

**2020-2024**  
**Consolidated Plan**  
**2020 Annual Action Plan**  
For the Department of Housing and Urban Development

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**Draft Document**

**CITY OF MANCHESTER PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT**



**CITY OF MANCHESTER**  
**PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT**

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## Executive Summary

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

#### 1. Introduction

The Consolidated Plan is the result of a collaborative process designed to establish a unified vision for the City of Manchester's community development actions for the next five years. The plan presents an opportunity to shape the City's various housing and community development programs into effective, coordinated neighborhood and community development strategies. It also provides an opportunity for strategic planning and citizen participation to take place in a comprehensive context designed to reduce duplication of efforts.

The plan includes a needs assessment, a series of goals and needs and a one-year action plan to identify where and how various HUD funds will be used to address the needs of low and moderate income individuals and families in the city. The plan also provides evidence of the needs that exist for the all the programs offered to the City's low-income population and demonstrates how a comprehensive, well-thought out plan offers the City and its citizens' direction on how to use its entitlement funds in the most cost-effective manner.

Finally, the plan is a means to meet the submission requirements for the Community Development Block Grant (CBDG), HOME Investment Partnerships (HOME), and Emergency Solutions Grant (ESG) formula programs.

The City of Manchester Planning and Community Development Department undertook the process of developing its Consolidated Plan in accordance with the applicable requirements as set forth by HUD. The process involved the continuation of existing partnerships, direct consultation with area public and non-profit agencies in accordance with the City's Citizen Participation Plan. Based on the community input that we have received to date, it is anticipated that the needs and goals identified in the 2015-2019 Consolidated Plan will not change.

A review of HUD's 2019 Low and Moderate Summary Income Data indicates that 49.01% of Manchester's households have incomes that are < 80% AMI compared to 44.9% in 2015, 52.2% in 2010, 47% in 2005 and 43% in 1990. As the percentage of low and moderate income households has exceeded 43% since 1990 and the City's demographic makeup has become more diverse (1,242 new refugees since 2011), the City has been challenged to appropriately and effectively provide the necessary support services. The goals and Needs in the Consolidated Plan were created to provide support to both of these populations.

Due to limited resources, the ability of the City to carry out its goals and strategies has been extremely difficult. Since FY 2005, the City's allocation of CDBG has averaged \$1.7 million dollars. FY 2021 CDBG requests from Non-City organizations and City Departments totaled \$12,030,596. FY 2021 CDBG Public Service requests totaling \$1,114,942 greatly exceeds the anticipated Public Service Cap (approximately \$292,000). The City's ability to address increasing demands and changing priorities has been facilitated by designating a Neighborhood Revitalization Strategy Area (NRSA) which is served by the Manchester Community Resource Center (MCRC), the City's designated Community Based Development Organization (CBDO).

## **2. Summary of the objectives and outcomes identified in the Plan Needs Assessment**

### **Overview**

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

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

### Priority Needs

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

18. Access to Health Care
19. To Address Substance Abuse/Drug Overdoses
20. Economic Wellbeing for all Manchester Citizens
21. To Teach Job Skills Through Classroom & Training
22. Provide Youth and Summer Recreation Programming
23. Safe and Affordable Places for Physical Activity
24. ADA Access to Sidewalks, Streets, etc.
25. To Address Deteriorating Streets, Sidewalks, Etc.
26. Address Deteriorating Conditions in City Buildings
27. Effective Administration of State/Federal Programs
28. To Implement Various Planning Studies
29. Public Health Preparedness

## Goals

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

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

Between FY 2015 and FY 2019, the number of requests for assistance have not changed significantly. The City receives annual requests from 25 to 30 non-city organizations and 5 City Departments. For the past three years funding requested by non-City organizations has averaged \$1.5 million and City Department requests have averaged \$5.5 million. The significant number and types of projects contained within our 2021 CIP (13 agencies funded by the City and 12 agencies funded by the CBDO) reflects the City's response to their requests. The 2021 CIP also continued the trend of supporting

non-capital City Public Service initiatives that were carried out with Entitlement Funds as well, with Three City Departments administering Programs funded with CDBG funds.

Planning Staff is happy to report that the City's investment of Entitlement funding will support the majority of Priority Needs and Goals identified in the 2020-2024 Consolidated Plan. Priority Needs and Goals (Goal 2 - Equal Access to Affordable Housing Opportunities, Goal 11 – Increase Manchester Employment Opportunities and Goal 16 – Improve Condition of Buildings Accessed By Public) that have been under represented in the past will be addressed with other sources of City, State and Federal funding. Given that the demand for operational support and requests for Public Service initiatives by nonprofits and City Departments still exists, the City will continue to rely upon its CBDO to meet the needs of the community. As proposed, the City will subgrant approximately \$586,000 to MCRC to support activities that are consistent with the CBDO's mission. As a result, a number of sub-grantee agencies (12 estimated) will receive funding to operate programs without impacting the City's 15% Public Service cap. The City continues to view the CBDO / NRSA designation as critical in order to be able to respond to the needs of the Community. However, it is important to note that Planning Staff is mindful that Entitlement funding should be distributed in a manner that best achieves all of the goals and needs that have been identified in the Consolidated Plan.

The City is confident that future CAPER's will demonstrate that all of the needs and goals identified in the 2020-2024 Consolidated Plan will be addressed.

#### **4. Summary of citizen participation process and consultation process**

Four public hearings for the City's 2020-2024 Consolidated Plan and 2021 (HUD FY 2020) Annual Action Plan were held by City Community Improvement Program (CIP) Staff at Manchester Community Resource Center, 434 Lake Ave. (NRSA neighborhood) on Monday, September 16, 2019 at 6:00 p.m., on Tuesday, January 21, 2020 at 6:00 p.m. at Neighborworks Southern New Hampshire – 222 Cedar Street, on Wednesday, January 22, 2020 at 6:00 p.m. at Kelley Falls Public Housing Complex and Monday, March 7, 2020 at 6:00 p.m. at Manchester Community Resource Center, 434 Lake Ave. A Legal Notice for all public hearings was published in the Union Leader on September 9, 2019, January 17, 2020 and March 2, 2020 (please see Legal Notices in AD-25 Attachments Citizen Participation Comments). The Legal Notice published on April 10, 2020 also confirmed the 30-day public comment period which took place April 17, 2020 through May 17, 2020.

As a recipient of HUD funds the City is required to develop a five-year plan of priority needs that are identified in the Consolidated Plan. Manchester residents and in particular, public housing residents and residents living in areas of the City eligible for CDBG monies, public and private agencies, businesses and other interested parties were invited and encouraged to attend so they may voice their concerns and express their opinions on the priority needs of the Community.

These hearings were also held in order to provide City residents an opportunity to comment on the expenditure of the FFY 2020 HUD monies to be received by the City for expenditure beginning July 1,

2020. These HUD funds include Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), Emergency Solutions Grant Program (ESG), and may also include HUD Section 108 monies.

The public hearings also included discussions and citizen comments about the Manchester Continuum of Care (MCoC) and the coordination between the City and the MCoC of funds spent to support homelessness needs and services. The overall discussion topics included housing and homelessness, public infrastructure, environment, neighborhood investment and revitalization, education, public safety, recreation, economic development and social services.

In an effort to broaden public participation in the development of the Consolidated Plan the City CIP Staff sent out emails to all of the agencies on the Community Improvement Program email list encouraging their attendance and their clients' attendance at the public hearings and participation in the online survey. The City also sent out flyers to these agencies to post at their locations and neighborhoods. Encouraged by City Staff, these agencies shared the survey with their program participants many of whom were low-moderate income persons, minority and non-English speaking persons, elderly persons, and/or disabled persons. For citizens who needed assistance completing the survey, the Staff at the Manchester Community Resource Center at 434 Lake Ave. volunteered to assist individuals with the survey and provided computers with internet access (Please see attached flyers and survey results in AD-25 Attachments Citizen Participation Comments). A total of 45 participants completed the survey.

**5. Summary of public comments**

Public comments are attached in section AD-25

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

All comments and views have been accepted..

**7. Summary**

No further discussion warranted.

## The Process

### PR-05 Lead & Responsible Agencies 24 CFR 91.200(b)

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

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

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

**Table 1 – Responsible Agencies**

### Narrative

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

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

In addition to activities associated with social service activities, Department Staff supports and provides assistance to local organizations seeking to obtain federal, state and local funding for housing opportunities that will enhance the permanent affordable housing inventory in Manchester. It also monitors federal funds distributed to emergency and transitional housing providers and other supportive housing agencies to assure that the allocated funds continue to support the needs of Manchester's homeless population. The Planning and Community Development Department seeks to assist in the identification of solutions to the problems of Manchester's increasingly diverse population by working in direct partnership with community organizations servicing and advocating for that population.

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

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

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

In accordance with the City of Manchester's Citizen Participation Plan, the City conducted a series of public hearings to solicit comments on the development of the City's 2020-2024 Five-Year Consolidated Plan. City residents were encouraged to comment on the 2020-2024 Consolidated Plan through attendance at one of the meetings or else may provide written comment to the Manchester Planning & Community Development Department, 1 City Hall Plaza, Manchester, NH 03101, or by e-mail to [tfleming@manchesternh.gov](mailto:tfleming@manchesternh.gov)

Four public hearings for the City's 2020-2024 Consolidated Plan and 2020 (HUD FY 2019) Annual Action Plan were held by City Community Improvement Program (CIP) Staff:

- Manchester Community Resource Center, 434 Lake Ave. (NRSA neighborhood) on Monday, September 16, 2019 at 6:00 p.m., and on Monday, March 9th, 2020 at 6:00 p.m.;
- Hope Tabernacle, 222 Cedar St. (church community center and winter emergency overflow shelter) on the east side, on Tuesday, January 21, 2020 at 6:00 p.m.;
- Kelley Falls Community Center, 431 Kimball St (public housing community center) on the west side, on Wednesday, January 22, 2020 at 6:00 p.m.

A Legal Notice for all public hearings was published in the Union Leader on September 9, 2019, January 17, 2020 and February 28, 2020 (please see Legal Notices in AD-25 Attachments Citizen Participation Comments). The Legal Notice published on April 10, 2020 also confirmed the 30-day public comment period which took place April 17, 2020 through May 17, 2020.

## **PR-10 Consultation – 91.100, 91.110, 91.200(b), 91.300(b), 91.215(I) and 91.315(I)**

### **1. Introduction**

In accordance with 24 CFR 91.100, the City consulted with applicable public and private agencies. Public and private agencies included: City Departments; 100 agencies who have previously participated in the Community Improvement Program; the Manchester Continuum of Care; Southern New Hampshire Regional Planning Commission, the Manchester Housing and Redevelopment Authority; and the State of New Hampshire's Lead Poisoning Prevention Program and surrounding governmental jurisdictions.

In an effort to gather input on the needs of the community, the City distributed surveys to public and private agencies and held a series of focus group meetings with Manchester stakeholders. As a result of these efforts, the City received 35 survey responses from public/private agencies and input from 50 stakeholders.

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

The Department of Planning and Community Development maintains a citizen participation mailing list containing community service, housing and economic development agencies, community leaders, and persons who expressed interest in the City's Community Improvement Program or the consolidated planning process. There were approximately 100 agencies and/or persons including representatives from health, mental health, social service and workforce housing development agencies on the list at the time this Consolidated Plan was written. Citizens who contribute comments at public hearings or submit written testimony may be added to the citizen participation mailing list, as will any other persons who express interest in participation. The Planning and Community Development Community Improvement Program Staff collaborate with the Manchester Health Department on identifying and addressing health needs of Manchester residents which includes reviewing Manchester Neighborhood Health Improvement Strategies to ensure that the Consolidated Plan goals support the overall NHIS. The City also collaborates with the Southern NH Planning Commission on various planning and zoning studies. Another City partner is the Manchester Housing and Redevelopment Authority (MHRA). MHRA provides valuable input for the City's Consolidated Plan, Action Plan, and CAPER as well as other updates throughout the year. They also develop affordable housing units with City HOME funds that address the needs of the population.

The City strongly encourages partnerships among Social Service agencies to create synergies where appropriate, improve efficiency and to reduce costs. Specifically, the City will ask individual agencies about their partnerships with similar organizations and take that into account when evaluating projects. As previously mentioned in this Consolidated Plan, the City works closely with the CBDO--Manchester

Community Resource Center--during the preparation of the Consolidated Plan, Action Plan and throughout the program year to assess and evaluate social service needs in the City.

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

The City coordinates closely with the Manchester Continuum of Care (MCoC) to address the needs of various homeless populations in the jurisdiction. Prevention/diversion activities are utilized at all MCoC agencies during business hours in alignment with Manchester's coordinated entry work. All MCoC organizations funded through HUD's Continuum of Care Notice of Funding Availability ("NOFA") have agreed to prioritize 100% of turnover beds for chronically homeless, up from 90% in 2015. The MCoC's Permanent Housing and Rapid Rehousing are major assets for families. Homeless Prevention includes education, positive landlord relationships, City initiatives around lead poisoning, bedbugs or other infestations, and individualized diversion strategies.

Families in Transition/ New Horizons operates the largest adult shelter that is available to both men and women in the state of New Hampshire. It is also the state's only wet shelter. The shelter has 76 beds (63 for men, 13 for women) and shelters more than 76 in the winter months. Angie's shelter for women, affiliated with Families in Transition/ New Horizons has 16 beds and is a homelike residence that goes beyond the minimums of an emergency shelter by supporting personal development to achieve self-sufficiency. Families in Transition/ New Horizons operates the Family Place Resource Center and Shelter. The Family Place also houses 11 family-centered emergency shelter units (28 beds). Families who enter the shelter are assisted by a full time case manager who works with them to find a safe and affordable permanent housing solution as quickly as possible. FIT also provides 79 transitional housing for families and individuals in need of transitional housing. Residents of this transitional housing receive supportive services. The domestic violence shelter in Manchester, YWCA's Emily's Place, provides emergency housing for up to six families (18 residents total) at a time. Waypoint has access to safe house shelter beds for children under the age of 18 utilizing a strong collaboration with a professional facility, Webster House, as well as Child and Family Services licensed foster homes as host homes. Transitional housing is available for homeless youth 18-22, veterans, families and individuals throughout the city with strong programming. Liberty House has been providing a safe, supportive, substance-free housing community for American veterans transitioning out of homelessness. This transitional facility offers ten resident beds and a variety of services ranging from employment and housing assistance to case management and agency referrals. Additional housing options for homeless veterans include the Harbor Homes BAE Systems Independence Hall (which uses the housing first transitional housing model. Harbor Homes also offers a program through the Department of Veteran

Affairs that provides low income veteran households with resources for prevention against homelessness.

Shelter executives plan with other MCoC agencies, the City's Mayor and City department heads from police, health, fire and public works to accommodate overflow during extreme weather conditions. All shelters have case management and strive to connect clients to mainstream resources with end goal of (re)gaining permanent housing.

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

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

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

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

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

1	<b>Agency/Group/Organization</b>	MANCHESTER COMMUNITY RESOURCE CENTER
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Employment Services - Narrowing the Digital Divide Community Based Development Organization (CBDO)
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Anti-poverty Strategy
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency promoted one of the consolidated plan public hearings and a focus group meeting. Consultation with the Community Based Development Organization (CBDO) will identify the needs and gaps in social services in the City, and will guide workforce development activities funded with entitlement and other leveraged resources. The Agency also publicized the Community Survey to its beneficiaries and coordinated key consultations to the update of NRSA service area.
2	<b>Agency/Group/Organization</b>	MANCHESTER HOUSING AND REDEVELOPMENT AUTHORITY
	<b>Agency/Group/Organization Type</b>	PHA
	<b>What section of the Plan was addressed by Consultation?</b>	Public Housing Needs
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency promoted one of the consolidated plan public hearings and participated in a focus group meeting. Consultation with the Manchester Housing and Redevelopment Authority will assist the City in determining the public housing needs and challenges, such as long waits (up to 8 years) for Section 8 housing.
3	<b>Agency/Group/Organization</b>	Granite United Way
	<b>Agency/Group/Organization Type</b>	Regional organization Foundation
	<b>What section of the Plan was addressed by Consultation?</b>	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs

	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency attended consolidated plan public hearing and focus group. Consultation with Granite United Way Homeless Services Coordinator and other Staff will guide homelessness needs strategy. The Coordinator was consulted in the writing of various homeless needs sections of this action plan, as well as collaboration with the MCoC.
4	<b>Agency/Group/Organization</b>	EASTER SEALS SOCIETY OF NEW HAMPSHIRE
	<b>Agency/Group/Organization Type</b>	Services-Children
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency attended consolidated plan public hearing and focus group. Consultation with Easter Seals will guide the non-homeless special needs assessment, particularly social/public service needs for child care in the NRSA, which will allow parents to work and maintain employment
5	<b>Agency/Group/Organization</b>	FAMILIES IN TRANSITION
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency attended the consolidated plan public hearing and focus groups. Consultation with Families in Transition will guide needs strategy to address homelessness and ensure that support for family emergency shelters and essential services is provided in the City. Consultation with the agency to determine affordable housing and tenant based rental assistance activities under the affordable housing strategy.
6	<b>Agency/Group/Organization</b>	Waypoint
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons Services-homeless

	<b>What section of the Plan was addressed by Consultation?</b>	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency attended consolidated plan public hearing and focus group. Consultation with Child and Family Services will guide the non-homeless special needs assessment, particularly social/public service needs for the elderly living in the NRSA; and the homeless youth outreach needs and gaps in service.
7	<b>Agency/Group/Organization</b>	THE WAY HOME
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Lead-based Paint Strategy Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency attended consolidated plan public hearing and participated in a focus group, and consultation with The Way Home will guide homelessness needs strategy and the implementation of rapid rehousing and homeless prevention. Additionally, consultation with the agency to determine affordable housing and tenant based rental assistance activities under the affordable housing strategy.
8	<b>Agency/Group/Organization</b>	Neighborworks Southern NH
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Public Housing Needs

	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency promoted one of the consolidated plan public hearings. Consultation with the NeighborWorks Southern NH will assist the City in determining the public housing needs and challenges, such as first time home buyers and affordable housing.
9	<b>Agency/Group/Organization</b>	ST JOSEPH COMMUNITY SERVICES
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons Services-Persons with Disabilities
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency attended a focus group for the consolidated plan and publicized the Community Survey to its beneficiaries. Consultation with the St. Joseph Community Services assist the City in determining the needs and challenges of the elderly population.
10	<b>Agency/Group/Organization</b>	Health Department
	<b>Agency/Group/Organization Type</b>	Services-Children Services-homeless Services-Health Services-Education Health Agency Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Lead-based Paint Strategy Non-Homeless Special Needs
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department participated in focus group discussions. Consultation will guide homelessness needs strategy and ensure that support for family emergency shelters and essential services is provided in the City.
11	<b>Agency/Group/Organization</b>	DPW-Environmental Protection Division
	<b>Agency/Group/Organization Type</b>	Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Anti-poverty Strategy

	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department participated in focus group discussions. Consultation will guide infrastructure investments to support community living environments, improve accessibility and City building conditions.
12	<b>Agency/Group/Organization</b>	Water Works
	<b>Agency/Group/Organization Type</b>	Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department participated in focus group discussions. Consultation will guide infrastructure investments to support community living environments.
13	<b>Agency/Group/Organization</b>	Manchester Police Department
	<b>Agency/Group/Organization Type</b>	Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Homelessness Strategy Non-Homeless Special Needs
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department participated in focus group discussions. Consultation will guide homelessness needs strategy and ensure that essential services to protect the community are in place in the City.
14	<b>Agency/Group/Organization</b>	City of Manchester-Economic Development
	<b>Agency/Group/Organization Type</b>	Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department participated in focus group discussions. Consultation will guide affordable housing activities under the affordable housing strategy, as well as the provision of services to prepare Manchester residents for gainful employment
15	<b>Agency/Group/Organization</b>	DPW-Parks and Recreation Division
	<b>Agency/Group/Organization Type</b>	Services-Children Other government - Local

	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Anti-poverty Strategy
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department participated in focus group discussions. Consultation will guide the provision of recreational and educational services for residents, and determine infrastructure investments in public spaces across the city
16	<b>Agency/Group/Organization</b>	City of Manchester-Library
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Elderly Persons Services-Employment Services - Narrowing the Digital Divide Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Anti-poverty Strategy
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department participated in focus group discussions. Consultation will guide the provision of services to prepare Manchester residents for gainful employment, as well as to define recreational and educational services for residents
17	<b>Agency/Group/Organization</b>	Manchester Youth Services
	<b>Agency/Group/Organization Type</b>	Services-Children Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Economic Development Anti-poverty Strategy
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department participated in focus group discussions. Consultation will guide the definition of recreational and educational services for youth, as well as help address homelessness issues involving youth
18	<b>Agency/Group/Organization</b>	Department of Senior Services
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons Services-Persons with Disabilities Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs

	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department participated in focus group discussions. Consultation will guide the definition of recreational and social services for senior residents, as well as guide infrastructure investments to make the city universally accessible
19	<b>Agency/Group/Organization</b>	Welfare Department
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services - Victims Child Welfare Agency Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Homelessness Strategy Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Anti-poverty Strategy
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department participated in focus group discussions. Consultation will guide homelessness needs strategy and ensure that support for family emergency shelters and essential services is provided in the City. Consultation with the agency to determine affordable housing and tenant based rental assistance activities under the affordable housing strategy.
20	<b>Agency/Group/Organization</b>	Manchester Fire Department
	<b>Agency/Group/Organization Type</b>	Services-homeless Agency - Emergency Management Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Homelessness Strategy Homeless Needs - Chronically homeless Non-Homeless Special Needs

	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department participated in focus group discussions. Consultation will guide homelessness needs strategy and ensure that support for family emergency shelters and essential services is provided in the City.
21	<b>Agency/Group/Organization</b>	Manchester School District
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Education Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Homelessness Strategy Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Anti-poverty Strategy
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The School District was invited to fill out the City Department Survey. Consultation will guide the definition of educational services in the City, as well as help address homelessness issues involving youth
22	<b>Agency/Group/Organization</b>	Manchester-Boston Regional Airport
	<b>Agency/Group/Organization Type</b>	Other government - Local Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development Market Analysis
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Department was invited to fill out the City Department Survey. Consultation will guide infrastructure investments

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

All agency types were consulted.

