipers. We also replaced the front struts and rear shocks. These are normal wear and tear items. We also noticed the metal fuel lines and rear metal brake lines were rusted and ready to start leaking. I ordered all the metal lines and fittings needed to replace complete from the rear of the master cylinder and back. There are numerous lines which run along the frame and hard to get areas. All these lines are curved and made to fit properly. These lines cannot be purchased to exact dimensions. The lines are purchased in a roll, you have to purchase all the different size fittings from the dealer and cut, bend and flare the fittings. Then the brake system has to be bled. The same process with the fuel lines, cut and make fit. Another problem was a hole rusted in the floor near the exhaust system. We patched it with fiberglass. Last March my tech. spent 3-4 days doing this work. The total shop cost for parts only was \$2,785.88. I suggested that by this year the vehicle should be replaced that the front lines would need it. The vehicle had 59,995 miles last March. It was brought in yesterday for this years inspection and the complete front brake lines from the front of the master cylinder and the ABS brake module need replacing. Also the drivers side floor near the exhaust has a good size rust hole near where we patched it last year. My tech. did a temporary patch not knowing what the plans were. I cannot put a sticker on this vehicle without fixing it properly. That means replacing all the front lines and having a body shop replace the floorboard above the exhaust. You're looking at maybe another \$500-\$800.00 just for parts for the brake lines, not counting the man hours to cut and bend and make these lines fit properly again. Then someone has to replace the floorboard, which is a good size job. My recommendation is to get rid of this vehicle and not put any more money into it. The vehicle has 65,671 for mileage to date. The power train is still in good shape but the vehicle is rusting out around it.

Sincerely,  
Fleet Supervisor  
Richard Ranfos



Office of the Mayor  
Hon. Frank C. Quinta

March 4, 2008

The Honorable Board of Aldermen  
One City Hall Plaza  
Manchester, NH 03101

Re: FY2008 Budget - Recommendations

Dear Members of the Board:

At the last meeting of the Board of Mayor & Aldermen, Finance Officer William Sanders and I brought to your attention our joint concern about the FY2008 Budget and the potential for a budget deficit based upon current projections. Attached for your review and information is an analysis compiled by the Finance Office which currently projects a \$2.369 million deficit. Obviously this situation requires action.

The deficit we are faced with is caused by both insufficient revenues and by excessive general fund spending. The great majority of this problem has been created by external factors beyond our control, most notably the ongoing economic downturn, a near record breaking winter, and significant severance payouts in numerous departments. The best way to tackle the deficit at this time is to consider spending cuts. It certainly would be premature to begin talking about drawing down on reserve funds such as the Revenue Stabilization Account to cover the revenue shortfall.

Therefore, after consulting with the Finance Officer, I am making the following proposals which I hope will greatly reduce and hopefully eliminate the projected deficit. These proposals are prudent measures which I believe should be taken immediately.

1. Spending Freeze: Effective upon adoption, the following procedures would go into affect –
  - a. All departments are directed to eliminate discretionary spending. Specifically we direct departments to only spend what is necessary to continue efficient operations.
  - b. All purchases of \$2,500 or greater must be submitted to the Finance Officer. If the Finance Officer believes that the expenditure is absolutely necessary for effective operations, he shall approve the

expenditure. If he deems the expenditure unnecessary, he shall send the request to the Mayor for his review. In all cases, the department shall receive an answer within forty-eight business hours of making the request of the Finance Officer.

- c. Planned overtime shall be submitted to the Finance Officer for his review and approval. If the Finance Officer does not approve the overtime, the request will go the Mayor for his review. Again, the department shall receive an answer within forty-eight business hours of making the request of the Finance Officer.
2. Hiring Freeze: The existing hiring freeze will remain in place but the Mayor is unlikely to allow any positions to be filled unless absolutely essential to the operation of the department.
3. CIP Budget: Since capital dollars are easier to cut than operating dollars, I am asking the CIP Committee to review the FY2008 CIP Cash budget and make recommendations to the full Board on possible projects that can be cut or delayed. I ask that Committee report back to the Board in early April.
4. Meeting with Department Heads: I have scheduled a meeting with Department Heads for this Friday, March 7<sup>th</sup> to discuss these measures and to encourage their assistance in reducing spending. We have very talented and able department heads and we need to empower them to help the city balance its budget.