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Families In Transition/New Horizons	<p>The initiatives that are outlined as a part of the City's Emergency Shelter, Transitional Housing and Strategies for the Homeless Strategic Plan are consistent with the goals of the City's efforts to end homelessness and the HEARTH Act Performance Measures discussed in a later section. Almost all of the homeless providers that are funded in accordance with this Annual Action Plan are also part of the Manchester Continuum of Care (MCoC) designed to provide timely access to important community based services. Employment training, medical care, mental health and substance abuse counseling, housing and other services facilitate an individual or family's ability to attain and maintain a stable living environment. The City has put together a task force to directly address the issue of homeless in Manchester. The task force is made up of individuals from city departments, businesses, faith-based groups, service providers, among others. The areas of focus include panhandling, services, capacity, and prevention. The City's past experience and success with ESG Rapid Rehousing programs support a continued emphasis on Rapid Rehousing. This activity is in alignment with the City's efforts to end homelessness and MCoC Goals and meets the National Objective goals of reducing length of time of homelessness. Other Strategy Elements include: --Participate in the MCoC process to access additional available resources to meet the needs of Manchester's Homeless population. -- Continue to collaborate with non-profit organizations to support rapid re-housing, relocation, stabilization services and homeless prevention services. --Support organizations that provide ESG-eligible emergency shelter essential services. --Offer street outreach to homeless individuals that do not access services from the traditional shelter setting. --Support agencies in need of training and other support in the HMIS data collection process.</p>
State Effort	State of NH Dept. of Health and Human Services	<p>DHHS was invited to fill out the Governmental Agency Survey. Consultation will guide housing needs, investments in community environments, support healthcare for underinsured residents and support for children. DHHD's Healthy Homes Division works closely with the City in efforts to address lead paint hazards in Manchester residences.</p>

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

**Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))**

The City of Manchester has established relationships with the State of New Hampshire (Community Development Finance Authority , Department of Health and Human Services as well as other agencies), Manchester Housing and Redevelopment Authority, Southern New Hampshire Regional Planning Commission and the New Hampshire Housing Finance Authority to carry out various initiatives that are consistent with the goals and needs that are identified in the City’s Consolidated Plan. Various initiatives have included but are not limited: affordable housing development, lead hazard control programs, neighborhood stabilization programs and the analysis of impediments to fair housing. In addition, comments were solicited from surrounding communities.

**Narrative (optional):**

No further discussion warranted.

**PR-15 Citizen Participation – 91.105, 91.115, 91.200(c) and 91.300(c)**

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

As a recipient of HUD funds the City is required to develop a five-year plan of priority needs that are identified in the Consolidated Plan. Manchester residents and in particular, public housing residents and residents living in areas of the City eligible for CDBG monies, were invited and encouraged to attend so they may voice their concerns and express their opinions on the priority needs of the Community. Four public hearings for the City’s 2020-2024 Consolidated Plan and 2020 (HUD FY 2019) Annual Action Plan were held by City Community Improvement Program (CIP) Staff.

The public hearings also included discussions and citizen comments about the Manchester Continuum of Care (MCoC) and the coordination between the City and the MCoC of funds spent to support homelessness needs and services. The overall discussion topics included housing and homelessness, public infrastructure, environment, neighborhood investment and revitalization, education, public safety, recreation, economic development and social services.

In an effort to broaden public participation in the development of the Consolidated Plan, the online survey was sent out to all residents registered for the City newsletter and was also available on the 2020 Plan Manchester website. All residents who participated in the public hearings were encouraged to take the survey. A total of 91 residents participated, 78 used the English version and 13 used the Spanish versions.

**Citizen Participation Outreach**

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Newspaper Ad	Non-targeted/broad community	Public notices were published in the Union Leader on September 9, 2019, January 17, 2020 and February 28, 2020 (see attached Legal Notice).A legal notice announcing the availability of the draft HUD 2020-2024 Consolidated Plan and HUD 2020 Annual Action Plan for public comment and review was published on April 10, 2020.	Staff invited verbal comments and also solicited written comments as well (see attached, "AD-25 Summary of Public Hearing Comments").	None	

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Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
2	Internet Outreach	Non-targeted/broad community	Email notices were sent to multiple organizations and agencies, including the Manchester Continuum of Care, to currently funded agencies and agencies with a submitted City FY2020 funding request. The times, dates and locations were also posted on the City of Manchester website and the local television station's community calendar.	Staff invited verbal comments, solicited written comments, and gathered survey responses as well (see attached, "AD-25 Summary of Public Hearing Comments").	None	

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Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
3	Posters and Flyers	Non-targeted/broad community	Posters and Flyers were posted in multiple city buildings as well as CIP funded organizations notifying of time and places of the meetings.			
4	Posters and Flyers	Non-English Speaking - Specify other language: Spanish  Residents of Public and Assisted Housing	The public hearings held on January 21 & 22 were targeted to the public housing residents. The hearings were hosted at the Community Center of Kelley Falls Public Housing Development and Hope Tabernacle Community Center, the emergency shelter overflow.	Staff invited verbal comments, solicited written comments, and gathered survey responses as well (see attached, "AD-25 Summary of Public Hearing Comments").	None	

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Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
5	Public Hearing	Non-targeted/broad community	Over 80 individuals attended one of the public hearings held on Sept 16, 2019; January 21, 2020, January 22, 2020 and March 9, 2020.	Staff invited verbal comments, solicited written comments, and gathered survey responses as well (see attached, "AD-25 Summary of Public Hearing Comments").	None	

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Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
6	Posters and Flyers	<p>Non-English Speaking - Specify other language: Spanish</p> <p>Non-targeted/broad community</p>	<p>An online survey was sent out to all residents registered for the City newsletter as well all of the agencies on the Community Improvement Program email list. The survey was also available on the Plan Manchester website (Master Plan). All residents who participated in the public hearings were encouraged to take the survey. A total of 91 participated, 78 English version and 13 Spanish versions.</p>	<p>All comments were tabulated in the survey report. (see attached, "AD-25 Summary of Public Hearing Comments").</p>	None	<p><a href="https://planmanchester.com/HUD-Plan">https://planmanchester.com/ HUD-Plan</a></p>

**Table 4 – Citizen Participation Outreach**



## Needs Assessment

### NA-05 Overview

#### Needs Assessment Overview

This assessment is based upon the CHAS data collected specifically for HUD and the comments that have been solicited from the community in conjunction with the City's citizen participation process. The CHAS data analyzed for this Consolidated Plan is based on the American Community Survey (ACS), 5-year Estimates for 2011-2015. This section summarizes the key points included in the following sections (NA-10; NA-15; NA-20; NA-25, NA-30 and NA-35).

Across the board, the need for affordable housing in Manchester continues to be a major challenge and a high priority particularly among all families and households earning less than 80% of the 2020 HUD adjusted Median Family Area Income (AMFI) of \$88,600. Among the city's total households, 47.3% or 21,340 households earn incomes less than <80% of HAMFI.

The Housing Cost Burden (households that expend greater than 30% of their income on housing) is a significant housing issue among both owners and renters. In Manchester, there are 10,880 renter households and 3,998 owner households earning less than 80% AMI that are cost burdened. Approximately half of these households (5,775 renter households and 1,814 owner households) are severely cost burdened, spending more than 50% of their income on housing.

Other significant housing needs in Manchester include and an estimated 465 substandard housing units lacking complete plumbing or kitchen facilities specifically among rental units and 240 severely overcrowded units with 1.51 people per room again among rental units.

#### Disproportionately Greater Need

- **Housing Problems:** At the 30-50% AMI level, Black/African American, American Indian or Alaska Native, and Hispanic populations experience proportionately greater housing problems. At the 50-80% AMI level, Asian and American Indian or Alaska Native populations experience proportionately greater housing problems. At the 80-100% AMI level, Black/African American and Asian populations experience proportionately greater housing problems.
- **Severe Housing Problems:** At both the 0-30% and 30%-50% AMI levels, Asian and Hispanic populations experience proportionately greater severe housing problems. At the 50-80% AMI level, Asian and American Indian or Alaska Native populations experience proportionately greater severe housing problems. At the 80-100% AMI level, Black/African American populations experience proportionately greater severe housing problems.
- **Housing Cost Burden:** Housing cost burdens remain a significant problem across racial and ethnic groups in Manchester.

Public Housing

The Manchester Housing & Redevelopment Authority provides all public housing within the City of Manchester. -The agency owns and operates a total of 1,270 units designated for low-income families, elderly and disabled adults and provides over 2,000 housing subsidies for housing through the Section 8 Housing Choice Voucher Program.

Homeless Needs Assessment

The 2019 Manchester Point in Time Count indicated that 187 individuals were in homeless households with adults and children and 32 individuals were homeless veterans. Using HMIS data, it is estimated that 269 individuals were in homeless households with adults and children and 83 were homeless veterans throughout 2019.

Non-Housing Community Development Needs

The City of Manchester’s priority non-housing community development needs, including needs for public facilities, public improvements, public services and other eligible uses of CDBG focus on several key themes and programs. These themes include economic growth and development and job creation, workforce training and public infrastructure, including transportation expansion and improvements.

## **NA-10 Housing Needs Assessment - 24 CFR 91.205 (a,b,c)**

### **Summary of Housing Needs**

This needs assessment was conducted by evaluating Comprehensive Housing Affordability Strategy (CHAS) data developed by the Census Bureau for the City of Manchester, NH. Needs have been determined using the 2011-2015 CHAS data and 2011-2015 ACS 5-Year Estimates. Additionally, comments collected during the citizen participation period and public outreach efforts were used in determining the needs.

The analysis identifies major housing needs as: Affordable housing and housing cost burden, followed by fair housing counseling and representation, the need for emergency shelters and additional permanent shelter space, tenant based rental assistance, transitional housing, rapid re-housing opportunities, homeless prevention activities, homeownership down payment, safe and sanitary housing including substandard and overcrowded housing, and supportive neighborhood living environments.

Across the board affordable housing continues to be a major challenge, particularly for families and households earning less than 80% of the HUD Adjusted Median Family Area Income (HAMFI) of \$88,600 (2020). CHAS data indicates that the number of total households in Manchester increased by 3%, growing from 43,961 in 2009 to 45,145 in 2015. Approximately 47% of the city's households (21,340 households) earn incomes less than 80% of HAMFI.

There are 18,405 small family households (defined as a family with two to four members), 35.4% of which (or 6,520 households) earn less than 80% HAMFI. There are 2,560 large family households (defined as a family with five or more residents), 48.8% of which (or 1,250 households) earn less than 80% of HAMFI. Approximately 48.9% of the households which contain at least one person age 62-74 (or 4,195 of the 8,580 households) earn less than 80% of HAMFI. Approximately 73.7% of the households which contain at least one person age 75 or older (or 3,075 of the 4,170 households) earn less than 80% of HAMFI. Among households which contain one or more children 6 years old or younger, 3,410 of the 5,915 households (or 57.7%) earn less than 80% of HAMFI.

This data confirms that there are housing needs among all households earning incomes less than 80% of HAMFI. The data also indicates that there are also housing problems (households which contain at least one of the following problems: substandard housing lacking complete plumbing or kitchen facilities; severely overcrowded with more than 1.51 people per room; overcrowded with 1.01-1.5 people per room; housing cost burden greater than 50% of income; housing cost burden greater than 30% of income; and zero/negative income among renters) among renters earning less than 30% of area median income (AMI) than homeowners.

The most prevalent housing problem for renters is the housing cost burden, as 10,880 renter households earning less than 80% AMI spend 30% or more of household income on housing. More than half of those

renter households (5,775 households) spend 50% or more of household income on housing. The next most significant housing issue is overcrowded housing with 1.01-1.5 people per room followed by substandard housing lacking complete plumbing or kitchen facilities.

The response from the public and consultations with area non-profits supports the above data citing the critical need for more affordable housing which is crossing from very low income individuals, families, and even middle income families. There is also a need for renter education and budgeting. Another need that was determined from the consultation and public outreach addressed the lack residential supply on the whole in Manchester.

There are housing needs among individuals and families with children who are currently entering the homeless assistance program system as discussed in sections NA-40 Homeless Needs Assessment, MA-30 Homeless Facilities and Services and MA-35 Special Needs Facilities and Services.

Demographics	Base Year: 2009	Most Recent Year: 2015	% Change
Population	109,565	110,140	1%
Households	43,961	45,145	3%
Median Income	\$52,906.00	\$54,282.00	3%

**Table 5 - Housing Needs Assessment Demographics**

**Data Source:** 2005-2009 ACS (Base Year), 2011-2015 ACS (Most Recent Year)

**Number of Households Table**

	0-30% HAMFI	>30-50% HAMFI	>50-80% HAMFI	>80-100% HAMFI	>100% HAMFI
Total Households	7,320	6,130	7,890	5,480	18,325
Small Family Households	1,895	1,960	2,665	2,470	9,415
Large Family Households	455	425	370	330	980
Household contains at least one person 62-74 years of age	1,230	1,270	1,695	990	3,395
Household contains at least one person age 75 or older	1,070	1,240	765	435	660
Households with one or more children 6 years old or younger	1,105	1,150	1,155	915	1,590

**Table 6 - Total Households Table**

**Data Source:** 2011-2015 CHAS

**Housing Needs Summary Tables**

## 1. Housing Problems (Households with one of the listed needs)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
<b>NUMBER OF HOUSEHOLDS</b>										
Substandard Housing - Lacking complete plumbing or kitchen facilities	235	75	120	35	465	30	0	35	25	90
Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)	135	15	0	90	240	25	0	4	4	33
Overcrowded - With 1.01-1.5 people per room (and none of the above problems)	150	320	120	25	615	0	0	10	0	10
Housing cost burden greater than 50% of income (and none of the above problems)	3,845	1,475	145	70	5,535	730	570	495	110	1,905
Housing cost burden greater than 30% of income (and none of the above problems)	600	2,145	1,825	205	4,775	105	655	1,345	940	3,045

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
Zero/negative Income (and none of the above problems)	325	0	0	0	325	75	0	0	0	75

**Table 7 – Housing Problems Table**

Data 2011-2015 CHAS  
Source:

2. Housing Problems 2 (Households with one or more Severe Housing Problems: Lacks kitchen or complete plumbing, severe overcrowding, severe cost burden)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
<b>NUMBER OF HOUSEHOLDS</b>										
Having 1 or more of four housing problems	4,365	1,885	385	215	6,850	780	570	550	140	2,040
Having none of four housing problems	1,585	2,645	4,360	2,560	11,150	185	1,035	2,600	2,570	6,390
Household has negative income, but none of the other housing problems	325	0	0	0	325	75	0	0	0	75

**Table 8 – Housing Problems 2**

Data 2011-2015 CHAS  
Source:

3. Cost Burden > 30%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
<b>NUMBER OF HOUSEHOLDS</b>								
Small Related	1,475	1,495	580	3,550	134	290	700	1,124
Large Related	405	295	45	745	35	40	104	179
Elderly	1,070	1,020	450	2,540	530	715	590	1,835

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
Other	1,935	1,170	940	4,045	185	175	500	860
Total need by income	4,885	3,980	2,015	10,880	884	1,220	1,894	3,998

**Table 9 – Cost Burden > 30%**

Data 2011-2015 CHAS  
Source:

4. Cost Burden > 50%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
<b>NUMBER OF HOUSEHOLDS</b>								
Small Related	1,195	445	15	1,655	130	175	195	500
Large Related	330	15	0	345	35	40	4	79
Elderly	825	495	55	1,375	430	270	145	845
Other	1,755	570	75	2,400	145	85	160	390
Total need by income	4,105	1,525	145	5,775	740	570	504	1,814

**Table 10 – Cost Burden > 50%**

Data 2011-2015 CHAS  
Source:

5. Crowding (More than one person per room)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
<b>NUMBER OF HOUSEHOLDS</b>										
Single family households	220	284	110	40	654	25	0	8	0	33
Multiple, unrelated family households	25	40	10	0	75	0	0	4	4	8
Other, non-family households	50	10	15	75	150	0	0	0	0	0
Total need by income	295	334	135	115	879	25	0	12	4	41

**Table 11 – Crowding Information – 1/2**

Data 2011-2015 CHAS  
Source:

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
Households with Children Present	0	0	0	0	0	0	0	0

**Table 12 – Crowding Information – 2/2**

Data Source  
Comments:

**Describe the number and type of single person households in need of housing assistance.**

Another data subset analyzed as part of this housing needs assessment is single person households or single-occupant housing. In examining the 2011-2015 ACS 5-Year Estimates, there are a total of 14,146 one-person households in Manchester. By applying the city’s overall poverty rate of 15% of total population (2011-2015 ACS 5-Year Estimates), it can be estimated that roughly 2,122 single-person households in Manchester are in need of affordable housing assistance. Single-person households, especially for the elderly, are particularly vulnerable due to having one income or being on a fixed income.

Waiting lists continue to be an issue for public housing with wait times for Section 8 vouchers up to 6 years, housing for the elderly or disabled between 1.5 and 2 years, and family housing with 2 and 3 bedrooms between 2 and 4 years.

**Estimate the number and type of families in need of housing assistance who are disabled or victims of domestic violence, dating violence, sexual assault and stalking.**

The City of Manchester has increasingly made it a priority to provide affordable housing for both disabled families and victims of domestic violence and sexual assault. These populations are at risk to experience problems unexpectedly and therefore require assistance.

The 2014-2018 American Community Survey five-year estimates report that approximately 7,776 people in Manchester have a disability with ambulatory difficulty, 2,920 people have a disability with self-care difficulty, 5,104 people have a disability with independent living difficulty. These represent populations that may be in need of special housing needs and/or ADA accommodations.

**What are the most common housing problems?**

The most common housing problems and needs cited in the City of Manchester according to HUD’s CHAS data based on the 2011-2015 U.S. Census ACS 5-Year Estimates include:

- Substandard Housing – Lacking complete plumbing or kitchen facilities

- Severely Overcrowded – With less than 1.51 people per room (and complete kitchen and plumbing)
- Overcrowded – With 1.01-1.5 people per room (and none of the above problems)
- Housing cost burden greater than 50 percent of income (and none of the above problems)
- Housing cost burden greater than 30 percent of income (and none of the above problems)
- Zero/negative Income (and none of the above problems)

Approximately 38% of all households in Manchester (owner and renter) have one of the above identified housing needs. The most prevalent housing problem for both renters and owners is the housing cost burden. There are 10,880 renter households earning less than 80% AMI that spend 30% or more of household income on housing. More than half of those renter households (5,775 households) spend 50% or more of household income on housing. Similarly, there are 3,998 owner households earning less than 80% AMI that spend 30% or more of household income on housing and 1,814 owner households earning less than 80% AMI that spend 50% or more of household income on housing. Given these findings, it can be concluded that the largest housing need in Manchester is to increase affordability for both low income renters and homeowners.

Based on this CHAS data, there are a total of 465 substandard renter-occupied housing units in Manchester which lack complete plumbing facilities and 240 severely overcrowded units with 1.51 people per room among renter households. Among owner-occupied households, there are significantly less substandard and overcrowded households; 90 total households which lack complete kitchens and 33 total households which are severely overcrowded. The needs of individuals and families with children who are currently entering the homeless assistance system or appearing for the first time on the streets are described in section NA-40.

### **Are any populations/household types more affected than others by these problems?**

Young families just starting out (including immigrant families) and special needs subpopulation groups such as the elderly and frail elderly, persons with mental illness, persons with development disabilities, persons with physical disabilities, persons with alcohol and other drug dependency, victims of domestic violence, and at-risk youth are limited by low earnings and are all affected by these and other housing problems. Many families and non-homeless individuals experience an inability to earn high enough income to afford the cost of a private market rental. Young families and many special needs subpopulation groups must resort to housing units with unsafe living conditions to make ends meet. In addition, many elderly are on fixed incomes and often cannot afford to age in place, make improvements or move to a new home which is safe and has adequate plumbing and kitchen facilities.

According to the 2019 New Hampshire Housing Finance Authority Rental Survey, the average rent for a two-bedroom apartment in Manchester is \$1,406/month. Median gross rents for 2-bedroom rents have increased by 42.3% over the past ten years, growing from \$988/month in 2009 to \$1,406/month in 2019. The 2019 Rental Survey indicates that the median rent for a 2-bedroom unit in Hillsborough County is \$1,456, requiring a household income of \$58,200 (or 130% of the median income) to be

affordable. The survey concludes that 12% of 2-bedroom units in Hillsborough County are affordable to renter households earning the median income (\$44,730).

**Describe the characteristics and needs of Low-income individuals and families with children (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered 91.205(c)/91.305(c)). Also discuss the needs of formerly homeless families and individuals who are receiving rapid re-housing assistance and are nearing the termination of that assistance**

Section NA-40 Homeless Needs Assessment of this Plan provides a clear summary and description of the characteristics and needs of low-income individuals and families which children that are currently housed but are at risk of becoming homeless and unsheltered. Much of this information is identified with respect to the needs of individuals and families with children who are currently entering the homeless assistance system or appearing for the first time on the streets.

Besides the rising cost of housing and rent, the loss of employment, income, and other financial resources necessary to maintain a home or rental property, the lack of knowledge on tenants' rights is also one of the largest issues contributing to families with children at imminent risk of losing their home. Manchester continues to be an immigrant and refugee resettlement community and as a result there is a significant language barrier between tenants and landlords, including miscommunications often leading to eviction and tenants leaving out of fear.

Evictions and unexpected relocation increase the number of households in need of affordable housing. Specifically, household instability stems from the primary issue of housing cost burden coupled with increasing fair market rents. Contributing factors to instability also include income, unstable work environment, domestic violence, substance abuse and unemployment. Further, the City of Manchester has a challenge with a lack of available public housing and emergency units.

**If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates:**

Estimates of at-risk population(s) are not conducted by the City. Manchester relies on the HUD mandated Point in Time Count to estimate at-risk populations. The 2019 Point in Time Count indicated that 187 individuals were in homeless households with adults and children and 32 individuals were homeless veterans. Using HMIS data, it is estimated that 269 individuals were in homeless households with adults and children and 83 were homeless veterans throughout 2019

**Specify particular housing characteristics that have been linked with instability and an increased risk of homelessness**

### Low Incomes Compared to Cost of Housing

NHHFA data shows that the median gross rental cost for all units in Manchester increased by 33.2% from 2009 to 2019. As rental rates increase, the job market continues to lack living wage jobs for individuals with limited abilities and skills.

### Inadequate Supply of Rent Subsidy Vouchers / Housing Units

The cuts to the Housing Voucher programs and resulting 6 year waiting lists, the five year maximum TANF and the lack of living wage jobs will have a large impact on the Manchester Continuum of Care (MCoC) in that individuals and families will remain in transitional and permanent supportive housing longer. This creates a problem for people needing these services as there will be no available units. Homeless families have been significantly impacted by the reductions in the rent subsidy programs. Most homeless persons had some form of income, nearly half were employed. Incomes from these sources were generally not adequate to carry the ongoing rent of housing without a rent subsidy.

### Lack of Household Resource Management Skills

Low Income households have to become expert managers of resources, non-cash and cash that are required to meet their family's basic needs. A complex array of community resources can be called upon to reduce costs, such as: food pantries, Meals on Wheels, School Lunches, donated clothing, community health, and utility assistance programs.

## **Discussion**

Each population in the city experiences housing problems differently, leading to disproportion amongst populations. For this reason, it is vital to analyze CHAS data and evaluate which subset is in greater need of housing than others. The analysis of the CHAS data in this plan confirms that there are housing needs among all households in the city earning less than 80% of HAMFI followed by small family households, households containing elderly persons and children, and large families.

Overall, the greatest housing needs in Manchester are the provision of affordable housing for low/moderate income families and households that rent and the provision of housing services aimed at minimizing and assisting renters and homeowners with housing cost burdens in excess of 30% of household income. This also includes providing affordable housing assistance and services to single person households in need of assistance; disabled individuals or victims of domestic violence or abuse; young families just starting out (including immigrant families) looking to buy a home or rent an apartment; as well as low-income individuals and families who may be currently housed, but are at risk of either residing in shelters or becoming unsheltered or in need of rapid re-housing assistance.

**NA-15 Disproportionately Greater Need: Housing Problems – 91.205 (b)(2)**

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

**Introduction**

The purpose of this section is to determine if any racial or ethnic group according to HUD’s regulation(s): 91.205 (b)(2) has disproportionately greater need in comparison to the needs of that category of need as a whole.

A disproportionately greater need exists when the members of racial or ethnic group at an income level experience one or more housing problems at a greater rate (10% or more) than the income level as a whole.

The 2011-2015 CHAS data provided by HUD to the City of Manchester captures the number of housing problems by income, race, and ethnicity. The housing problems that have been identified include the following: 1. Lacks complete kitchen facilities; 2. Lacks complete plumbing facilities; 3. More than one person per room; and 4. Cost Burden greater than 30%. Each table provides data for a different income level (0-30%, 30-50%, 50-80%, and 80-100% AMI). To determine if a disproportionate greater need exists in Manchester among the city’s race and ethnic groups at these income levels, a calculation is performed to determine if a specific racial or ethnic group is 10 percentage points higher than the city as a whole.

**0%-30% of Area Median Income**

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	5,855	1,065	400
White	4,635	845	265
Black / African American	250	110	40
Asian	225	8	50
American Indian, Alaska Native	0	4	0
Pacific Islander	0	0	0
Hispanic	660	80	35

**Table 13 - Disproportionally Greater Need 0 - 30% AMI**

Data Source: 2011-2015 CHAS

\*The four housing problems are:

- 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

**30%-50% of Area Median Income**

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	5,255	880	0
White	4,045	770	0
Black / African American	289	10	0
Asian	375	54	0
American Indian, Alaska Native	4	0	0
Pacific Islander	0	0	0
Hispanic	405	10	0

**Table 14 - Disproportionally Greater Need 30 - 50% AMI**

Data Source: 2011-2015 CHAS

\*The four housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than one person per room,
4. Cost Burden greater than 30%

**50%-80% of Area Median Income**

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	4,095	3,790	0
White	3,375	3,255	0
Black / African American	145	130	0
Asian	85	25	0
American Indian, Alaska Native	10	0	0
Pacific Islander	0	0	0
Hispanic	405	305	0

**Table 15 - Disproportionally Greater Need 50 - 80% AMI**

Data Source: 2011-2015 CHAS

\*The four housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than one person per room,
4. Cost Burden greater than 30%

**80%-100% of Area Median Income**

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	1,500	3,980	0
White	1,290	3,430	0
Black / African American	65	105	0
Asian	74	65	0
American Indian, Alaska Native	0	0	0
Pacific Islander	0	0	0
Hispanic	49	365	0

**Table 16 - Disproportionally Greater Need 80 - 100% AMI**

Data Source: 2011-2015 CHAS

\*The four housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than one person per room,
4. Cost Burden greater than 30%

**Discussion**

The results of the calculation to determine disproportionate need are discussed below.

At the 0-30% AMI level, 80% (5,855 of the 7,320 households) experience one or more housing problems. No one racial or ethnic group at this level experiences a disproportionately greater need than income level as a whole.

At the 30-50% AMI level, 85.7% (5,255 of the 6,135 households) experience one or more housing problems. Racial and ethnic groups experiencing a disproportionately greater need than the income level as a whole include: Black/African American (96.7%), American Indian or Alaska Native (100%), and Hispanic (97.6%).

At the 50-80% AMI level, 51.9% (4,095 of the 7,885 households) experience one or more housing problems. Racial and ethnic groups experiencing a disproportionately greater need than the income level as a whole include: Asian (77.3%) and American Indian or Alaska Native (100%).

At the 80-100% AMI level, 27.4% (1,500 of the 5,480 households) experience one or more housing problems. Racial and ethnic groups experiencing a disproportionately greater need than the income level as a whole include: Black/African American (38.2%) and Asian (53.2%).

Another way to examine the disproportionately greater need is to take into consideration the overall makeup of racial and ethnic populations in the City of Manchester. According to the U.S. Census ACS

2011-2015 five-year estimates, the City of Manchester's population consists of 88,143 (80%) White, 9,624 (8.7%) Hispanic or Latino; 5,065 (4.6%) Black or African American; 5,029 (4.6%) Asian; 111 (.01%) American Indian and Alaska Native; 4 (.004%) Pacific Islander; 124 (0.1%) some other race alone; and 2,039 (1.9%) two or more races. The CHAS data reveals that while Hispanic or Latino ethnic groups make up 8.7% of the population, 11.3% of extremely low income households experiencing one or more housing problems are Hispanic.

It is important to note that the majority of extremely low and very low income households in Manchester experience housing problems as these populations primarily reside in rental housing located in sections of the city where the housing was built before 1950 and is generally in poor condition. The older buildings are less expensive to rent, tend to be close to public transit and within walking distance of employment and shopping opportunities.

**NA-20 Disproportionately Greater Need: Severe Housing Problems – 91.205 (b)(2)**

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

**Introduction**

The purpose of this section is to determine if any racial or ethnic group according to HUD’s regulations 91.205 (b)(2) has a disproportionately greater need in comparison to the needs of that category of need as a whole specifically in terms of severe housing problems.

A disproportionately greater need exists when the members of racial or ethnic group at an income level experience one or more Severe Housing Problems at a greater rate (10% or more) than the income level as a whole.

The 2011-2015 CHAS data provided by HUD to the City of Manchester captures the number of housing problems by income, race, and ethnicity. The housing problems that have been identified include the following: 1. Lacks complete kitchen facilities; 2. Lacks complete plumbing facilities; 3. More than 1.5 person per room; and 4. Cost Burden greater than 50%. Each table provides data for a different income level (0-30%, 30-50%, 50-80%, and 80-100% AMI). To determine if a disproportionate greater need exists in Manchester among the city’s race and ethnic groups at these income levels, a calculation is performed to determine if a specific racial or ethnic group is 10 percentage points higher than the city as a whole.

**0%-30% of Area Median Income**

<b>Severe Housing Problems*</b>	<b>Has one or more of four housing problems</b>	<b>Has none of the four housing problems</b>	<b>Household has no/negative income, but none of the other housing problems</b>
Jurisdiction as a whole	5,145	1,770	400
White	4,025	1,455	265
Black / African American	240	125	40
Asian	225	8	50
American Indian, Alaska Native	0	4	0
Pacific Islander	0	0	0
Hispanic	615	130	35

**Table 17 – Severe Housing Problems 0 - 30% AMI**

Data Source: 2011-2015 CHAS

\*The four severe housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

**30%-50% of Area Median Income**

<b>Severe Housing Problems*</b>	<b>Has one or more of four housing problems</b>	<b>Has none of the four housing problems</b>	<b>Household has no/negative income, but none of the other housing problems</b>
Jurisdiction as a whole	2,455	3,680	0
White	1,845	2,975	0
Black / African American	119	185	0
Asian	210	220	0
American Indian, Alaska Native	0	4	0
Pacific Islander	0	0	0
Hispanic	205	205	0

**Table 18 – Severe Housing Problems 30 - 50% AMI**

Data Source: 2011-2015 CHAS

\*The four severe housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

**50%-80% of Area Median Income**

<b>Severe Housing Problems*</b>	<b>Has one or more of four housing problems</b>	<b>Has none of the four housing problems</b>	<b>Household has no/negative income, but none of the other housing problems</b>
Jurisdiction as a whole	935	6,960	0
White	815	5,815	0
Black / African American	25	250	0
Asian	40	70	0
American Indian, Alaska Native	10	0	0
Pacific Islander	0	0	0
Hispanic	40	665	0

**Table 19 – Severe Housing Problems 50 - 80% AMI**

Data Source: 2011-2015 CHAS

\*The four severe housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

**80%-100% of Area Median Income**

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	355	5,130	0
White	280	4,435	0
Black / African American	45	125	0
Asian	8	130	0
American Indian, Alaska Native	0	0	0
Pacific Islander	0	0	0
Hispanic	8	405	0

**Table 20 – Severe Housing Problems 80 - 100% AMI**

Data Source: 2011-2015 CHAS

\*The four severe housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

**Discussion**

According to the 2011-2015 CHAS data subset for the City of Manchester, a total of 5,145 households at the 0-30% AMI have one or more severe housing problems; a total of 2,455 households at the 30-50% AMI have one or more severe housing problems; a total of 935 households at the 50-80% AMI have one or more severe housing problems; and a total of 355 households at the 80-100% AMI have one or more severe housing problems.

Calculations were performed using the 2011-2015 CHAS data subset for the City of Manchester to determine disproportionate need among racial and ethnic groups as it relates to severe housing problems. A disproportionately greater need exists when the members of racial or ethnic group at an income level experience one or more severe housing problems at a greater rate (10% or more) than the income level as a whole. The results of the calculation to determine disproportionate need are discussed below.

At the 0-30% AMI level, 70.3% (5,145 of the 7,315 households) experience one or more severe housing problems. 79.5% of Asian households and 78.8% of Hispanic households at this income level experience one more severe housing problems.

At the 30-50% AMI level, 40% (2,455 of the 6,135 households) experience one or more severe housing problems. Racial and ethnic groups experiencing a disproportionately greater need than the income level as a whole include: Asian (48.8%) and Hispanic (50%).

At the 50-80% AMI level, 11.8% (935 of the 7,895 households) experience one or more severe housing problems. Racial and ethnic groups experiencing a disproportionately greater need than the income level as a whole include: Asian (36.4%) and American Indian or Alaska Native (100%).

At the 80-100% AMI level, 6.5% (355 of the 5,485 households) experience one or more severe housing problems. Racial and ethnic groups experiencing a disproportionately greater need than the income level as a whole include: Black/African American (26.5%).

Another way to examine the disproportionately greater need is to take into consideration the overall makeup of racial and ethnic populations in the City of Manchester. According to the U.S. Census ACS 2011-2015 five-year estimates, the City of Manchester's population consists of 88,143 (80%) White, 9,624 (8.7%) Hispanic or Latino; 5,065 (4.6%) Black or African American; 5,029 (4.6%) Asian; 111 (.01%) American Indian and Alaska Native; 4 (.004%) Pacific Islander; 124 (0.1%) some other race alone; and 2,039 (1.9%) two or more races. The CHAS data reveals that while Hispanic or Latino ethnic groups make up 8.7% of the population, 12% of extremely low income households experiencing one or more housing problems are Hispanic.

As described in Section NA-15, the majority of the City's race and ethnic populations reside primarily in rental housing located in sections of the City where the housing is in poor condition or was built prior to 1950. Many of these rental housing units are located in older buildings which are less expensive to rent. To review the significance of the percentage of extremely low, low, and moderate income households with Severe Housing Problems, please refer to the attached maps.

**NA-25 Disproportionately Greater Need: Housing Cost Burdens – 91.205 (b)(2)**

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

**Introduction:**

The purpose of this section is to determine if any racial or ethnic group according to HUD’s regulations 91.205 (b)(2) has a disproportionately greater need in comparison to the needs of that category of need as a whole specifically in terms of housing cost problems.

The housing cost burden is one of the most significant affordable housing issues Manchester residents face. The Housing Cost Burden is defined as the percentage of household income spent for mortgage costs or gross rent.

According to HUD programs, households spending more than 30 percent of area median income for housing costs are considered to be "cost-burdened." Households spending more than 50 percent are considered to be "severely cost-burdened." Housing is generally considered to be affordable if the household pays less than 30 percent of income.

The 2011-2015 CHAS data subset provided by HUD to the City of Manchester captures the cost burden for the City of Manchester by racial and ethnic group. Data is provided for households experiencing no cost burden (less than 30%), cost burden (30-50%), severe cost burden (more than 50%), and no/negative income. To determine if a disproportionate greater need exists in Manchester among the city’s race and ethnic groups, a calculation is performed to determine if a specific racial or ethnic group experiences this burden at a percentage that is equal to or greater than 10 percentage points higher than the city as a whole.

**Housing Cost Burden**

Housing Cost Burden	<=30%	30-50%	>50%	No / negative income (not computed)
Jurisdiction as a whole	26,720	10,110	7,860	445
White	23,575	8,205	6,485	275
Black / African American	785	440	265	50
Asian	910	475	240	75
American Indian, Alaska Native	4	4	10	0
Pacific Islander	0	0	0	0
Hispanic	1,225	780	750	35

**Table 21 – Greater Need: Housing Cost Burdens AMI**

Data Source: 2011-2015 CHAS

**Discussion:**

Utilizing the 2011-2015 CHAS data subset related to housing cost burden by race and ethnicity in the City of Manchester, the following observations can be made.

59.2% or 26,720 households are without a cost burden;

22.4% or 10,110 households are cost-burdened and pay between 30 -50% of their income on housing-related costs;

17.4% or 7,860 households are severely cost-burdened and pay over 50% of their income on housing-related costs; and

1.0% or 445 households whose income is \$0 or negative due to self-employment, dividends, and net rental income.

The housing cost burden is one of the most pressing housing issues in Manchester among all races and ethnic groups. At least 21% of households in each race and ethnic group experience housing cost burden (paying more than 30% of income on housing), with the highest proportions being Black/African American (28.6%) and Hispanic (28%).

Severe housing cost burdens are disproportionately greater for Hispanic (26.9%) and American Indian or Alaska Native households (55.6%) relative to the city as a whole (17.4%).

The housing cost burden is particularly acute among extremely low and low income households. The attached maps illustrate areas of the city where the housing cost burden is concentrated for extremely low, low, and moderate income households.

## **NA-30 Disproportionately Greater Need: Discussion – 91.205(b)(2)**

### **Are there any income categories in which a racial or ethnic group has disproportionately greater need than the needs of that income category as a whole?**

Under HUD guidelines and as documented by the 2011-2015 CHAS data and 2011-2015 ACS five-year estimates provided to the City of Manchester, the following race and ethnic groups have been identified as having disproportionately greater needs among the following income categories.

#### Housing Problems:

- 30-50% AMI – Black/African American, American Indian or Alaska Native, and Hispanic ethnic group
- 50-80% AMI – Asian, and American Indian or Alaska Native
- 80-100% AMI – Black/African American and Asian

#### Severe Housing Problems:

- 30-50% AMI – Hispanic
- 50-80% AMI – Asian, and American Indian or Alaska Native
- 80-100% AMI – Black/African American

#### Cost Burden:

- Cost burden is a pressing issue across racial and ethnic groups. For information on AMI categories ( Extremely Low, Low and Moderate Income) households with Severe Cost Burdens, please refer to the Maps attached in NA-25.

### **If they have needs not identified above, what are those needs?**

As described in section NA-10 Housing Needs Assessment, the greatest housing need in Manchester is to increase affordability for all low income households, families and individuals. Affordable housing continues to be a challenge for those families in Manchester earning less than 80% of the median family income. Identifying affordable housing opportunities for this population continues to be a priority need. This is also especially important to renters and elderly populations as they often experience the largest cost burden among all populations analyzed in the City of Manchester.

In addition to the elderly, renters are often viewed as a population that are negatively impacted by substandard housing conditions. Renters are at a disadvantage due to the fact that they are unable to make repairs; they are reliant on landlords and management companies. As housing prices rise and affordable housing becomes harder to provide, families and individuals are forced into renting rather than buying. The number of housing units and the housing market in Manchester currently provides more rental housing than owner occupied housing which leads to a larger population of renters

experiencing a disproportionately greater need with reference to Housing Problems. For information on AMI categories ( Extremely Low, Low and Moderate Income) households with Severe Housing Problems, please refer to the Maps attached in NA-20.