I ask the Board to approve this plan in its entirety and hope that I have your support in managing this budget. Together we can show great leadership as a Board of Mayor & Aldermen by refusing to spend more money than we can raise as a city.

Sincerely,



Frank C. Guinta  
Mayor

C: William Sanders, Finance Officer

# FY 2008 PROJECTIONS

## Surplus / (Deficit)

<u>Department</u>	<u>Revenue</u>	<u>Expenditure</u>
ALDERMEN	\$0	\$0
ASSESSORS	\$14,000	(\$11,000)
BUILDING DEPARTMENT	(\$300,000)	\$10,000
CITY CLERK	(\$83,000)	(\$47,000)
ECONOMIC DEVELOPMENT OFFICE	\$863	\$4,044
CITY SOLICITOR	(\$71,000)	(\$8,000)
FINANCE DEPARTMENT	\$25,000	\$95,000
INFORMATION SYSTEMS	\$46,738	(\$40,462)
MAYOR	\$0	\$10,000
YOUTH SERVICES	\$0	\$0
HUMAN RESOURCES	\$0	(\$91,500)
PLANNING DEPARTMENT	\$0	(\$65,000)
TAX COLLECTOR	(\$1,000,000)	(\$18,000)
FIRE DEPARTMENT	\$0	\$16,754
POLICE DEPARTMENT	(\$89,000)	(\$506,423)
HEALTH DEPARTMENT	(\$108,898)	\$45,000
HIGHWAY DEPARTMENT	(\$811,176)	(\$750,000)
WELFARE DEPARTMENT	(\$45,000)	\$45,000
PARKS & RECREATION	\$114,474	(\$129,872)
LIBRARY	\$0	\$0
ELDERLY SERVICES	\$0	(\$10,000)
	<hr/>	<hr/>
<b><u>Total</u></b>	<b><u>(\$2,306,999)</u></b>	<b><u>(\$1,451,459)</u></b>

### Offsets:

SALARY ADJUSTMENT	\$700,000
CONTINGENCY	500,000
PENSION ADJUSTMENT	100,000
	<hr/>
<b><u>Total Offsets</u></b>	<b><u>\$1,300,000</u></b>

**Net Surplus / (Deficit)** **(\$2,458,458)**

# FY 2008 PROJECTIONS

## Expenditure Detail

<u>Department</u>	<u>Salary/Severance</u>	<u>Overtime</u>	<u>Other</u>	<u>Total</u>
ASSESSORS	(\$11,000)			(\$11,000)
BUILDING DEPARTMENT	\$10,000			\$10,000
CITY CLERK	(\$45,000)	(2,000)		(\$47,000)
ECONOMIC DEVELOPMENT OFFICE	\$25		4,019	\$4,044
CITY SOLICITOR	(\$5,000)		(3,000)	(\$8,000)
FINANCE DEPARTMENT	\$75,000		20,000	\$95,000
INFORMATION SYSTEMS	(\$40,462)			(\$40,462)
MAYOR	\$10,000			\$10,000
HUMAN RESOURCES	(\$101,053)		9,553	(\$91,500)
PLANNING DEPARTMENT	(\$65,000)			(\$65,000)
TAX COLLECTOR	(\$13,000)		(5,000)	(\$18,000)
FIRE DEPARTMENT	(\$13,419)	123,706	(93,533)	\$16,754
POLICE DEPARTMENT	\$5,653	(376,435)	(135,641)	(\$506,423)
HEALTH DEPARTMENT	\$45,000			\$45,000
HIGHWAY DEPARTMENT	\$184,471	(490,827)	(443,644) *	(\$750,000)
WELFARE DEPARTMENT	(\$41,000)	(88,872)	45,000	(\$45,000)
PARKS & RECREATION	\$0			(\$129,872)
ELDERLY SERVICES			(10,000)	(\$10,000)
<b>Total</b>	(\$4,785)	(834,428)	(612,246)	(\$1,451,459)

\* Amount includes salt of \$347,000



# City of Manchester

## Department of Highways

### Facilities Division

275 Clay Street  
Manchester, New Hampshire 03103-5613

(603) 624-6555 Administrative Office  
(603) 624-6562 Fax

Kevin A. Sheppard  
Public Works Director

Timothy J. Clougherty  
Chief Facilities Manager

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## MEMO

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**To:** Kevin Sheppard  
**From:** Tim Clougherty  
**Date:** 03/15/08  
**Re:** CIP Information

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Project Number

711307 and 810408

Total Cash Unencumbered

\$146,405

Pending Projects

Somerville FS Seal Basement  
Roof Repairs, Multiple Mun Facilities  
Amory Fire Station Window Replacement  
Webster Fire, Roof Repairs  
City Hall Roof Repair and Clg. Replacement  
Highway Oil Tank Repairs-State Mandated  
Gill Stadium Water Infiltration-Ramp Repairs  
Rines Center Wing Wall Rebuild and Repair  
Police, Concrete Stairs/Ramp Site Repairs-Safety Issue  
Police Replace Computer Room HVAC

Estimate

\$25,000.00  
\$5,000.00  
\$12,000.00  
\$20,000.00  
\$5,500.00  
\$16,000.00  
\$50,000.00  
\$17,000.00  
\$40,000.00  
\$30,000.00

Total

\$220,500.00

*will be coming through  
Community Improvement Committee  
March 18, 2008*

**Manchester Department of Highways - Highway Division Cash Project Balances - March, 2008**

PROJECT	PROJECT NAME	PROJECT BALANCE	PROJECTS UNDERWAY	ANTICIPATED BALANCE	COMMENTS
713408	CHRONIC DRAIN FY08	\$33,582	\$25,000	\$8,582	Lakeview Lane underway. Other projects identified.
710708	RESURFACING FY08	\$211,458	\$211,458	\$0	Add'l chronic drain work will not be completed Several streets ready to be resurfaced Resurfacing will not occur
711207	DOWNTOWN MISC REP FY07	\$23,436	\$23,436	\$0	These funds needed to make brick repairs until additional funds allocated in July. Reduces City liability and keeps sidewalks safe for pedestrians.
711206	CAMPBELL ST TRFIC STUDY	\$5,822	\$0	\$5,822	Working with Ald. Roy. Future project anticipated.
712706	DISCR SIDEWALKS FY06	\$15,741	\$15,741	\$0	Sidewalk repairs and work performed along with CSO projects.
711407	SIGN STRUCTURE REPAIR	\$16,634	\$0	\$16,634	Intent is to combine this funds with future allocation and refinish Highway signs.
<b>Bridge Maintenance Funding</b>					
710608	ANNUAL BRDG REHAB 08	\$23,438			Expansion joint seal replacement and pier spalling repairs at the Queen City, Notre Dame and Amoskeag Bridges.
710907	ANNUAL BRDG MTN 07	\$123,985	\$93,687	\$73,736	Other miscellaneous items such as the application of water repellents and concrete sealers at select bridges.
710608	ANNUAL BRDG MTN 08	\$20,000			
		\$167,423			