**Are any of those racial or ethnic groups located in specific areas or neighborhoods in your community?**

Census tracts in the center of the city tend to have higher concentrations of minority populations. These same census tracts also have a higher percentage of homes built prior to 1950, contributing to the disproportionate amount of housing problems in these areas.

## **NA-35 Public Housing – 91.205(b)**

### **Introduction**

The mission of the Manchester Housing and Redevelopment Authority (MHRA), the public housing authority for the City of Manchester, is to provide and sustain affordable, decent housing for low-income families and individuals and to the extent possible, supportive services to residents. In pursuit of this mission, MHRA offers housing and housing assistance, as well as associated supportive services to its residents. MHRA owns and manages 1,270 units of public housing which are available to families, the elderly and persons with disabilities who earn within 80% of the area median income. In addition to public housing, MHRA has developed 152 units of service-assisted housing for very-low income (50% median income) elderly and people with disabilities using funds from the Low Income Housing Tax Credit Program (LIHTC) and from the City, as well as state, federal and private resources. All MHRA housing is maintained in good physical condition and is inspected annually by MHRA, U.S. Department of Housing and Urban Development (HUD), NH Housing and periodically by the Federal Home Loan Bank of Boston.

MHRA also provides rental assistance for households with incomes below 50% of the area median income utilizing 1966 Housing Choice Vouchers (HCV), 148 Veterans Affairs Supportive Housing Vouchers (VASH) for homeless veterans, and 100 vouchers for Non-Elderly Persons with Disabilities. Additionally, MHRA administers 23 units of Section 8 Moderate Rehabilitation assistance (Robinson House) for Homeless Individuals. All voucher and Moderate Rehabilitation units are inspected at initial lease-up and biennially to ensure that they meet local codes and Housing Quality Standards. As of November 1, 2018, MHRA was awarded 40 Mainstream Vouchers for income eligible families who are homeless, at risk of homelessness, at risk of institutionalization, or transitioning out of an institution or other segregating setting and have a disabled household member, who is over 18 years old, but under 62 years old.

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

**Totals in Use**

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher		
				Total	Project - based	Tenant - based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers in use	0	18	1,130	1,812	283	1,475	28	0	0

**Table 22 - Public Housing by Program Type**

\*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Data Source: PIC (PIH Information Center)

**Characteristics of Residents**

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher		
				Total	Project - based	Tenant - based	Veterans Affairs Supportive Housing	Family Unification Program	
Average Annual Income	0	4,803	15,153	13,983	13,644	13,837	13,550	0	
Average length of stay	0	2	6	6	2	7	0	0	
Average Household size	0	1	1	2	1	2	1	0	
# Homeless at admission	0	0	0	294	26	259	0	0	
# of Elderly Program Participants (>62)	0	1	458	449	101	340	4	0	
# of Disabled Families	0	4	407	830	87	725	13	0	

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	Program Type							
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher	
				Total	Project - based	Tenant - based	Veterans Affairs Supportive Housing	Family Unification Program
# of Families requesting accessibility features	0	18	1,130	1,812	283	1,475	28	0
# of HIV/AIDS program participants	0	0	0	0	0	0	0	0
# of DV victims	0	0	0	0	0	0	0	0

Table 23 – Characteristics of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

Race of Residents

Race	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher		
				Total	Project - based	Tenant - based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
White	0	18	985	1,672	253	1,369	26	0	0
Black/African American	0	0	120	116	29	85	2	0	0
Asian	0	0	14	5	0	4	0	0	0
American Indian/Alaska Native	0	0	3	6	0	6	0	0	0
Pacific Islander	0	0	8	13	1	11	0	0	0
Other	0	0	0	0	0	0	0	0	0

**\*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition**

**Table 24 – Race of Public Housing Residents by Program Type**

Data Source: PIC (PIH Information Center)

**Ethnicity of Residents**

Ethnicity	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher		
				Total	Project - based	Tenant - based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
Hispanic	0	0	125	214	26	183	0	0	0
Not Hispanic	0	18	1,005	1,598	257	1,292	28	0	0

**\*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition**

**Table 25 – Ethnicity of Public Housing Residents by Program Type**

Data Source: PIC (PIH Information Center)

**Section 504 Needs Assessment: Describe the needs of public housing tenants and applicants on the waiting list for accessible units:**

Based on the Needs Assessment and Transition Plan prepared by MHRA some years ago, improvements have been made to common areas and apartments, adding accessibility features so that MHRA meets all accessibility requirements. To meet the needs of individuals with hearing impairments, MHRA has contracted with a TDD relay firm and has informed all public housing residents and applicants of its availability. Currently, 78 of the 1,270 units of public housing are fully accessible . Based on the findings of the Needs Assessment and its past experience with placement of persons with disabilities in these units, MHRA believes that these existing 78 units are sufficient at the present time to meet the needs of the disabled public housing residents and applicants. In addition, MHRA has the ability to add accessibility features as a reasonable accommodation for residents who become disabled while in occupancy and require such features. MHRA will continue to assess the needs for such housing and how it can best serve the needs of public housing residents with disabilities. MHRA has sent staff to various training seminars on Section 504 to enhance their understanding of the law and will continue its efforts in this regard to maintain an awareness of compliance issues pertaining to persons with disabilities. In terms of making individuals with disabilities aware of the availability of the accessible units, MHRA has utilized several methods of information dissemination in order to be as effective as possible. MHRA has utilized media announcements, established relationships with advocacy groups for the disabled such as the Granite State Independent Living Foundation and includes informational fliers in all Housing Choice Voucher and Public Housing pre-applications.

**Most immediate needs of residents of Public Housing and Housing Choice voucher holders**

MHRA residents have a variety of needs including; improved funding for supportive services to enable elderly resident or people with disabilities to remain in housing as their need for services increases, better access to alcohol/drug counseling, mental health services, affordable dental care, improved support services for refugees (financial management, parenting classes, etc.), affordable child care, and improved crime prevention/security. MHRA's current waiting list has 3035 applicants.

**How do these needs compare to the housing needs of the population at large**

The needs of MHRA residents are similar to the needs of the population at large; affordable housing, supportive/affordable services, counseling, and safety/security are all community-wide needs.

**Discussion**

MHRA is the largest public housing agency in Northern New England. The 1,270 units owned and managed by MHRA are designated for low-income families, elderly and disabled adults. Additionally, MHRA provides over 1,800 housing subsidies for housing through the Section 8 Housing Choice Voucher Program and continues to apply for more voucher subsidy whenever possible. MHRA is currently exploring various development opportunities to increase new affordable housing units in the

city. MHRA has consistently provided programs to low-income families to help them learn the skills necessary to maintain a household. Through cooperation with NH Housing, Southern New Hampshire Services, and other community agencies. MHRA is continuing to improve their services and provide low-income residents with the assistance they need

## **NA-40 Homeless Needs Assessment – 91.205(c)**

### **Introduction:**

Homelessness has been and continues to be a problem in the City of Manchester. In 2008, the City of Manchester adopted its 10-Year-Plan to End Homelessness as a response to the growing issue of homelessness. The vision of the 2008 Plan was: 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. There were eight goals established to implement the vision. These goals included rapidly re-housing for the homeless, prevention of people from becoming homeless, providing adequate employment/educational services, no person sleeping or living on the streets, focus on needs of veterans, increased access to supportive services, building public awareness, and establishing a Steering Committee to serve as community champions for the 10-Year-Plan.

The plans goals were achieved with varying levels of success. In 2019, the Mayor created a Task Force with the goal of submitting recommendations to the Board of Mayor and Aldermen, regarding homelessness. The taskforce was made up of 38 community leaders. Members of the Taskforce were also assigned to one of the following subcommittees: Panhandling, Outreach and Services, Housing and Sector Capacity, and Prevention.

Homelessness is a complex problem that stems from a combination of extreme poverty, health issues, and unaffordable and unavailable housing stock. Manchester Continuum of Care (MCoC) provides coordination with all of the homeless providers in bringing timely access to important community based services. Employment training, medical care, mental health and substance abuse counseling, housing, and other services facilitate an individual's or family's ability to attain and maintain a stable living environment. Numerous homeless providers in Manchester have been working hard on these issues for many years and are doing exceptional work. Yet, there are long waiting lists of those in need and too many people still living on the streets in Manchester. Due to the high cost of housing, the demand for emergency shelter beds has remained steady. Also it is important to note that the City is seeing an increase in homeless youth population.

**Homeless Needs Assessment**

Population	Estimate the # of persons experiencing homelessness on a given night		Estimate the # experiencing homelessness each year	Estimate the # becoming homeless each year	Estimate the # exiting homelessness each year	Estimate the # of days persons experience homelessness
	Sheltered	Unsheltered				
Persons in Households with Adult(s) and Child(ren)	0	187	269	0	0	0
Persons in Households with Only Children	1	0	1	0	0	0
Persons in Households with Only Adults	50	223	1,169	0	0	0
Chronically Homeless Individuals	25	12	266	0	0	0
Chronically Homeless Families	2	0	25	0	0	0
Veterans	32	0	83	0	0	0
Unaccompanied Child	22	9	31	0	0	0
Persons with HIV	0	0	11	0	0	0

**Table 26 - Homeless Needs Assessment**

**Alternate Data Source Name:**

HMIS

**Data Source Comments:**

Indicate if the homeless population is: Has No Rural Homeless

**If data is not available for the categories "number of persons becoming and exiting homelessness each year," and "number of days that persons experience homelessness," describe these categories for each homeless population type (including chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth):**

## Nature and Extent of Homelessness: (Optional)

<b>Race:</b>	<b>Sheltered:</b>	<b>Unsheltered (optional)</b>
White	323	43
Black or African American	42	6
Asian	2	0
American Indian or Alaska Native	3	0
Pacific Islander	2	0
<b>Ethnicity:</b>	<b>Sheltered:</b>	<b>Unsheltered (optional)</b>
Hispanic	57	5
Not Hispanic	353	46

**Alternate Data Source Name:**

2019 Point in Time Count

**Data Source**

This data is derived from the 2019 Point in Time Count. It represents race and ethnicity of the homeless population on one night.

**Comments:**

### Multiple Races

Multi-race data is not included in the Nature and Extent of Homelessness table. The City of Manchester's 2019 Point in Time data included individuals who identified as multi-race. For unsheltered, the multi-race data is 2 individuals and for sheltered it is 38 individuals.

### Estimate the number and type of families in need of housing assistance for families with children and the families of veterans.

The 2019 Point in Time Count, which illustrates the homeless population on a single day in January, indicated that 187 individuals were in homeless households with adults and children and 32 individuals were homeless veterans. Using HMIS data, it is estimated that 269 individuals were in homeless households with adults and children and 83 were homeless veterans throughout 2019.

The City of Manchester has a waiting list for families seeking shelter. 240 families had been on the list at some point during 2018. It is estimated that between 36% and 42% of these families on the waiting list spent a portion of time living outside. Out of the 240 families on the waiting list for shelter, 35 entered a shelter in the community, 57 remained on the waiting list, and 148 were taken off the list due to failure to make contact with the families.

The amount of homeless students in Manchester has increased by about 16% from 2013 to 2018. In 2018, 798 students were homeless. 57.8% of Manchester students receive a free or reduced lunch, an increase of about 7% from 2013.

## **Describe the Nature and Extent of Homelessness by Racial and Ethnic Group.**

<div>The homeless population in Manchester is roughly 82% White, 6% Hispanic, 8% African American, 2% Asian and 2% Other or Multi-racial.</div>

## **Describe the Nature and Extent of Unsheltered and Sheltered Homelessness.**

It is estimated that there were 1180 individuals that became first-time homeless in FY 2019. The Way Home provides Homeless Prevention and Rapid Rehousing for the Manchester homeless population. In FY 2019, 19 individuals were re-housed through the Rapid Rehousing program and 21 participated in the Homeless Prevention program. The Homeless Prevention program includes education on positive landlord relationships, City initiatives around lead poisoning, bedbugs and other infestations, and individualized diversion strategies.

The family emergency shelter, operated by Families in Transition/ New Horizons (FIT), allows families to access services along with shelter housing. Access to services in addition to connections to housing plays a significant part in reducing lengths of shelter stays. The family shelter facility also includes a Head Start daycare, health clinic, a food pantry with commercial kitchen, and an intake center.

The Families in Transition/ New Horizons Shelter provides 76 beds to those 18 and older. During the day, the shelter offers case management support. Topics included in the case management support are housing strategies, employment options, assistance with applying to federal and state benefits, clothing and personal supplies, and referrals to other community resources.

YWCA's Emily's Place provides 11 beds to shelter women and children from domestic violence and is a part of a system of care where women and their children may be moved to another part of the state or out of state if they are in great danger.

Waypoint (formerly Child and Family Services) provides runaway, homeless and street youth with a number of youth-specific services including a street outreach program, a transitional housing program, a drop-in center, individual counseling, substance abuse assistance, and additional services as needed. Waypoint has access to three safe house shelter beds for children under the age of 18 and a strong collaboration with a professional facility, Webster House, for children under 19 and in crisis. The Runaway and Homeless Youth Street Outreach Program interacts with over 1,000 youth on the street and in the agency's drop in center each year. Services offered include food, clothing, hygiene pantries, referrals for health care, email accounts for communication with families, help with obtaining birth certificates and DMV non-driver identification, access to food stamps and transportation to job interviews.

Homelessness service providers funded through the MCoC and ESG work closely with Temporary Assistance for Needy Families (TANF) to ensure that eligible families receive financial assistance to further ensuring housing stability. Funding also supports homeless prevention activities such as housing

counseling and financial services support for at-risk of homeless individuals and families. Agencies also partner with Manchester City Welfare, which provides temporary rental assistance for those who are at risk of homelessness.

**Discussion:**

As previously discussed, Manchester continues to coordinate closely with the Continuum of Care and homeless services/shelter providers to address the issues of homelessness in the City, particularly focusing on housing as the solution.

A portion of the data below was derived from the City's Homelessness Taskforce Summary. Some suggestions that came from the Homelessness Taskforce included developing a resource center, expanding employment opportunities, increase and coordinate outreach efforts, expanding housing opportunities, coordinate city resources, shelter and housing improvements, and early identification of those at-risk for homelessness.

## **NA-45 Non-Homeless Special Needs Assessment - 91.205 (b,d)**

### **Introduction:**

There are a number of non-homeless individuals in Manchester that require supportive services. After consulting with other City departments and partnering institutions, the Manchester Planning and Community Development Department identifies as special needs subpopulation groups: abused and neglected children, elderly and frail elderly, persons with severe mental illness, persons with developmental disabilities, persons with physical disabilities, persons with alcohol and other substance dependency, and victims of domestic violence.

### **Describe the characteristics of special needs populations in your community:**

**Abused and Neglected Children** – In 2016, the Division for Children, Youth and Families (DCYF) accepted 11,197 referrals for investigation, of which 1,691 were in Manchester--more than any other city or town in the state. Of the Manchester referrals, 57.3% involved substance misuse. The overall number of DCYF cases (both placement and in-home) in 2016 was up 27%; the most substantial increase was seen in Manchester, where cases were up 69%.

**Elderly and Frail Elderly** - New Hampshire's population continues to grow older, a trend that will accelerate over the next 20 years. The Census Bureau estimated that approximately 18 percent of the populations are persons 65 years and older. According to Meels of Wheels NH client's survey, 67% of clients attested that they did not have enough resources to purchase the food that they needed. The State has created a State Plan on Aging for 2019-2023 to create supportive services as it is estimated that by 2030, over one third of NH residents will be 65 years and older.

**Persons with Disabilities** - The Census estimate that 14.7% of Manchester residents have a disability (Sensory Disability, Physical Disability, Mental Disability, Self-care Disability, Go Outside Home Disability). The population age 65 and older is especially vulnerable; as estimates point that 32% of 65-74, and 51.8% of 75 and older have some type of disability. The Manchester Housing and Redevelopment Authority's reported a waiting list of over 42% (1256 of 3035 applications) of the households on the waiting list as including a person with disabilities.

**Persons with Alcohol and/or Other Drug Dependency** - Overall, 17.9% of Manchester adults reported binge drinking in 2016. This rate is higher in Manchester neighborhoods located outside the center city area where local colleges are situated and where there is less poverty, where between 19% and 23% of adults reported binge drinking that year. According to the 2017 Youth Risk Behavior Survey (YRBS), 12.1% of Manchester high school students reported having their first real drink of alcohol (not a few sips or a taste) before age 13 years. Also in 2017, 7.6% of high school students in Manchester reported

driving a car or other vehicle after drinking alcohol during the past 30 days. One out of every three high school students in Manchester said it would be “very easy” to get beer, wine, or liquor if they wanted it.

While Manchester has been at the epicenter of New Hampshire’s opioid crisis, the city has seen a 20% decrease in opioid-related overdose deaths in the past year. It is projected that there will be 629 opioid-related overdoses in Manchester in 2019, compared with 706 recorded opioid overdoses in 2018 and 877 overdoses in 2017. It is important to note, however, that despite the fact that overdoses as a whole seem to be on the decline in Manchester, the rate of fatal overdoses is not; this rate is actually projected to increase by 5% in 2019.

Victims Of Domestic Violence - Manchester advocates anticipate working with over 80 adult victims of sexual assault in FY2020, which is less than one percent of the adult population in the City. With an adult population of more than 88,000, this potentially translates to thousands of Manchester domestic and sexual violence victims not seeking assistance from the crisis center or police department.

### **What are the housing and supportive service needs of these populations and how are these needs determined?**

Abused and Neglected Children. In FY2019, CASA reported that 330 children who are victims of abuse and neglect that will benefit from guardian ad litem advocate support funded through their program. During CASA’s FY2020 budget request presentation, they explained how the impact on the opioid crisis in Manchester has been driving the increase in the number of parents that can’t take care for their children.

Elderly housing. Due to the housing needs associated with the aging population, the Manchester Housing and Redevelopment Authority (MHRA) has been using City HOME funding to develop supportive elderly housing since 2004 (The Gale Home, The Brown School and 800 South Porter Street). The supportive services provided with the housing enables frail elderly residents to maintain independence as they “age in place”. According to the FY2020 Budget request, MHRA has successfully completed 131 units of supportive housing for Manchester’s elderly.

Elderly services. St. Joseph Community Services Elder Nutrition Program provides meals to homebound elderly and disabled individuals. Manchester clientele represents 40% of the total service area provided for the County. The FY2020 Budget request anticipate that 320 income eligible individuals residing in the NRSA will receive daily hot, nutritious meals 4-5 days per week from this program. Child and Family Services also provide light medical and homemaking services for the homebound and elderly living in the NRSA.

Persons with Disabilities. The Manchester Housing and Redevelopment Authority’ waiting list identified over 42% (1256 of 3035 applications) of the households on the waiting list as including a person with disabilities. The Manchester Community Resource Center serves people with disabilities by accessing employment related support services, building technical workforce development skills and obtaining

industry-recognized credentials, while also helping people to build basic foundation skills and develop needed soft skills, along with boosting the self-confidence that is often lacking.

Persons with Alcohol and/or Other Drug Dependency. Manchester serves as the primary access point for the region and beyond for treatment and harm reduction through Safe Station, located in the Manchester Fire Department. Approximately half of all clients served by Safe Station live outside Manchester. In fact, between January and May of 2019, 59% of Safe Station clients reported living outside the City of Manchester. Over the past 12 months, the Safe Station program has had an average of six visits per day from individuals looking for treatment services for substance misuse. Angie's Shelter is a dry shelter for women who may be in substance abuse treatment programs, where over 60 women can access shelter services yearly.

Victims of Domestic Violence. The FY2020 Budget request anticipate that YWCA's Emily's Place will provide emergency shelter for over 80 women and children who are homeless as a result of domestic violence served with CDBG funds. Emily's place has 18 beds to shelter women and children fleeing domestic violence and have no options for shelter.

### **Discuss the size and characteristics of the population with HIV/AIDS and their families within the Eligible Metropolitan Statistical Area:**

The Greater Manchester AIDS Project (GMAP) was founded in 1986 under the name New Hampshire AIDS Foundation. Soon after, the name was changed to GMAP to better reflect the population that they serve. GMAP is officially a part of the Merrimack Valley Assistance Program (MVAP). The agency's service area includes the largest cities in New Hampshire and Hillsborough County, which has the fastest growing incidence of HIV/AIDS in the state. GMAP provides vital, non-duplicated services to those infected and affected by the HIV/AIDS virus. The majority of GMAP's clients are working poor, and most are underinsured. Clients often struggle to make ends meet while managing an illness with far-reaching economic and human costs, including steeply rising costs of housing and medications.