PROJECT SUMMARY

Date	Job No.	Code	Funding Source	Project Name	Status	Estimate	Amount Spent	Amount Remaining	Comments
June, 2008	164731	2	CRNC DRN	970 Beech (n. of Webster)		\$38,000			Extend drain to northerly dead end of Beech Street
June, 2008	164736	2	CRNC DRN	President Road #89	Designed	\$1,500			Water missing cb, flooding lawn Mr. Guillemette 6238536
June, 2008	164737	2	CRNC DRN	Ridge Road #265		\$7,000			Tie in flows running crosscountry from Pincrest. Bednarowski 622-1698
June, 2008	164750	2	CRNC DRN	Fill in open pit at 165 Stark Way cdbg		\$9,000			
June, 2008	164767	2	CRNC DRN	Medford Street #312		\$5,200			Eliminate puddling on street corners
June, 2008	164736	2	CRNC DRN	Bodywell road linc across from 1107		\$18,000			need 200' +/- underdrain
June, 2008	164735	2	CRNC DRN	London Street Drain		\$21,000			Drain Extension through paper street from Rhode Island to Maryland
June, 2008	164768	2	CRNC DRN	Handover Street Drain Extension		\$48,000			From just east of proctor easterly.
June, 2008	164732	2	CRNC DRN	Vassar Street Puddle		\$4,500			Puddle on Vassar in front of 418 N. Gale Road
June, 2008	164770	2	CRNC DRN	Medford Street at Normand		\$4,000			Infiltration Basin on corner???
June, 2008	164770	2	CRNC DRN	Goffstown Road Drain Extension CDBG		\$19,500			From Duncan Fans Road westerly.
June, 2008	164728	2	CRNC DRN	Pheasant Lane #146	Designed	\$6,000			
June, 2008	164728	2	CRNC DRN	South Porter at Fernand		\$2,500			Add CB to Northeast corner to elim. puddle.
June, 2008	164736	2	CRNC DRN	Electric Street Drain Extension to #83		\$4,500			Installation of cbs and pipe on priv prop to convey runoff to rear of property.
June, 2008	164736	2	CRNC DRN	157 Eilon Avenue Drain		\$3,500			Drain on Calef and Dewey to intercept cross country drainage
June, 2008	164736	2	CRNC DRN	Dewey Street, #76		\$30,000			Water flows down drive. REC. BY ALD GARRITY
June, 2008	164736	2	CRNC DRN	Oakdale Avenue # 84		\$20,000			4" puddle in driveway
June, 2008	164736	2	CRNC DRN	#334 Cranwell Drive Weitcher prop		\$9,000			Extend drain from Grand Ave to Huntington.
June, 2008	164736	2	CRNC DRN	\$20 Willard Street		\$21,200			
Subtotal:						\$240,563			
CIP 2009/2010 Funding Request:						\$240,563			