According to the New Hampshire Infectious Disease Surveillance Section, STD/HIV Summary Report, 2014-2018, the number of cases of HIV infections and AIDS diagnoses along with their rate in Hillsborough County has increased in the last five years: 2014 (HIV – 21 infections/5.2) (AIDS - 8 diagnoses /2.0), 2015 (HIV- 8 infections/2.0) (AIDS -7 diagnoses /1.7), 2016 (HIV-18 infections/4.4) (AIDS -12 diagnoses /2.9), 2017 (HIV-20 infections/4.9)(AIDS-7 diagnoses /1.7), and 2018 (HIV-27 infections/6.6) (AIDS -12 diagnoses /2.9).

The ability of persons with HIV/AIDS to access housing in Manchester is limited by their ability to earn income. According to the NH AIDS Housing Assessment (January 2006), 74.6 percent (306 of 410) of the people with HIV that access the state's CARE Program services were earning incomes that were below 200 percent of the federal poverty level.

### **Discussion:**

No further discussion.

## **NA-50 Non-Housing Community Development Needs – 91.215 (f)**

### **Describe the jurisdiction’s need for Public Facilities:**

The City’s public facilities are managed by the Facilities Division of the Highway Department. They are responsible for providing maintenance, environmental compliance, and capital improvements for 75 facilities consisting of 28 school buildings, 8 school portable classrooms, 3 athletic field houses, and 36 municipal buildings. The Facilities Division strives to provide proactive building maintenance and construction services for the City to fulfill its public mission to its residents. In addition to its public buildings, the City takes great pride in the near 2,000 acres of green space for its residents uses including facilities , fields, trails and cemeteries with various amenities. It is the intent of the City to provide quality recreational facilities to serve the public and enhance the quality of life. The needs for these facilities are determined by Master Plans and Community Improvement Plans.

The City has a need for youth centers, neighborhood facilities, parks and recreational facilities based on the needs determination outlined in the following section. The majority of after school programming has facilities focused on the center city and immediate surroundings, but the west side of the City has far less options. A few programs operate in this area, but not nearly as many as the center city and downtown surroundings. Youth from the west side are currently being transported to services. This has been a reoccurring community need to provide a youth activity center on the west side of the City. Over the last ten years, there have been substantial improvements in most of the City parks and playgrounds helping to maintain their useful life and remaining in good condition. The changing demographics in neighborhoods are giving way to a need for additional neighborhood recreational facilities. These public spaces can provide much needed green space to area residents for recreation and leisure. A primary focus has been the revitalization of the Sheehan-Basquile Park. The new facility will include the installation of the following: Pool; Splash Pad; Soccer Pitch; and a multi-use bathhouse with sidewalks, lighting, and skate amenities.

### **How were these needs determined?**

As previously discussed, the City’s (City owned facilities, parks and buildings) public facilities needs are dictated by Department Master Plans and Capital Improvement Plans. In addition, the City conducts a minimum of two public hearings at different locations to collect citizen input on the needs of the community. Staff encourages input from citizens through written comments and testimonials sent in through mail or email to afford all citizens the opportunity to express their needs. This process is run congruently with the CIP application process for the upcoming Fiscal Year. Any City Department, non-profit, for-profit entity is encouraged to apply for funding through the City’s Community Improvement Program. Based on public input identifying community needs, project feasibility, and Consolidated Plan alignment the projects are evaluated for their eligibility and public benefit. In addition to the formal application process, the Committee on Community Improvement meets monthly and is able to recommend funding be allocated to a project or initiative as needed during the year if it was deemed urgent or necessary.

## **Describe the jurisdiction's need for Public Improvements:**

The City's public infrastructure is aging rapidly from the demands of a growing City and increased State and Federal regulations. Most of the major systems: roadways, water, and sewer are working beyond their capacity and useful life which makes the need for upgrades and replacement a high priority. In a recent study, 56% of roadway surfaces were considered to be failing and in need of substantial rehabilitation. Additionally, the water and sewer system including the piping throughout the City and the pump stations are working extremely inefficiently due to the burden of overuse. In addition to the physical burden, external forces like climate changes and increased Federal and State regulations are also playing a role. Both of these factors are regulatory mandates that tend to drive funding priorities instead of the community needs. The critical need for replacement of equipment in these systems is apparent and an immediate priority the City is working to address through Federal and State funding and user fees as well as collaboration among departments to create economies of scale where applicable.

The aging infrastructure creates an opportunity for the addition of green space, tree planting, and aesthetic improvements through new, innovative methods. The aesthetically pleasing greenery within the City contributes to the vitality of its residents, economic development appeal, and community pride. Major infrastructure improvements give way to re-designs of green space, parks, and 'green islands.' A 'green island' is a new approach to adding beauty to parking lots and City streets with its lush, low maintenance vegetation while serving a need to reduce or divert water flow in areas prone to flooding and poor drainage. By planting trees and certain vegetation, the City is able to address the need for some public improvements that do not require major construction costs and add to the overall beauty of the City.

## **How were these needs determined?**

The City's infrastructure is aging rapidly and the demands of a growing City and increased State and Federal regulations are all factors in its operational longevity. In an effort to proactively treat aging public infrastructure, the various City Departments (Public Works, EPD, and Water Works) have been working collaboratively with each other and consultants to conduct assessments, evaluate the condition of assets, assess the City's long term needs and financial capabilities to develop a Capital Improvement Plan. The Capital Improvement Plan is utilized as a planning tool for the City to prioritize and finance large projects that need to be completed in a timely manner. In addition to long range planning efforts, the Departments of Public Works, Environmental Protection (EPD), and Water Works all field phone calls and emails from Aldermen, City Staff, and residents regarding issues with street conditions, sidewalks, water/sewer improvements and flood drainage problems. Unfortunately, this method is a reactive approach to problems when they occur and are in need of immediate attention. Nonetheless, it is an outlet for local residents to identify issues in the community regardless of severity. Ideally, the

continued development of Master Plans and Capital Improvement Plans will be the major drivers for large scale infrastructure projects.

The City is in the process of hiring an engineering consultant to update the roadway condition assessment that has been successfully used over the last five years. The previous assessment developed a numerical score (Pavement Condition Index) based of deterioration stresses, which were utilized to prioritize road resurfacing and rehabilitation using the most cost effective treatment. The pending update will recognize the targeted progress, particularly on main arteries, and develop plans for the systematic continuation of the program. In addition, this condition based approach will be extended to a survey of all existing sidewalks. A master plan will be developed for the repair, maintenance, and infill of sidewalks based on their condition rating and a priority matrix that recognizes high pedestrian areas such as commercial districts, schools, and park facilities.

Similarly, the City's Environmental Protection Division (EPD) has completed master plans for Wastewater Treatment Plant, Pump Stations and Cohas Brook Sewer Project. Currently, EPD is preparing a master plan for the sewer system as well. These plans are currently being utilized and significant progress has been made toward completing these goals in the next two to ten years.

These critical areas of infrastructure are coordinated within City Departments and in collaboration with utilities to maximize construction resources thereby reducing costs. All utilities replace their underground piping as required and the City works cooperatively with their replacements to rebuild roads provide curbing, sidewalks, and handicapped ramps. The Department of Public Works assumes the role of coordination to ensure the objectives of the Capital Improvement Plans are being achieved in the desired timeframes and work is overlapped between Departments and utility companies to create economies of scale on large infrastructure projects.

### **Describe the jurisdiction's need for Public Services:**

As previously discussed in several sections, the City's demand for public services is extremely high. To meet the demand, the City established a Neighborhood Revitalization Strategy Area and created a Community Based Development Organization in 2005. Since FY 2016, funding awarded to the CBDO (Manchester Community Resource Center) has averaged \$553,310 and has provided operational support to 8 – 15 agencies. Public Service Needs include; To Prevent Youth from Engaging in Crime; Youth Counseling, Programming & Supportive Services; Provide Childcare Options For Working Parents; Provide Support to Abused/Neglected Children; Provide Elderly Independent Living Support Services; Access To Supportive Services That Target Refugees; Access to Health Care; To Address Substance Abuse/Drug Overdoses; To Teach Job Skills Through Classroom & Training; and Provide Youth with Summer Recreation Programming.

Specific programming to address these public service needs has been detailed in other sections of this document. Specific programs include but are not limited to the following: City Year NH – Whole City Whole Child, Girls Inc. – Girls Center, Police Department Weed & Seed Initiatives; Manchester community Health Center – Pediatric Clinic & Family Support Services at Child Health Services; St. Joseph community Services Inc. – Elder Nutrition Program; Manchester Community Resource Center – Adult Workforce Development; Easter Seals New Hampshire – Child Development & Family Resource Center; Serenity Place – Crisis Services (Detox) Program; The Child Advocacy Center of Hillsborough County – Forensic Interviews; Public Works-Parks – Fun In the Sun Programming and Helping Hands Case Manager.

### **How were these needs determined?**

Annually, the City conducts two public hearings at different locations to collect citizen input on the needs of the community. Staff encourages input from citizens through written comments and testimonials sent in through mail or email to afford all citizens the opportunity to express their needs. This process is run congruently with the CIP application process for the upcoming Fiscal Year. Any City Department, non-profit, for-profit entity is encouraged to apply for funding through the City's Community Improvement Program. Based on public input identifying community needs, project feasibility, and Consolidated Plan alignment the projects are evaluated for their eligibility and public benefit. In addition to the formal application process, the Committee on Community Improvement meets monthly and is able to recommend funding be allocated to a project or initiative as needed during the year if it was deemed urgent or necessary.

# Housing Market Analysis

## MA-05 Overview

### Housing Market Analysis Overview:

The housing market for the City of Manchester has undergone dramatic changes since the last Consolidated Plan. The prior plan was impacted by the great recession which had forced foreclosures and a decline in the housing market. Currently, Manchester is experiencing the impacts of an increase of housing value across all facets of the market creating an affordability issue for many seeking housing options in the market.

Rental rates have increased 8% since the base year of 2009 through 2015 to \$893. Since 2015 the median rent has continued to increase to \$1,133. The median home value is showing a decline however, the 2009 value is likely reflective of pre-recession number. Meanwhile the vacancy rates for housing both for rent and for sale in Manchester have decreased with for rent product at 3% vacancy.

Affordability issues were the number one issue cited through citizen comments. Housing has become expensive, and many people are stretching their budgets to pay for housing, as seen in the previous cost burden analysis sections. In addition, the ageing housing stock in Manchester present conditions issues that require substantial investment to be maintained as decent housing.

This section of the Consolidated plan will examine statistics and circumstances that illustrate the increasing burden of the cost of living in Manchester. Because of these high costs, assistance for low-moderate income citizens through subsidized housing and creative partnerships continues to be necessary.

## MA-10 Number of Housing Units – 91.210(a)&(b)(2)

### Introduction

The purpose of this section is to describe the availability of various types of housing units in the City of Manchester and to assess if the City’s housing supply is sufficient to meet the needs of the city’s population.

According to the 2011-2015 ACS estimate, Manchester has 49,075 housing units; 37% or 18,170 are single-family or 1-unit detached structures; 6% or 2,715 are 1-unit, attached structures; 25% or 12,480 are 2-4 units; 15% or 7,375 are 5-19 units; 17% or 8,195 are 20 or more units; and under 1% or 140 are mobile homes, etc. Since 2015, additional multifamily units catering to the higher end market have come online, creating a diversity of housing types but not a concurrent increase in affordability.

Housing tenure in Manchester has shifted toward more rental units with 52.6% being rental and 48.4% being owner occupied.

### All residential properties by number of units

Property Type	Number	%
1-unit detached structure	18,170	37%
1-unit, attached structure	2,715	6%
2-4 units	12,480	25%
5-19 units	7,375	15%
20 or more units	8,195	17%
Mobile Home, boat, RV, van, etc	140	0%
<b>Total</b>	<b>49,075</b>	<b>100%</b>

**Table 27 – Residential Properties by Unit Number**

Data Source: 2011-2015 ACS

### Unit Size by Tenure

	Owners		Renters	
	Number	%	Number	%
No bedroom	45	0%	1,000	4%
1 bedroom	655	3%	7,000	29%
2 bedrooms	6,415	30%	10,635	45%
3 or more bedrooms	14,275	67%	5,125	22%
<b>Total</b>	<b>21,390</b>	<b>100%</b>	<b>23,760</b>	<b>100%</b>

**Table 28 – Unit Size by Tenure**

Data Source: 2011-2015 ACS

**Describe the number and targeting (income level/type of family served) of units assisted with federal, state, and local programs.**

The City has collaborated with the Manchester Housing Redevelopment Authority (MHRA), The New Hampshire Housing Finance Authority (NHHFA), and other key partners to provide funding for affordable housing development that will target low to moderate income households throughout the City. These partners target funds toward low to moderate income residents earning less than 80% of the Area Median Income.

**Provide an assessment of units expected to be lost from the affordable housing inventory for any reason, such as expiration of Section 8 contracts.**

According to the MHRA, they are anticipating a limited loss of housing units among the public housing developments in the City of Manchester as they expect most expiring contracts will be renewed or residents will get new vouchers.

However, naturally occurring loss of units as the housing market continues to increase in value.

**Does the availability of housing units meet the needs of the population?**

The supply of affordable housing units does not meet the need for individuals or families earning 50% or less AMI. An even greater need exists for those earning 30% or less AMI. There continues to be a deficit in the number of units available to low and extremely low-income residents. This includes individuals who are cost-burdened and at risk of losing their housing as a result of the market increase in rents and housing values.

Another indicator to determine the lack of affordable housing is the continued length of time on the wait list of the Manchester Housing and Redevelopment Authority. This is a combined total of residents waiting for vouchers or public housing units. As NHHFA data suggests, residents are ‘aging in place’ which does not allow for quick unit turnover and is perpetuating the problem of a deficient supply of affordable housing units. It also supports the developing need for service assisted housing for the elderly and people with disabilities. NHHFA data shows the demographics of the City continue to show an aging population indicating an increased need for assisted living and nursing care facilities.

**Describe the need for specific types of housing:**

Based on current waiting list estimates, affordability and aging trends, the market has an insufficient supply of affordable units for those earning 50% AMI, affordable 2 bedroom units and services assisted housing for elderly and people with disabilities.

The need for more affordable units targeted at renters earning 50% AMI or less is apparent. The majority of renters require 2 bedroom units, but rents at this level are causing severe housing cost

burdens for families at or below 50% AMI. There is a high demand demonstrated by a very low vacancy rate at 3% which assumes families are severely cost burdened each month between contract rent and increasing utility payments. A significant need also exists for larger, 3 bedroom units. Although these units only account for 22% of the overall rental units available, the public housing waiting list has an estimated wait of three to four years for a 3 bedroom unit.

The trend of people aging in place will be causing a significant shift in the type of housing needed. A developing need for service assisted housing for the elderly and people with disabilities will become greater in the next several years. The demographics of the City show a significant amount of adults 45 years of age and older who will require at home services to assist them with daily tasks. These services will help to keep residents at home longer and not put a significant strain on assisted or permanent skilled care facilities.

## **Discussion**

There are 49,075 housing units in the City of Manchester and a split between owner and rental units at 52% rental compared with 48% owner occupied. Based on a vacancy rate at 3% overall, the number of housing units available is small compared to prior years. The typical low to moderate income person does not command that amount for a wage and must pay over half of their income in housing expenses. This extreme cost burden placed on this section of population makes it clear that there is a need for additional housing, particularly housing with 2 to 3 bedrooms in the market.

MHRA has lengthy waiting lists for housing for housing including up to six years for some units. Market pressure in Manchester has caused housing costs to continually rise, and affordable housing is being priced out of formerly humble neighborhoods. All family types are affected by this phenomenon. As a result, affordable options tend toward older housing that is increasingly dilapidated and in need of repair.

In addition, as the population ages, an increase in safe and decent affordable senior housing is needed as well.

## MA-15 Housing Market Analysis: Cost of Housing - 91.210(a)

### Introduction

The cost of housing in the City of Manchester has seen a continued increase as the market in the city and region has created a strong demand for housing. Both median home values and median contract rents are significantly higher than they were in the year 2010 with strong spikes in value over the past five years. The median contract rent for rental housing on the other hand, while having significantly increased while the supply of owner-occupied housing has declined even as the home values have increased in a less robust way. This section explores the cost of housing burden in Manchester.

### Cost of Housing

	Base Year: 2009	Most Recent Year: 2015	% Change
Median Home Value	234,700	206,100	(12%)
Median Contract Rent	821	893	9%

Table 29 – Cost of Housing

Data Source: 2005-2009 ACS (Base Year), 2011-2015 ACS (Most Recent Year)

Rent Paid	Number	%
Less than \$500	2,835	11.9%
\$500-999	13,635	57.4%
\$1,000-1,499	6,330	26.6%
\$1,500-1,999	760	3.2%
\$2,000 or more	195	0.8%
<b>Total</b>	<b>23,755</b>	<b>100.0%</b>

Table 30 - Rent Paid

Data Source: 2011-2015 ACS

### Housing Affordability

% Units affordable to Households earning	Renter	Owner
30% HAMFI	1,830	No Data
50% HAMFI	5,015	630
80% HAMFI	15,890	4,160
100% HAMFI	No Data	7,725
<b>Total</b>	<b>22,735</b>	<b>12,515</b>

Table 31 – Housing Affordability

Data Source: 2011-2015 CHAS

## Monthly Rent

Monthly Rent (\$)	Efficiency (no bedroom)	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Fair Market Rent	808	965	1,218	1,527	1,659
High HOME Rent	808	965	1,187	1,362	1,500
Low HOME Rent	723	775	930	1,074	1,198

**Table 32 – Monthly Rent**

Data Source: HUD FMR and HOME Rents

### Is there sufficient housing for households at all income levels?

No, as the 2011-2015 CHAS data indicates and discussed in the Needs Assessment, there are 27,525 renter and owner households up to 80% AMI that are cost-burdened, so no, there is not enough housing for households at all income levels.

The table above shows 1,083 rental units affordable to households at 30% and below AMI, but there are 33,420 units cost-burdened owners at this level.

The table above tells us that there are 5,015 units affordable to renter households between 30%-50% AMI and 630 units affordable to homeowners between 30-50% AMI, but there are 5845 cost burdened renter households and 27,775 cost burdened owners at this income level.

There is a huge lack of housing for those earning less than 30% of AMI, and also a deficient amount for those earning between 30 to 50% AMI. Those residents earning 50 to 80% AMI who wish to purchase a home also have a shortage of options.

### How is affordability of housing likely to change considering changes to home values and/or rents?

It is likely that the increase in median home value over the last ten years has had an effect on the number of housing units available for low to moderate income residents. Housing affordability is decreasing. Property values are increasing, new homes are being built at higher price points, and rents are increasing as landlords realize they can now ask for more competitive rental rates.

### How do HOME rents / Fair Market Rent compare to Area Median Rent? How might this impact your strategy to produce or preserve affordable housing?

Fair Market Rent (FMR) also includes a utility allowance, so in general the actual amount available for rent is less than the Area Median Rent in Manchester. For example, for a 2-bedroom unit, the median rental cost is \$893, and FMR is \$1,218, but this includes a utility allowance. When utility allowance is considered, the rent may be slightly higher than that which is covered with FMR.

High HOME rent limits are almost identical with Fair Market Rents.

This could impact our strategy by encouraging us to fund more construction of affordable housing, which allows the units to remain at a low rental price during the affordability period. Rental assistance programs are also a good option for populations that are working their way toward higher incomes and self-sufficiency.

## **Discussion**

Because housing values and rents in Manchester continue to increase, the burden is increasing especially for people at the lowest income levels. It is fortunate that funding from HUD exists to allow creation of affordable housing to help some people, even if Manchester cannot assist all. There are many program options that Manchester can select to balance the needs of various income groups and household types however the need for affordable housing is acute.

Our citizen participation process revealed that people experiencing homelessness and households at the lowest income levels are the groups that Manchester should continue to focus on with our funds, as we did during the previous five-year Consolidated Plan period. These groups should be the top priority for the City of Manchester.

## **MA-20 Housing Market Analysis: Condition of Housing – 91.210(a)**

### **Introduction**

Manchester has an aging housing stock, many of which have been constructed in the first part of the 20th century or earlier. According to the 2013-2017 ACS five-year estimates, there are 49,429 housing units in Manchester; 37% or 18,243 are single-family or 1-unit detached structures; 5.5% or 2,694 are 1-unit, attached structures; 26% or 12,776 are 2-4 units; 15% or 7,361 are 5-19 units; 17% or 8,152 are 20 or more units; and under 1% or 192 are mobile homes, etc. The age of these housing units is a significant contributing reason for the increasing overall total number of units in substandard condition. Other contributing factors to the poor shape of several units include the number of impoverished people – over 14% of the population – which prevents many owners from investing in costly improvements; and an overall housing vacancy rate of 6.3% for homeowners and 2.97% for rentals. Higher vacancy rates mean less income for the property owner forcing them to prioritize or not undertake costly repairs which over time will jeopardize the safety and aesthetic conditions of the building.

Manchester has been designated as a high risk community for Lead Based Paint poisonings due to the excessive amount of older housing stock. Of the City's 49,429 housing units, 68% of them were built prior to 1980, which means they were built 40 plus years ago. Construction and building standards were very different four or five decades ago and most of these properties, over time, have fallen into disrepair and become sources of blight. There are several issues that contribute to properties falling into disrepair including: significant repair costs, declining resources, and more stringent state and local building codes. The age of the building puts significant pressure on the property owner to perform continual maintenance typically resulting in upgrades to major systems or structural components. Property owners of any income must undertake these repairs almost unaided. There are scarce resources to assist property owners with costly maintenance items that are needed to preserve the life of older buildings. Therefore, low to moderate income property owners are even more negatively affected by the rapidly deteriorating state of their building because they do not have the extra money needed to address the issues. Another source of pressure to maintain certain standards is the Building Regulations Division that is tasked with monitoring the safety and health of the City's buildings. Unfortunately, with a three year window between inspections, some properties that due pose a threat are not identified and handled proactively. The comprehensive building codes we enjoy for new construction do not always fit well with this age of housing and presents problems for Code Enforcement Officers that need to ensure safety and execute regulations while knowing property owners are unable to comply because of financial constraints. The multifaceted issue of an aging housing stock is difficult for City officials to combat as a whole, but through targeted approaches, increased code enforcement efforts, and financial resources, the goal is to lessen the effects on low to moderate income property owners and correspondingly the quality of housing for that population of renters.

### **Definitions**

HUD defines substandard housing as “a dwelling unit that is either dilapidated or unsafe, thus endangering the health and safety of the occupant, or that does not have adequate plumbing or heating

facilities.” The City accepts HUD’s definition of substandard condition and makes determinations if a housing unit meets that criteria based on the City’s Housing Code Ordinance, which aligns with the International Property Maintenance Code.

The City defines a unit to be in a “substandard condition but suitable for rehabilitation” if the unit is in poor condition but is both structurally and financially capable of being rehabilitated. Thus, if the core of the unit is in average condition and can be rehabbed within the subsidy limits of HUD funding, the City will determine that a substandard unit is suitable for rehabilitation. The aim is to ensure that rehabilitation will not exceed reasonable costs; the unit is safe to inhabit; and it is free of code violations.

### Condition of Units

Condition of Units	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
With one selected Condition	6,670	31%	10,995	46%
With two selected Conditions	110	1%	735	3%
With three selected Conditions	30	0%	150	1%
With four selected Conditions	0	0%	0	0%
No selected Conditions	14,585	68%	11,875	50%
<b>Total</b>	<b>21,395</b>	<b>100%</b>	<b>23,755</b>	<b>100%</b>

**Table 33 - Condition of Units**

Data Source: 2011-2015 ACS

### Year Unit Built

Year Unit Built	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
2000 or later	1,390	7%	1,845	8%
1980-1999	5,670	27%	5,145	22%
1950-1979	7,175	34%	5,485	23%
Before 1950	7,155	33%	11,285	48%
<b>Total</b>	<b>21,390</b>	<b>101%</b>	<b>23,760</b>	<b>101%</b>

**Table 34 – Year Unit Built**

Data Source: 2011-2015 CHAS

### Risk of Lead-Based Paint Hazard

Risk of Lead-Based Paint Hazard	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
Total Number of Units Built Before 1980	14,330	67%	16,770	71%
Housing Units build before 1980 with children present	2,050	10%	970	4%

**Table 35 – Risk of Lead-Based Paint**

Data Source: 2011-2015 ACS (Total Units) 2011-2015 CHAS (Units with Children present)

## Vacant Units

	Suitable for Rehabilitation	Not Suitable for Rehabilitation	Total
Vacant Units	0	0	0
Abandoned Vacant Units	0	0	0
REO Properties	0	0	0
Abandoned REO Properties	0	0	0

**Table 36 - Vacant Units**

Data Source: 2005-2009 CHAS

## Need for Owner and Rental Rehabilitation

The City of Manchester Planning and Community Development Department inspects and evaluates existing residential units using the City’s Housing Code, which is a pro-active set of codes that require re-certifications on a three year cycle to ensure the quality of rental housing in the City. Codes Enforcement Inspectors are tasked with carrying out the regulations of the City’s Housing Code to ensure rental units are being properly maintained and provide decent, safe, affordable housing to residents. In 2019, the City’s code enforcement inspectors conducted approximately 3,000 inspections in CDBG eligible census tracts resulting in 2,048 code violations.

In 2014, the Granite State Organizing Project, a grassroots coalition of groups working for economic justice in south central New Hampshire, published a report entitled ‘Substandard Housing Conditions in Manchester, NH’ that details the extent of substandard housing in Manchester. They documented the living conditions of center-city area residents between 2009 and 2013 and found that hundreds of families were living in “substandard, unhealthy and sometimes dangerous conditions.” (Pg. 2) Furthermore, the study determined that it was a small number of building owners in charge of multiple apartment buildings who were responsible for such conditions in several hundred apartments.

Many families were found to be living in a range of substandard and deplorable conditions. These families tended to be low-income earners paying rents in the range of \$650 to \$1000. There were several units with pest infestations, including rats, bed bugs and cockroaches; many apartments had inoperable or non-existing smoke detectors, open fuse boxes, and exposed wiring; several rooms had walls with holes or windows and doors that could not open or close; some units with flaking lead paint had children in them; and certain property owners were unsafely using pesticides and different chemical treatments. The consequences of such substandard conditions could be severe: lead poisoning can lead to neurological damage in children; malfunctioning smoke detectors could lead to injury or death; bed bugs can affect sleep patterns; and people with asthma could experience worsening symptoms if in a home with roaches or black mold.

Due to the aging housing stock, the need for housing rehabilitation and lead hazard remediation is great. To address these needs, the City is relying upon the \$3.9 million dollar HUD Lead Hazard Reduction grant that it received in 2019. The grant includes \$600,000 that can be used to address code deficiencies in buildings under going remediation of lead hazards.

### **Estimated Number of Housing Units Occupied by Low or Moderate Income Families with LBP Hazards**

Low and moderate income families that occupy Manchester's rental housing stock are the highest risk for lead poisoning. 16,793 (67.3%) of the 24,936 occupied rental housing units in the City were built before 1979 (U.S. Census – 2013-2017 American Community Survey 5-Year Estimates). Approximately 65.9% or 15,945 of Manchester's rental housing units are occupied by families with incomes that are below 80% of the area median income, and 44.5% or (10,765 households) are below 50% of the area median income (HUD 2012-2016 CHAS Data).

### **Discussion**

HUD has a range of selected conditions that make living in a particular unit unsuitable. The following are the range of selected conditions: lacking complete plumbing facilities, lacking complete kitchen facilities, having an average of 1.01 or more occupants per room, having selected monthly owner costs as a percentage of household income greater than 30 percent, or having a gross rent as a percentage of household income as greater than 30 percent.

According to the 2011-2015 ACS tables, there are 45,150 housing units in Manchester with 41% (18,690) reporting they have one or more of the selected conditions. 32 % of owner-occupied units and 50% of renter-occupied units have one or more selected conditions. It is important to note that there are 5,075 more renter-occupied units than there are owner-occupied units with one or more selected conditions. Given that renter-occupied units consist of approximately 53% and owner occupied units each consist of approximately 47% of the overall number of housing units in the city, and given that it is more likely for people who are at or below 50% Area Median Income to reside in renter-occupied units, the number of selected conditions place an even greater burden on the city's low income population. Based on the 2011-2015 CHAS data of the 15,205 units reporting one or more of the four housing problems, 81% of those units are occupied by individuals or families earning 80% or less area median income. Generally, the responsibility for remedying certain selected conditions, such as incomplete plumbing or kitchen facilities, is in the hands of the landlord and not within the control of the renter. Thus, it is imperative that the City continues to promote a landlord/tenant rights and responsibilities initiative to continually educate landlords about their responsibilities and tenants about their rights. These educational seminars coupled with concentrated code enforcement and housing rehabilitations initiatives will assist in lessening the occurrence of these housing problems.

As mentioned earlier, part of the reason for these high statistics on units with selected conditions is due to the age of the housing stock in Manchester. Only about 8% of total housing units were built after the year 2000. 49% of owner occupied housing units were built before 1940, while 48% of renter occupied housing units were built before 1940. With such a high percentage of older housing units, renters are more likely to find it difficult to find units with one or no selected substandard conditions. It becomes increasingly important that the City finds ways to increase the available stock of newer affordable housing, or work with landlords to improve the conditions of their aging houses.

The City of Manchester is working to remedy the poor conditions of these housing units in several ways. The housing initiatives program is creating affordable housing units through the redevelopment of existing properties by collaborating with local organizations (Neighborworks Southern New Hampshire, Families In Transition/New Horizons and Manchester Housing and Redevelopment Authority) to fully rehab buildings in the moderately low income neighborhoods creating more affordable housing options. The Housing Initiatives Lead Hazard Control Program will provide property owners with funding for the remediation of lead based paint hazards and various rehabilitation improvements needed to make their buildings compliant with the local housing code. The City has expanded its concentrated code enforcement efforts by hiring an additional code officer to assist with completing code compliance inspections, particularly targeting properties in CDBG eligible areas. If buildings are deemed a threat to the Public health and safety of City residents, funding has been programmed for the demolition of these structures.

## MA-25 Public and Assisted Housing – 91.210(b)

### Introduction

The Manchester Housing and Redevelopment Authority (MHRA) is the City’s primary provider of public housing. The mission of the MHRA is to provide and sustain affordable, secure, quality living environments for low income families and individuals, and to provide personal and economic enrichment and independence opportunities for residents of Manchester. In pursuit of this mission, MHRA offers housing and housing assistance, along with associated supportive services to its residents. All of the information contained in this section is provided by the MHRA.

### Totals Number of Units

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project -based	Tenant -based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers available	0	19	1,168	1,997	329	1,668	637	0	96
# of accessible units									
<b>*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition</b>									

**Table 37 – Total Number of Units by Program Type**

Data Source: PIC (PIH Information Center)

### Describe the supply of public housing developments:

### Describe the number and physical condition of public housing units in the jurisdiction, including those that are participating in an approved Public Housing Agency Plan:

According to the MHRA, the City has a total of 1,270 public housing units. Among these units, the HUD Real Estate Assessment Center (REAC) average inspection scores ranged from 82 to 99 and averaged 93.4. This score means that the physical conditions of the City’s public housing units are in very good shape. REAC inspections are scored on a scale between 1 and 100. A higher score means the units are in better physical

conditions. A passing score is 60 or above. If the score is 90 or greater, then the unit is only inspected every 3 years; if the score is between 80 and 90, then the unit is inspected every 2 years. However, if the score is less than 80, the unit requires inspection every year. HUD's Real Estate Assessment Center (REAC) performs periodic physical inspections of public housing to ensure that the units are properly maintained in decent, safe, and sanitary condition and are in good repair. A passing score is 60 or greater.

**Public Housing Condition**

Public Housing Development	Average Inspection Score

**Table 38 - Public Housing Condition**

**Describe the restoration and revitalization needs of public housing units in the jurisdiction:**

The Capital Fund five-year plan includes extensive capital improvement work items to be performed on all public housing properties in the areas of structural, exterior, interior, HVAC, plumbing, electrical and security improvements.

**Describe the public housing agency's strategy for improving the living environment of low- and moderate-income families residing in public housing:**

MHRA provides Elderly and Family Outreach Services which assist residents in a variety ways. For some residents, as needed, MHRA helps to coordinate meals or assistance with activities of daily living. For family housing, MHRA has coordinated a program which provides preschool services for 3 and 4-year old children and “wrap-around” daycare services (daycare before and after preschool). MHRA also provide space for the City of Manchester’s Pre-Kindergarten program free of charge. During the summer, MHRA provides educational field trips for children residing in public housing. Additionally, MHRA has expanded its Family Self-Sufficiency Program to assist Public Housing residents, as well as residents assisted via the Housing Choice Voucher Program.

**Discussion:**

Currently, the MHRA owns and manages 8 public housing developments located throughout the city. These developments consist of 1,270 units of public housing which are available to families, the elderly and persons with disabilities who earn within 80% of the area median income. In addition to public housing, MHRA has developed 132 units of service-assisted housing for very low income (50% median income) elderly and people with disabilities using funds (HOME, Low Income Housing Tax Credit Program, State Bond Financing and the Federal Home Loan Bank) (LIHTC) from the City, as well as state, federal and private resources. MHRA's larger developments have community centers and onsite maintenance staff and all housing has 24-hour emergency maintenance service for all housing residents. All MHRA housing is maintained in good physical condition and is inspected annually by MHRA inspectors and randomly by inspectors from the U.S. Department of Housing and Urban Development (HUD) and by inspectors representing other interested parties.

## MA-30 Homeless Facilities and Services – 91.210(c)

### Introduction

Manchester recognizes that an integral part to ending homelessness is an effective continuum of care (CoC). An average of \$1.3 million in funding through Manchester's CoC NOFA is a significant source of support for permanent supportive housing and transitional housing to meet the goal of ending homelessness. MCoC agencies also use an average of \$150,000 in ESG funding awarded to the City of Manchester to make rapid rehousing, homeless prevention, shelter and youth street outreach services available. State Grant-In-Aid funded also support social service agencies work in this area.

### Facilities and Housing Targeted to Homeless Households

	Emergency Shelter Beds		Transitional Housing Beds	Permanent Supportive Housing Beds	
	Year Round Beds (Current & New)	Voucher / Seasonal / Overflow Beds	Current & New	Current & New	Under Development
Households with Adult(s) and Child(ren)	64	0	151	167	0
Households with Only Adults	130	50	49	143	0
Chronically Homeless Households	0	0	0	46	0
Veterans	0	0	41	118	0
Unaccompanied Youth	8	0	20	0	0

**Table 39 - Facilities and Housing Targeted to Homeless Households**

**Alternate Data Source Name:**

2019 Manchester CoC Housing Inventory Count Report

**Data Source Comments:**

**Describe mainstream services, such as health, mental health, and employment services to the extent those services are used to complement services targeted to homeless persons**

MCoC has worked to establish partnerships with educational/training programs. The Way Home's Steps to Success program continues to work with homeless and "at risk" people in Manchester to develop a wide variety of skills including employment. Agencies also work with NH Works to get clients connected to the resources there. Each program serving the homeless in Manchester works hard through case management and internal programming to increase clients' skill sets and move them forward in employment.

Manchester Homeless Services Center, United Ways' 2-1-1 NH (also responsible for NH Homeless Hotline), NH Food bank's electronic application assistance, outreach to NH Works, DHHS, SOAR training, Healthcare for the Homeless, job training through Goodwill, Southern NH Services energy assistance program, access to an array of targeted services for runaway and homeless youth through Waypoint, and continuous engagement of City, social service and the community all are ongoing efforts for connecting people to the programs that they need. Each homeless services provider in the MCoC is diligent about getting clients connected to all mainstream resources available to them.

Manchester's Healthcare for the Homeless program offers medical and behavioral healthcare. These services are offered daily. Medical staff regularly come to the New Horizon's shelter, Families in Transition Emergency-Family Shelter, Waypoint Teen Drop-in Center, homeless camps, and other locations across Manchester. Health Education classes are also offered through this program, which includes education on topics such as fitness, smoking, nutrition, diabetes, and stress reduction through mindfulness.

**List and describe services and facilities that meet the needs of homeless persons, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth. If the services and facilities are listed on screen SP-40 Institutional Delivery Structure or screen MA-35 Special Needs Facilities and Services, describe how these facilities and services specifically address the needs of these populations.**

Through the CoC's NOFA award and the City's ESG subawards, there are numerous services and facilities to meet the needs of homeless or at-risk of homeless individuals and families.

FIT/NHNNH, Inc.- Amherst Street Transitional Housing Program - 9 units of transitional housing for homeless single women without children

FIT/NHNNH, Inc.- Millyard Transitional Housing Program - 12 units of transitional housing for homeless single women with children

FIT/NHNNH, Inc.-Millyard Transitional Housing Program Phase II – 16 units of transitional housing for homeless single women with children and 3 units of transitional housing for homeless single women without children

FIT/NHNNH, Inc.- Family Mill Permanent Housing Program - 13 units of permanent supportive housing for homeless disabled individuals with children and 3 units of permanent supportive housing for homeless disabled individuals without children

State of NH & FIT/NHNNH, Inc.- Permanent Housing Program VI- 6 units of permanent supportive housing for homeless single persons without children and 7 units of permanent supportive housing for homeless single persons with children

Waypoint- Pine Street Transitional Living - 6 apartment units of supportive housing in urban Manchester for homeless, single pregnant and /or parenting mothers or fathers, ages 18- 21, with custody of their children

The Way Home- Your Way Home I Permanent Supportive Housing - Program leases 4 apartments and provides supportive services for 4 Chronically Homeless Individuals

The Way Home- Your Way Home III Permanent Supportive Housing -Program leases 4 apartments and provides supportive services for 4 Chronically Homeless Individuals

Harbor Homes- Somerville Street Permanent Housing- 6 units of Permanent Supportive Housing for chronically homeless and homeless individuals, with a focus on serving chronically homeless veterans.

State of NH/ Harbor Homes- Homeless Management Information Systems- Program provides data management support in compliance with HUD mandates

The Way Home- Your Way Home II & VII- 14 homeless households permanent supportive housing. Program leases 14 apartments and provides supportive services for 11 chronically homeless individuals 3 homeless families.

FIT/NHNNH, Inc.- Permanent Housing Programs IV -supportive services and 4 units of permanent supportive housing for chronically homeless disabled individuals without children

FIT/NHNNH, Inc.- Permanent Housing Programs V- supportive services and 4 units of permanent supportive housing for chronically homeless disabled individuals without children

The Way Home- Your Way Home V- 6 units of permanent supportive housing for chronically homeless veterans

FIT/NHNNH, Inc.- Permanent Supportive Housing VIII - 2 units of permanent supportive housing for chronically homeless individuals

Harbor Homes- Permanent Housing 18- 3 units of Housing First, permanent supportive housing for chronically homeless individuals

FIT/NHNNH, Inc.- Permanent Housing Programs IX- Housing First, 10 homeless families in the community, preference on those with histories of trauma or fleeing domestic violence.

The Way Home- Rapid Re-Housing and Homeless Prevention Program- Assists homeless households secure permanent housing and builds skills by providing housing stabilization services, including help to access rental assistance, with the ability to house 3 individuals and 3 families at any given time.

YWCA- RRH- Assists homeless households fleeing domestic violence secure permanent housing and builds skills by providing housing stabilization services, including help to access rental assistance and ongoing case management, with the ability to house 2 individuals and 3 families at any given time

## MA-35 Special Needs Facilities and Services – 91.210(d)

### Introduction

The City of Manchester routinely engages with social service agencies that help support the special needs subpopulation groups. These subpopulation groups include abused and neglected children, elderly and frail elderly, persons with severe mental illness, persons with developmental disabilities, persons with physical disabilities, persons with alcohol and other drug dependency, and victims of domestic violence. The City works very closely with MHRA and MCoC to provide housing facilities and services to ensure affordable housing and services is available to persons with special needs.

### **Including the elderly, frail elderly, persons with disabilities (mental, physical, developmental), persons with alcohol or other drug addictions, persons with HIV/AIDS and their families, public housing residents and any other categories the jurisdiction may specify, and describe their supportive housing needs**

Elderly: MHRA has been using City HOME funding to develop supportive elderly housing since 2004 (The Gale Home, The Brown School, 168-194 South Main Street, and 800 South Porter Street). The supportive services provided with the housing enables frail elderly residents to maintain independence as they “age in place”. MHRA has successfully completed 132 units of supportive housing for Manchester’s elderly to date.

Public Housing: MHRA provides a variety of public housing resident initiatives including the Self-Sufficiency Program, employment opportunities for residents, activities for youth, elderly services, and outreach efforts to assist residents to understand and access various services, including Medicare and Medicaid. Additionally, MHRA partners with local entities to provide various programs for residents.

Persons with Disabilities: MHRA owns and manages 1,270 units of public housing which are available to families, the elderly and persons with disabilities who earn within 80 percent of the area median income. In addition to public housing, MHRA has developed 132 units of service-assisted housing for very low income (50 percent median income) elderly and people with disabilities using funds from the Low Income Housing Tax Credit Program (LIHTC) from the City, as well as state, federal and private resources. MHRA also provides 100 vouchers for Non-Elderly Persons with Disabilities.