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CASH PROJECTS

FY 2008

3/17/2008

Type	Project Name	Project #	HTPE Start Up Funded	Balance Beginning Fiscal Year	Expenses	Balance	Committed	Potentially Available	Explanation of Revision
<b>Cash 2008</b>									
	Wrap for Youth Resiliency Project - OYS	213408	126,929.00	126,929.00	44,176.50	82,752.50		85,752.50	Available funds see OYS Director
	Hazard Tree Removal - Parks	511208	20,000.00	20,000.00	7,850.00	12,150.00		12,150.00	Potential tree hazards remediation deferred
	Millyard Maintenance - Parks	511308	10,000.00	10,000.00	1,755.00	8,245.00		8,245.00	Funding required for spring herbicide application.
	Park Improvement Program - Parks	511408	65,000.00	65,000.00	33,827.54	31,172.46		31,172.46	Miscellaneous repairs deferred.
	Weston Street Neighborhood Park - Parks	511508	16,000.00	16,000.00	-	16,000.00	3,800.00	12,200.00	Construction deferred
	Veterans Park/Stanton Plaza - Parks	511608	10,000.00	10,000.00	-	10,000.00		10,000.00	Fountain work repairs deferred.
	Dilapidated Building Demolition - Building	612008	50,000.00	50,000.00	49,711.64	288.36		288.36	
	Marketing Program - Year 2 - MEDO	612208	20,000.00	20,000.00	\$10,720	9,280.00	5,280.00	4,000.00	Current marketing plan curtailed.
	Annual Bridge Maintenance Program - Highway	710608	20,000.00	20,000.00	-	20,000.00		20,000.00	Miscellaneous bridge work deferred.
	Chronic Drain - Highway	713408	66,000.00	66,000.00	32,417.99	33,582.01	25,000.00	8,582.00	Lakeview Lane underway. Other projects identified. Additional chronic drain work will not be completed.
	Municipal Deferred Maintenance - HPD	810408	90,000.00	90,000.00	-	90,000.00		90,000.00	Multiple maintenance projects to be deferred.
	Employee Training & Development - HR	810508	19,500.00	19,500.00	15,472.00	4,028.00	900.00	3,128.00	Management training curtailed.
	Motor Vehicle Registration System - Tax Collectors	810608	140,000.00	140,000.00	-	140,000.00		140,000.00	See Tax Collectors/Information Systems
	VISTA Office Relocation - Mayor's	810708	414.01	414.01	75.00	339.01		339.01	
<b>Cash 2007</b>									
	Hazard Tree Removal - Parks	411807	40,000.00	40,000.00	39,921.23	78.77		78.77	Fewer trees purchased.
	Project Greenstreets - Parks	610307	10,000.00	10,000.00	6,121.72	3,878.28		3,878.28	
	Ongoing Maintenance - Innow/Millyard Landscape	612207	20,000.00	20,000.00	19,990.00	10.00		10.00	Expansion joint seal replacement and pier spalling repairs at the Queen City, Notre Dame and Amoskeag Bridges. Other miscellaneous items such as the application of water repellents and concrete sealers at select bridges - deferred.
	Annual Bridge Maintenance - Highway	710907	133,000.00	133,000.00	9,015.23	123,984.77	70,249.00	53,735.77	Funds needed for numerous brick repairs. Reduces City liability and keeps sidewalks safe for pedestrians.
	Annual ROW Maintenance - Highway	711007	550,000.00	550,000.00	549,960.55	39.45		39.45	Required maintenance of facilities deferred.
	Downtown Miscellaneous Repairs - Highway	711207	75,000.00	75,000.00	51,563.60	23,436.40		23,436.00	Intent is to combine these funds with future allocation.
	Municipal Deferred Maintenance - Highway Facilities Div.	711307	175,000.00	175,000.00	99,399.42	75,600.58		75,600.58	Funds required for plan publishing
	Sign Inspection & Maintenance - Traffic	711407	25,000.00	25,000.00	8,365.48	16,634.52		16,634.52	
	Master Plan Support	810807	10,000.00	10,000.00	-	10,000.00	7,500.00	2,500.00	
<b>Cash 2006</b>									
	Crystal Lake Master Plan - Parks	511306	50,000.00	50,000.00	49,273.48	726.52		726.52	Working with Alderman Roy. Future project anticipated.
	Campbell Street Traffic Study - Highway	711206	25,000.00	25,000.00	19,177.57	5,822.43		5,822.43	Sidewalk repairs performed along with CSO projects.
	Discretionary Sidewalk/Curb Program	712706	25,000.00	25,000.00	9,259.13	15,740.87	15,741.00	0.00	
	Community Development Initiatives	810806	14,500.00	14,500.00	8,319.85	6,180.15	400.00	5,780.15	
<b>Cash 2005</b>									
	Fac Pac Acquisition Project	613105	3,400,000.00	3,400,000.00	3,362,039.48	37,960.52		37,960.52	
	Public Works Infrastructure - Highway	710205	750,000.00	750,000.00	748,415.00	1,585.00		1,585.00	
	Municipal Deferred Maintenance Cash Program	811105	100,000.00	100,000.00	98,991.35	1,008.65		1,008.65	Maintenance facilities deferred.
<b>Cash/Enterprise 2008</b>									
	Victory Garage Ongoing Repairs	711608	250,000.00	250,000.00	92,144.38	157,855.62		157,855.62	Elevator repairs deferred.

4/15/08 TABLED

Chuck DePrima  
Acting Director



**CITY OF MANCHESTER**  
*Parks Recreation and Cemetery Department*

April 1, 2008

Ald. Mike Garrity, Chairman Community Improvement Committee  
City Of Manchester Community Improvement Program  
One City Hall Plaza  
Manchester, NH 03101

**RE: Christmas tree planting at Stanton Plaza**

Dear Ald. Garrity/ Committee members:

In order to avoid an event similar to last year with regards to procuring a Christmas tree for Stanton Plaza I would like to propose planting a 25' – 30' fir or spruce. This would serve as a permanent tree for many years to come and eliminate the need to rely on a donation every year. In order to accomplish this I am proposing spending \$6,500 from my park improvement cash account (CIP #511408) to hire a company that has the capability to harvest a tree of this size and transplant it at Stanton Plaza.

Thank you for your consideration in this matter and please do not hesitate to contact me should you have any questions.

Regards,

Chuck DePrima, Acting Director