Abused and Neglected Children: Waypoint has access to three safe house shelter beds for children under the age of 18 and at least one bed at a professional facility, Webster House, for children in crisis.

Victims of Domestic Violence: YWCA Women Crisis Center provides shelter with 11 beds for victims of domestic violence. This shelter is also part of a system of care where women and their children may be moved to another part of the state or out of state if they are in great danger.

Persons with alcohol and other drug addictions: Safe Station (by the Fire Department) and Helping Hands Outreach Center.

HIV/AIDS: The Southern NH HIV/AIDS Task Force offers direct care services to New Hampshire community members living with HIV/AIDS and free HIV rapid testing and referral services for anyone at risk. All direct care services are free of charge to New Hampshire community members living with HIV/AIDS whose household is at or

below 500 percent of the Federal Poverty Level, including: nutrition services and a food pantry, transportation to and from medical appointments, assistance in securing and maintaining safe, affordable housing, emergency rent and utility payment assistance, linkages to mental health counseling, linkages to substance use disorder counseling, assistance in gaining and maintaining employment, linkages to HIV medical care providers and other AIDS service organizations.</div>

**Describe programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing**

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

MCoC provides timely access to important community based services, such as employment training, medical care, mental health and substance abuse counseling, housing and other services facilitate an individual’s or family’s ability to attain and maintain a stable living environment.

State of NH/FIT Permanent Housing Program VI provides supportive services for homeless individuals and families with co-occurring mental health illnesses and/or substance abuse disorders.

Manchester Housing and Redevelopment Authority recently developed 20 units of supportive housing for persons with episodic mental illness.

**Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. 91.315(e)**

See response below.

**For entitlement/consortia grantees: Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. (91.220(2))**

Abused and Neglected Children:

Child Advocacy Center supports coordinated forensic interview process and staffing for child victims/witnesses of crime in Manchester.

Waypoint's Runaway Homeless Youth program provides crisis intervention to runaway and homeless youth and those at risk of running away. The Runaway and Homeless Youth Street Outreach Program served 269 individuals in FY2019. Services offered include food, clothing, hygiene pantries, referrals for health care, email accounts for communication with families, help with obtaining birth certificates and DMV non-driver identification, access to food stamps and transportation to job interviews.

CASA of NH provides training of volunteers to serve as guardians ad litem (children's advocates) for Manchester's abused and neglected children.

Persons with alcohol and other drug addictions:  
Helping Hands Outreach Center - Men's recovery center

Elderly:

St. Joseph Community Services Elder Nutrition Program provides meals to homebound elderly and disabled individuals. As a result of this program, 314 income eligible individuals residing in the NRSA received daily hot, nutritious meals four-five days per week in FY2019.

Waypoint Homemaker/Homecare Program provides in-home nursing services and other light duty services to the elderly and frail homebound in Manchester.

Victims of Domestic Violence:

Manchester YWCA "Emily's Place" provides an emergency shelter for women and children who are homeless as a result of domestic violence. In FY2019, 59 women and children fleeing domestic violence were served.

## **MA-40 Barriers to Affordable Housing – 91.210(e)**

### **Negative Effects of Public Policies on Affordable Housing and Residential Investment**

The City of Manchester continues to review policies and take action steps in its effort to remove barriers to affordable housing. The City of Manchester is currently undergoing a rewrite of its strategic plan. This plan addresses policy changes needed to address affordable housing, homelessness, and a mixture of housing types. It will make policy recommendations for the City's consideration in the coming years.

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

When it comes to building codes, the process for development of new buildings for new housing stock or redevelopment of existing buildings into housing stock is more complex and may present barriers particularly because existing building stock is old relative to surrounding communities.

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

Minimal increases in CDBG and HOME has not allowed jurisdictions to keep pace with the increased cost of living and inflation of building materials/land. Therefore, it is difficult to continue to serve the needs of the City with limited federal support.

In addition, Federal funding for maintaining existing or building new public housing has been on a long-term downward trend (including the elimination of HOPE VI) and resources to address housing for the non-homeless hardest-to-serve (e.g., the working poor) is very limited.

The upswing in market demand has created an urgency for the work of the City's Community Development division.

## MA-45 Non-Housing Community Development Assets – 91.215 (f)

### Introduction

The data below evaluates the types of industry that are present within Greenville and the number of jobs that they create. It also looks at the workforce and evaluates their occupation, travel time to work, and educational attainment.

Manchester has a varied employment sector and workforce with strengths in healthcare and education and retail sales. Finance, professional, and a changing manufacturing employment base are also strong. Manchester has witnessed an economic transition over time from traditional manufacturing to a service, technology, healthcare, and office hub for the state and the region.

The City of Manchester is currently drafting an updated Strategic Plan that has a strong emphasis on enhancing economic development efforts including stronger partnerships between the City of Manchester, the Chamber of Commerce, and other entities focused on recruiting and retaining jobs. Housing affordability has been identified as a key challenge in continuing the success of Economic Development in Manchester.

### Economic Development Market Analysis

#### Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	99	4	0	0	0
Arts, Entertainment, Accommodations	5,524	6,568	12	12	0
Construction	2,506	1,859	5	3	-2
Education and Health Care Services	9,896	13,044	21	23	2
Finance, Insurance, and Real Estate	3,278	3,449	7	6	-1
Information	1,341	3,273	3	6	3
Manufacturing	5,952	5,442	13	10	-3
Other Services	2,356	3,016	5	5	0
Professional, Scientific, Management Services	4,633	7,260	10	13	3
Public Administration	0	0	0	0	0

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Retail Trade	7,028	7,495	15	13	-2
Transportation and Warehousing	1,406	1,583	3	3	0
Wholesale Trade	2,702	3,365	6	6	0
Total	46,721	56,358	--	--	--

**Table 40 - Business Activity**

Data Source: 2011-2015 ACS (Workers), 2015 Longitudinal Employer-Household Dynamics (Jobs)

## Labor Force

Total Population in the Civilian Labor Force	62,670
Civilian Employed Population 16 years and over	58,360
Unemployment Rate	6.89
Unemployment Rate for Ages 16-24	27.04
Unemployment Rate for Ages 25-65	4.29

**Table 41 - Labor Force**

Data Source: 2011-2015 ACS

Occupations by Sector	Number of People
Management, business and financial	12,685
Farming, fisheries and forestry occupations	3,150
Service	6,095
Sales and office	15,190
Construction, extraction, maintenance and repair	4,760
Production, transportation and material moving	3,640

**Table 42 – Occupations by Sector**

Data Source: 2011-2015 ACS

## Travel Time

Travel Time	Number	Percentage
< 30 Minutes	40,025	73%
30-59 Minutes	10,930	20%
60 or More Minutes	4,070	7%
<b>Total</b>	<b>55,025</b>	<b>100%</b>

**Table 43 - Travel Time**

Data Source: 2011-2015 ACS

## Education:

### Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	3,595	430	2,675
High school graduate (includes equivalency)	14,090	760	4,250
Some college or Associate's degree	14,100	975	3,195

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Bachelor's degree or higher	15,280	495	2,125

**Table 44 - Educational Attainment by Employment Status**

Data Source: 2011-2015 ACS

### Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	460	650	560	1,490	1,735
9th to 12th grade, no diploma	1,285	1,240	930	1,830	1,145
High school graduate, GED, or alternative	3,820	5,025	4,690	9,405	5,145
Some college, no degree	3,660	3,645	2,500	5,980	2,280
Associate's degree	575	1,455	1,715	2,990	840
Bachelor's degree	1,630	4,440	3,070	4,890	1,770
Graduate or professional degree	145	1,430	1,545	2,540	1,165

**Table 45 - Educational Attainment by Age**

Data Source: 2011-2015 ACS

### Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	22,440
High school graduate (includes equivalency)	31,751
Some college or Associate's degree	35,318
Bachelor's degree	50,191
Graduate or professional degree	60,228

**Table 46 – Median Earnings in the Past 12 Months**

Data Source: 2011-2015 ACS

### Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

1. Education and Health Care Services:21.0%
2. Retail Trade:15.0%
3. Manufacturing:12.7%
4. Arts, Entertainment, Accommodations:11.8%
5. Professional, Scientific, Management services:9.9%

**Describe the workforce and infrastructure needs of the business community:**

Workforce recruitment is an issue for businesses in Manchester. Its position as a hub of high tech jobs is challenged by a lack of affordable housing options for potential employees, its lack of access through public transportation locally and potential commuter rail from Boston to Manchester.

Manchester is viewed as an educational hub with institutions of higher learning accounting for a key component of the local economy and driver of talent for potential companies. The city's draft Strategic Plan has identified quality of life issues including increased multi-modal options, enhanced access to the river, and better connections in the community as a key opportunity.

**Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.**

Manchester continues to explore a rail connection to the Boston metropolitan area as a major future initiative. The current Strategic Plan for Manchester now in draft form is recommending increased mobility options throughout the city, better connections between neighborhoods and commercial nodes, re-visioning aging retail centers to remain competitive in a changing retail market, and enhanced downtown improvements.

The Strategic Plan is also recommending a stronger effort to unite economic development efforts to create a more robust strategy to increase jobs, enhance the market for the community and better position Manchester for ongoing success as a center of medical, educational, high tech, and service jobs.

**How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?**

A main driver of economic success in Manchester is the strong presence of higher education institutions which provide an array of education and training programs. K-12 education remains a focus in the Manchester community with a renewed effort among the public school system and the private sector to reinforce the school system's strength. Manchester Proud is grassroots, non-partisan public school reform organization founded in 2017 to strengthen public schools, raise funding, and create an ambitious plan for K-12 education.

**Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.**

There are eleven colleges and universities throughout the City of Manchester. Manchester Community College (MCC) is in the process of becoming a four-year program school. Southern New Hampshire University degree programs are offered in an online setting as well as the traditional campus-based setting.

**Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?**

No

**If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.**

The current Manchester Strategic Plan that is in its draft phase has a series of recommendations for enhancing the economic development efforts of the City. These include a more robust partnership between the City and the Chamber, enhanced downtown development initiatives, entrepreneurship programs, and a series of plans for creative work places that can be deployed for coworking and maker spaces. The plan also recommends a strong marketing effort to unite Manchester around a powerful message that helps define the community, unite the City with its many partners, and promote opportunities for investment.

**Discussion**

The area's economy continues to be strong, but not all residents are feeling the success felt by others. Many residents, without the proper training and access to reliable transportation, are unable to take advantage of these new employers. Many workforce resources are available to the community key partners endeavor to connect residents with this information in an effort to improve the job readiness of the community.

Manchester has great economic opportunity and extensive educational options. However, the abundance of opportunity may not necessarily be available to all people including those at lower incomes who are not able to take advantage of further training and education to increase their incomes.

In addition, housing costs are outpacing wages and the stock of available housing remains low due to the impact of higher demand for market rate housing. In a tight housing market with an influx of more affluent residents housing affordability remains an issue for those who work lower wage jobs or who are underemployed and unemployed.

## **MA-50 Needs and Market Analysis Discussion**

### **Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")**

The housing problem of biggest concern within the City of Manchester is the housing cost burden. Many families within the City are paying more than 30% of their income on housing costs. The map below entitled "Housing Cost Burden" illustrates the percent of households spending more than 30% of their income on housing by census tract. The map shows that Census tracts located in the center of Manchester experience a higher rate of cost burden than Census tracts on the outskirts of the city. There are a total of 11 Census tracts located in central Manchester where more than 47% of households are cost-burdened. Maps provided in Section NA-20 illustrate concentrations of Extremely Low, Low, and Moderate Income households experiencing Severe Housing Problems. Severe Housing Problems have been identified as any one of the following conditions: 1. Lacks complete kitchen facilities; 2. Lacks complete plumbing facilities; 3. More than 1.5 person per room; and 4. Cost Burden greater than 50%.

### **Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")**

The maps below (using 2011-2015 CHAS Data) depict the percentage of households that are extremely low income, low income, and moderate income households. The maps demonstrate that Census tracts in the center of the city and on the west side tend to have a higher percentage of extremely low and low income households relative to other tracts in the city.

Maps are also provided to identify geographic patterns and concentrations of individual race and ethnic groups in Manchester. The maps (utilizing 2011-2015 CHAS data) generally show higher percentages of minority households in the center and west side of the city.

### **What are the characteristics of the market in these areas/neighborhoods?**

Real estate and market conditions within these census tracts and neighborhoods are generally poor with low assessed valuations and market values. Despite low values and poor market conditions, many housing providers, rental agencies and real estate management companies have indicated that the existing supply and availability of affordable housing units are in high demand reflecting the overall demand for housing in Manchester across the board.

### **Are there any community assets in these areas/neighborhoods?**

There are many community assets located within the City's low/moderate income neighborhoods and areas of minority concentration. Numerous assisted housing facilities including; elderly housing, family

housing, handicap accessible housing, and transitional housing are strategically located in these areas to offer assistance and support to low income individuals, families and households.

In addition to these assets, the city's low income neighborhoods contain many businesses, personal services and places of employment, religious organizations and churches, as well as a variety of community service organizations such as the Boys and Girls Club, Easter Seals, American Red Cross, Families in Transition, Child and Family Services, The Way Home, Manchester Senior Center, Manchester Community Resource Center, the Mental Health Center of Greater Manchester, Manchester Community Health Center, Serenity Place, the Farnum Center, Manchester Housing and Redevelopment Authority, Neighbor Works Southern New Hampshire, the Catholic Medical Center and Elliot Hospital and its new Urgent Care Centers. There are also numerous elementary, middle and high schools and other public facilities, including recreational facilities, police and fire stations, community centers and libraries within or in close proximity to the city's low income neighborhoods.

Perhaps the greatest community asset that the City has to offer are the residents of Manchester, volunteer organizations and the community non-profits that work day to day to improve economic conditions, increase affordable housing opportunities, provide health care and other social services that improve the lives of city residents.

### **Are there other strategic opportunities in any of these areas?**

There are many strategic opportunities and initiatives currently in place to improve the City of Manchester and the city's low income neighborhoods. The City has in place a central neighborhood infrastructure and capital improvement program which is working to fund and reconstruct streets, sewers, sidewalks, drainage, including the installation of street and traffic lighting for safety and aesthetic purposes. This program is aimed to improve the appeal of the inner city neighborhoods, create greater opportunities for local businesses and to make the city a more attractive place to live and work.

A number of other strategic opportunities to improve Manchester's low income neighborhoods were also identified during the citizen participation and focus group meetings held in developing this plan including better transportation, improvement of parks and sidewalks in distressed neighborhoods, community identity and pride building, and the potential for small neighborhood grant programs to enhance neighborhood led initiatives.

## **MA-60 Broadband Needs of Housing occupied by Low- and Moderate-Income Households - 91.210(a)(4), 91.310(a)(2)**

### **Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.**

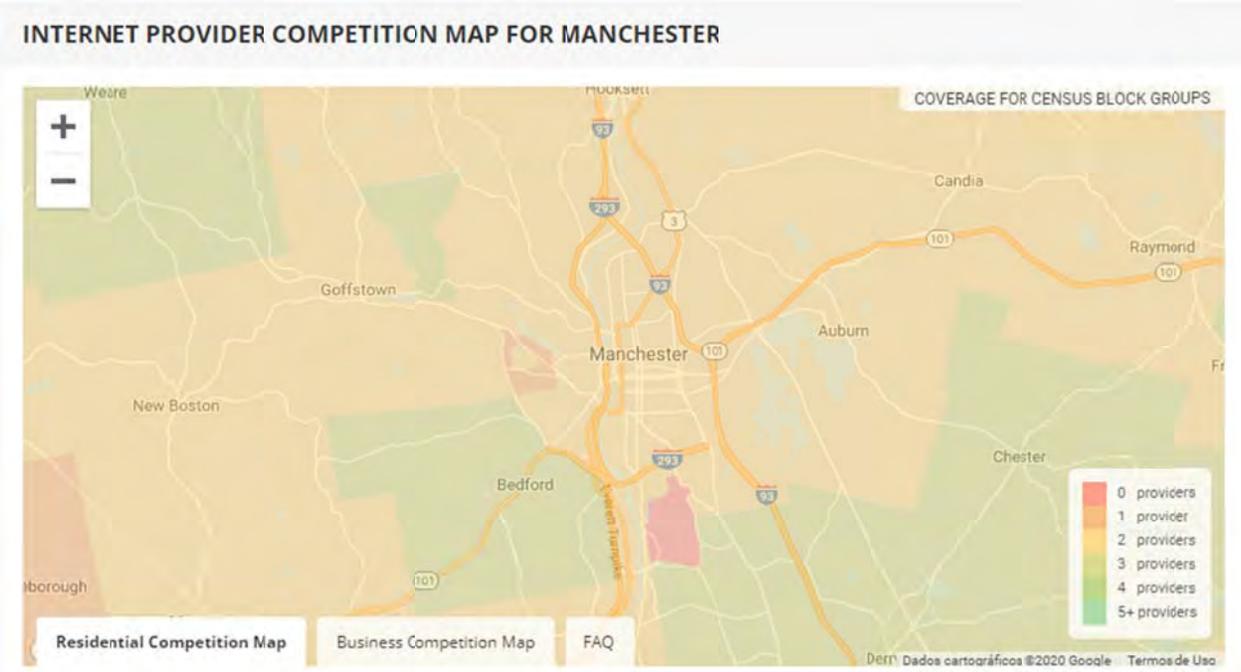
Manchester is the 11th most connected city in New Hampshire, according to a Broadband Now analysis. Near one hundred percent of Manchester residents have access to two providers and only 2.6 percent of residents (2,000 residents total) have only one or no option for home residential broadband service.

In terms of network technology offered within Manchester, the most prevalent wired broadband technology types are Cable (98.76 percent coverage) and DSL (98.13 percent coverage). Phone companies usually offer DSL connections because DSL sends data via telephone lines, but this type of connection is outperformed by all other major wired Internet technologies. Aside from home Internet, there are 10 companies in city limits marketing enterprise-level products and services.

Manchester residents can access the internet through 65 different libraries and public institutions that offer publicly funded internet access points.

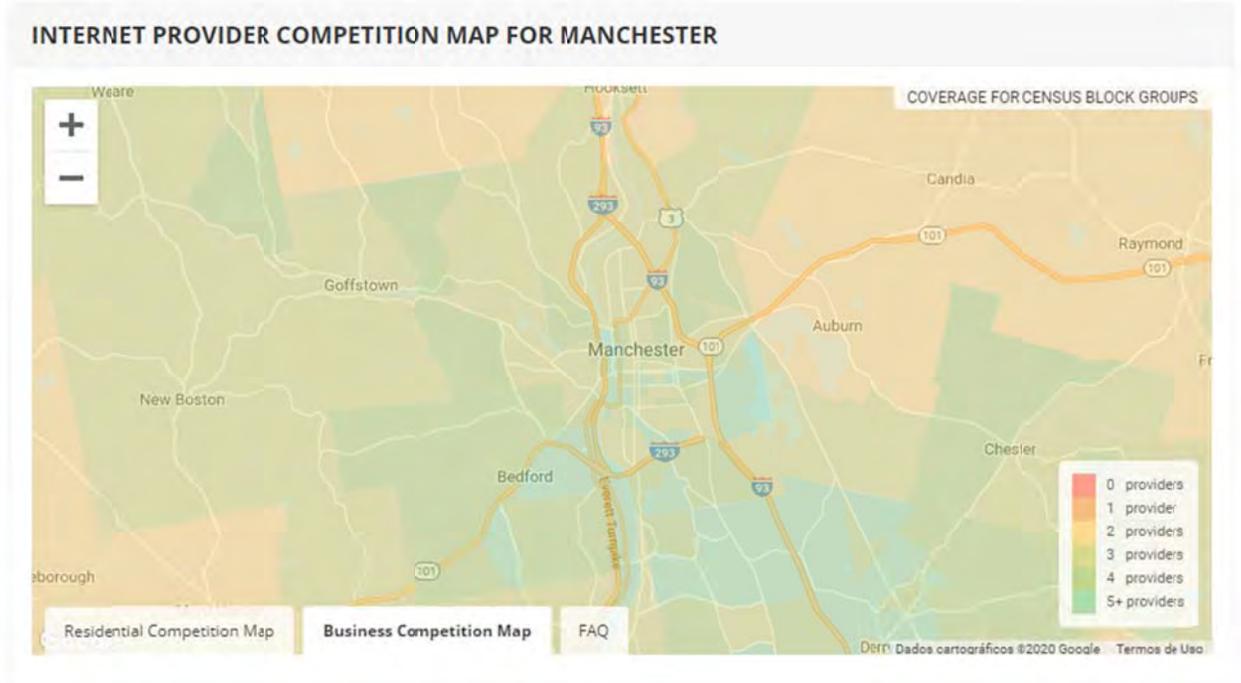
### **Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction.**

Despite the near totality of Manchester residents having access to internet, home residential broadband services should be more competitive. Currently, Manchester residents have access to two providers, but most Manchester businesses can choose between three and five providers. The increase in competition could increase affordability for low- and -moderate income households to access broadband.



**Manchester Residential Internet Provider Competition Map**

[Competition Map](#)
[Download Speeds](#)
[Fastest Zip Codes](#)
[Publicly Funded Internet](#)



**Manchester Business Internet Provider Competition Map**

## **MA-65 Hazard Mitigation - 91.210(a)(5), 91.310(a)(3)**

### **Describe the jurisdiction's increased natural hazard risks associated with climate change.**

The current Manchester Hazard Mitigation Plan was adopted in 2018. The Plan is used to reduce future losses from natural and human-caused hazards as required by the Disaster Mitigation Act (DMA) of 2000. It is updated every five years in order to minimize the potentially adverse effects of future disasters or emergencies in Critical Infrastructure and Key Resources within the community such as the city's public infrastructure (public water, sewer, roads, streets, drainage, etc.), existing residential buildings and other structures within the city; future development; administrative technical and physical capacity of emergency response services; and response coordination between federal, state and local entities.

The main prospective impacts related to climate change are associated with the increase of events of rainfall, heavy snow, lightning, flooding, droughts and extreme heat or cold.

Extreme heat is an occasional and short-lived event in Southern New Hampshire. While there have been no extended periods of extreme heat in Manchester, the state has seen a significant increase in mean annual temperature over the past 50 years. By the end of this century, an extreme heat event that currently occurs once every 20 years could occur every two to four years in most parts of the country. Periods of extreme cold are also common in the region and may become more acute with climate change. All areas of Manchester would be affected by extreme heat or cold, especially areas and populations at a greater risk like the elderly, the homeless population and low-income population. In such circumstances, power system may become overburdened and communications negatively affected as well.

Heavy rainfalls can potentially cause floods and risk failures in the City's utility system. According to FEMA's most recent Biennial Report for Manchester, there were approximately 597 residential and other structures located in the FEMA designated special flood hazard areas (100-year floodplain). Moreover, the City have experiencing between 20 and 40 water main leaks per year. Manchester Water Works main breaks occur at an approximate frequency of .06 breaks per mile compared to the national average of .20 breaks per mile. All areas of Manchester should be considered at risk for utility system failures, especially the wastewater treatment plant, sewer pumping stations and the water treatment facility.

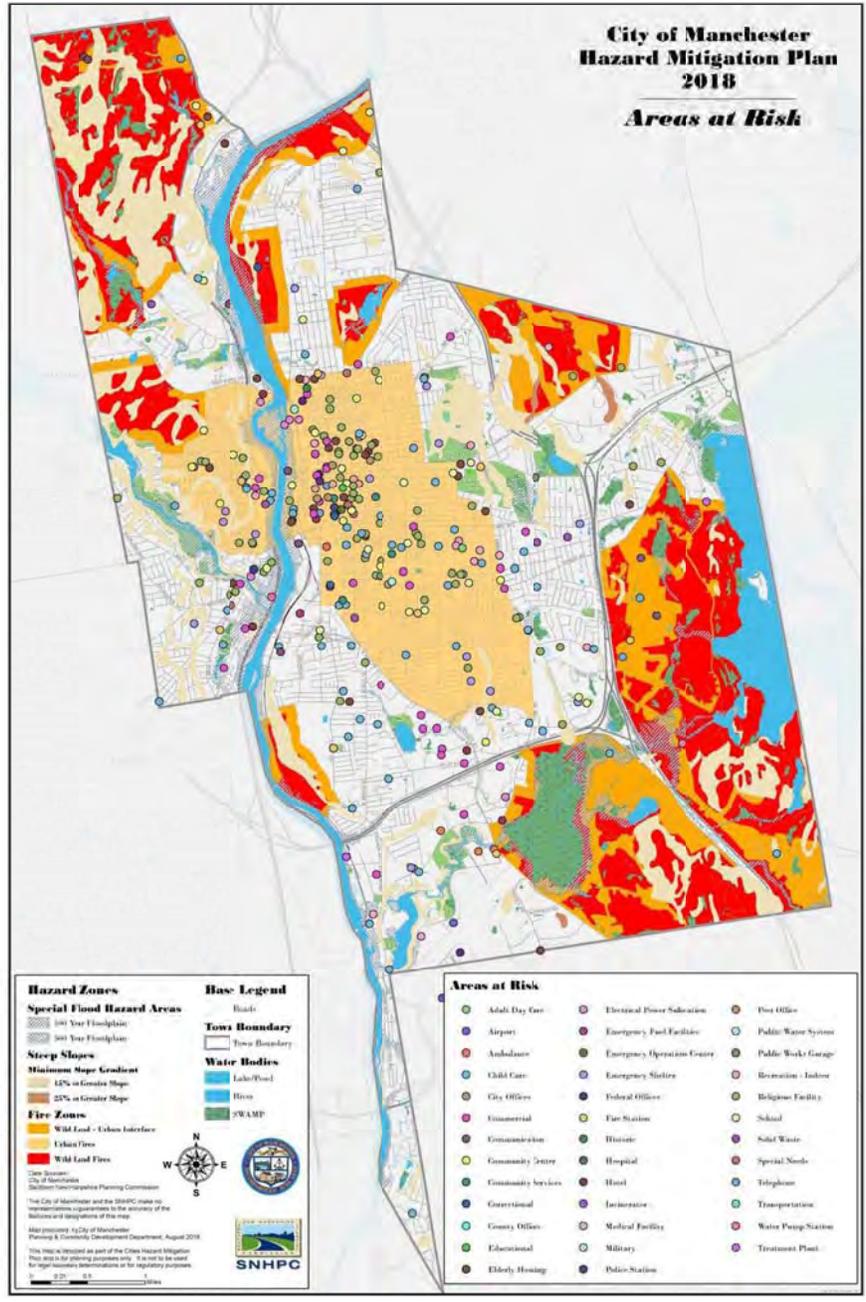
The City is potentially at risk for property damage and loss of life due to lightning, heavy snows and ice storms as well. Even though hurricanes are not an event the State is highly subjected to, there could be potential risk if one reaches Hillsborough County. Finally, droughts could negatively impact the City as well, but local officials anticipate the impacts would be minimal given the City water supply service coverage (i.e. no wells) and the capacity to use other sources of supply from the Merrimack River.

**Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings, and methods.**

The 2018 Manchester Hazard Mitigation Plan describes that the main natural hazard risks affecting low- and moderate-income population relates to periods of extreme heat or cold, as well as flood events. While there have been no extended periods of extreme heat in Manchester, the state has seen a significant increase in mean annual temperature over the past 50 years. By the end of this century, an extreme heat event that currently occurs once every 20 years could occur every two to four years in most parts of the country. Periods of extreme cold are also common in the region and may become more acute with climate change. With the rising costs of heating fuel and electricity, many low-income citizens are not able to adequately heat and cool their homes, exposing themselves to temperature related medical emergencies or death. This is an even greater concern for homeless persons who may be unable to escape the extreme temperatures.

As previously mentioned, FEMA's most recent Biennial Report for Manchester pointed out that approximately 597 residential and other structures are located in the FEMA designated special flood hazard areas (100-year floodplain). Based on the map of areas at risk, most of the 100-year floodplain area census tracts with an elevated concentration of low- and moderate-income households.

A key vulnerability of housing occupied by low- and moderate-income relates to urban fires. Based on the map of areas at risk, the entire zone designated as prone to urban fire concentrates low- and moderate-income households. This is also consistent with data from the Fire Department that describes a consistent number of house/building fires over the years (around 120 cases yearly), which represents roughly 50% of fire incidents the Manchester Fire Dept. responds yearly.



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**Manchester Hazard Zones - Map**

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

The Consolidated Plan is the result of a collaborative process designed to establish a unified vision for the City of Manchester's community development actions for the next five years. The plan presents an opportunity to shape the City's various housing and community development programs into effective, coordinated neighborhood and community development strategies. It also provides an opportunity for strategic planning and citizen participation to take place in a comprehensive context designed to reduce duplication of efforts.

In response to the input received from the citizen participation process and the demands associated with Manchester's diverse low-income population, the following Needs and Goals were established for the 2020-2024 Consolidated Plan.

### Priority Needs

1. Affordable Housing  
To Provide Emergency Shelter  
To Provide Outreach to Individuals Living in Streets  
To Provide Tenant Based Rental Assistance  
To Provide Transitional Housing  
To Provide Rapid Re-Housing Opportunities  
For all applicable Agencies to Use HMIS System  
To Provide Homeless Prevention Activities  
Provide Fair Housing Outreach and Education  
Safe and Sanitary Housing  
Supportive Neighborhood Living Environments  
To Prevent Youth from Engaging in Crime  
Youth Counseling, Programming and Supportive Service  
Provide Childcare Options for Working Parents  
Provide Support to Abused/Neglected Children  
Provide Elderly Independent Living Support Service  
Access to Supportive Services that Target Refugees  
Access to Health Care  
To Address Substance Abuse/Drug Overdoses  
Economic Wellbeing for all Manchester Citizens  
To Teach Job Skills Through Classroom & Training  
Provide Youth With Summer Recreation Programming  
Safe and Affordable Places for Physical Activity  
ADA Access to Sidewalks, Streets, etc.  
To Address Deteriorating Streets, Sidewalks, Etc.  
Address Deteriorating Conditions in Public Buildings  
Effective Administration of State/Federal Programs  
To Implement Various Planning Studies  
Public Health Preparedness

### Goals

1. Increase the Number of Affordable Housing Units  
Address Homelessness Issues  
Increase Community Supportive Living Environments  
Increase Manchester High School Graduation Rate  
Increase Access/Availability to Affordable Childcare  
Decrease the Number of Abused/Neglected Children  
Perpetuate the Independent Living of the Elderly  
Assimilate Refugees

Into The Community Support Health Care Activities for Underinsured Decrease Number of Deaths  
Caused By Substance Abuse Increase Manchester Employment Opportunities Increase Recreation  
Programming for Low/Mod Youth Increase Year Round Access to Recreation Facilities To Create a  
Universally Accessible City Support the City's Infrastructure System Improve Condition of  
Buildings Accessed by Public Facilities Efficient Planning/Public Management Prepare Individuals  
for Gainful Employment

## SP-10 Geographic Priorities – 91.215 (a)(1)

### Geographic Area

Table 47 - Geographic Priority Areas

1	<b>Area Name:</b>	Citywide/CDBG-eligible CT-BG
	<b>Area Type:</b>	Citywide/CDBG-eligible CT-BG
	<b>Other Target Area Description:</b>	Citywide/CDBG-eligible CT-BG
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	
	<b>Include specific housing and commercial characteristics of this target area.</b>	
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	
	<b>Identify the needs in this target area.</b>	
	<b>What are the opportunities for improvement in this target area?</b>	
2	<b>Area Name:</b>	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY
	<b>Area Type:</b>	Strategy area
	<b>Other Target Area Description:</b>	
	<b>HUD Approval Date:</b>	7/28/2005
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	Comprehensive
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	
	<b>Include specific housing and commercial characteristics of this target area.</b>	
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	

<b>Identify the needs in this target area.</b>	
<b>What are the opportunities for improvement in this target area?</b>	
<b>Are there barriers to improvement in this target area?</b>	

**General Allocation Priorities**

Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA)

**Geographic Area**

All funds are proposed to be available on a citywide basis in Community Development Block Grant (CDBG)-eligible census tracts and block groups, with a focus on the Center City and the Manchester Neighborhood Revitalization Strategy Area (NRSA).

CDBG and HOME funds will be available to all agencies within the City, however adherence to all income eligibility requirements must be met and documented. Public service activities will be citywide, and CBDO Special Activities will be solely undertaken in the City’s proposed, continued NRSA discussed later in this section.

HUD’s Emergency Solutions Grant Program (ESG) sets specific guidelines as to the allocation, which is not focused geographically, except that the funds will be distributed to agencies working and serving Manchester. The specified caps on certain activities will be adhered to.

**Request for Continued Approval of Neighborhood Revitalization Strategy Area**

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

Over the course of subsequent Consolidated Plans, the updated income information data assembled by HUD and the Census Bureau resulted in a shift of the upper quartile of the lowest income block groups. The shift started to include additional west side neighborhood areas and an expansion into southern areas of the City.

With the submission of this 2020-2024 Five Year Consolidated Plan, the City requests a renewed five year approval of its NRSA to include the upper quartile of the most impoverished block groups, as

indicated by the most recent income data, that expands the priority area to a few tracts to the east and the west.

*See the report entitled "NRSA 2020-2024" included in the attachments in AD-25 Grantee Unique Appendices that shows the updated NRSA map, calculations, consultation process and the expected benchmarks.*

## SP-25 Priority Needs - 91.215(a)(2)

### Priority Needs

Table 48 – Priority Needs Summary

<b>1</b>	<b>Priority Need Name</b>	Affordable Housing
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Rural Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Unaccompanied Youth
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Increase the Number of Affordable Housing Units
	<b>Description</b>	Affordable housing continues to be a challenge for those families in Manchester that are earning less than 80% of the median family income. Identifying affordable housing opportunities for this population continues to be a priority need.
	<b>Basis for Relative Priority</b>	According to the 2019 New Hampshire Housing Finance Authority Rental Survey, the average rent for a two-bedroom apartment in Manchester is \$1,406/month. The estimates of affordability stated in the Rental Survey concluded that only 12% of the two-bedroom units surveyed in Hillsborough County would be affordable to a 3-person household earning 80% of the median income. In Hillsborough County, 130% of the 2019 Adjusted Median Income is required to support the average rent (\$1,456) for a two bedroom apartment. The very low-income families at 30% of the median income are earning \$23,950/year. Based on their income, an affordable unit would need to be \$599/month. Unfortunately, the average rent for a two-bedroom apartment in Manchester is \$1,406/month leaving an income gap of \$807.

<b>2</b>	<b>Priority Need Name</b>	To Provide Emergency Shelter
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Victims of Domestic Violence Unaccompanied Youth
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Address Homelessness Issues
	<b>Description</b>	In accordance with the Address Homelessness Issues Goal, the Manchester Continuum of Care Goals and the Hearth Act Performance Measures, the City will utilize its Entitlement funding to provide emergency shelter to Manchester's homeless.

	<p><b>Basis for Relative Priority</b></p>	<p>Manchester has the largest adult shelter, available to men and women, in the state of New Hampshire which is run by Families in Transition/ New Horizons. It is also the state's only wet shelter. The shelter has 63 beds for men and 13 beds for women. The shelter often has many more clients in the winter months, which are accommodated by emergency overflow space, as authorized by the Manchester Fire Department. There is also a separate shelter for women, Angie's, with 16 beds. Shelter executives plan with other MCoC agencies, the City's Mayor, and City department heads from police, health, fire and public works.</p> <p>Families in Transition/ New Horizons (FIT) also provide a Manchester Emergency Family Shelter, offering 11 bedrooms for families. The facility, which opened in December of 2015, hosts a Head Start daycare, health clinic, a food pantry with a commercial kitchen, and an intake center. The Family Shelter assists homeless families in a targeted manner by assisting them in gaining/regaining stable housing. Annually, the shelter houses 80 parents and 120 children. FIT also provides transitional housing. The Lowell Street Housing Program provides 17 units for families and individuals in need of transitional housing. FIT provides an additional 62 traditional housing units, which are utilized for a period of 18 to 24 months. Residents of this transitional housing receive supportive services.</p> <p>The domestic violence shelter in Manchester, YWCA's Emily's Place, provides emergency housing for up to six families (18 residents total) at a time. This shelter is also part of a system of care where women and their children may be moved to another part of the state or out of state if they are in great danger.</p> <p>Child and Family Services has access to 3 safe house shelter beds for children under the age of 18 and a strong collaboration with a professional facility, Webster House, for children under the age of 19 and in crisis.</p> <p>Transitional housing is available for homeless youth 18-24, veterans, families and individuals throughout the city with strong programming.</p> <p>All shelters have case management and strive to connect clients to mainstream resources with an end goal of (re)gaining permanent housing.</p>
<p><b>3</b></p>	<p><b>Priority Need Name</b></p>	<p>Provide Outreach to Individuals Living in Streets</p>
	<p><b>Priority Level</b></p>	<p>High</p>

	<b>Population</b>	Extremely Low Low Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Unaccompanied Youth
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Address Homelessness Issues
	<b>Description</b>	In accordance with the Address Homelessness Issues Goal, the manchester Continuum of Care Goals and the HEARTH Act Performance Measures, the city will utilize Entitlement Funding to provide outreach to individuals living in the streets.
	<b>Basis for Relative Priority</b>	No one living on the streets is one of the eight overarching goals in Manchester's Plan to End Homelessness. The Manchester Continuum of Care (MCoC) has an outreach team which includes a registered nurse, a Projects for Assistance in Transition from Homelessness (PATH) worker, shelter staff, youth outreach, and volunteers that go places known to have camps. They routinely check in on people, work to engage them in services and advise them of shelter options. Manchester Police have also been part of outreach and seek to connect unsheltered homeless to MCoC services. The Homeless Services Center offers a variety of basic needs, including showers, laundry and hot lunch. This Center also creates opportunities for outreach workers and service providers to help people connect to resources they need to (re)gain stable housing. Services onsite include: VA, healthcare, mental health, Goodwill job training, reading program and housing assistance.
<b>4</b>	<b>Priority Need Name</b>	To Provide Tenant Based Rental Assistance
	<b>Priority Level</b>	Low

	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children veterans
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Address Homelessness Issues
	<b>Description</b>	In accordance with the Address Homelessness Issues Goal, the manchester Continuum of Care Goals and the HEARTH Act Performance Measures, the city will utilize Entitlement Funding to provide Tenant Based Rental Assistance to low income individuals and families.
	<b>Basis for Relative Priority</b>	According to the 2019 New Hampshire Housing Finance Authority Rental Survey, the average rent for a two-bedroom apartment in Manchester is \$1,406/month. The estimates of affordability stated in the Rental Survey concluded that only 12% of the two-bedroom units surveyed in Hillsborough County would be affordable to a 3-person household earning 80% of the median income. In Hillsborough County, 130% of the 2019 Adjusted Median Income is required to support the average rent (\$1,456) for a two bedroom apartment. The very low-income families at 30% of the median income are earning \$23,950/year. Based on their income, an affordable unit would need to be \$599/month. Unfortunately, the average rent for a two-bedroom apartment in Manchester is \$1,406/month leaving an income gap of \$807.
5	<b>Priority Need Name</b>	To Provide Transitional Housing
	<b>Priority Level</b>	Low

	<b>Population</b>	Extremely Low Low Large Families Families with Children Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Address Homelessness Issues
	<b>Description</b>	In accordance with the Address Homelessness Issues Goal, the manchester Continuum of Care Goals and the HEARTH Act Performance Measures, the city will utilize Entitlement Funding to provide transitional housing units.
	<b>Basis for Relative Priority</b>	According to the 2019 New Hampshire Housing Finance Authority Rental Survey, the average rent for a two-bedroom apartment in Manchester is \$1,406/month. The estimates of affordability stated in the Rental Survey concluded that only 12% of the two-bedroom units surveyed in Hillsborough County would be affordable to a 3-person household earning 80% of the median income. In Hillsborough County, 130% of the 2019 Adjusted Median Income is required to support the average rent (\$1,456) for a two bedroom apartment. The very low-income families at 30% of the median income are earning \$23,950/year. Based on their income, an affordable unit would need to be \$599/month. Unfortunately, the average rent for a two-bedroom apartment in Manchester is \$1,406/month leaving an income gap of \$807.
6	<b>Priority Need Name</b>	To Provide Rapid Re-Housing Opportunities
	<b>Priority Level</b>	High

<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Victims of Domestic Violence
<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
<b>Associated Goals</b>	Address Homelessness Issues
<b>Description</b>	In accordance with the Address Homelessness Issues Goal, the manchester Continuum of Care Goals and the HEARTH Act Performance Measures, the city will utilize Entitlement Funding to provide Rapid Re-Housing opportunities.

	<b>Basis for Relative Priority</b>	<p>Rapid Rehousing activities for individuals and families who are literally homeless – qualifying under paragraph (1) of the Homeless Definition – will include housing relocation and stabilization activities/services.</p> <p><i>Services</i> - In accordance with the Federal Notice of Outcome Performance Measurement System for CPD Formula Grant Programs (March 7, 2006), this activity meets the objective of decent housing and outcome of availability/accessibility. ESG funding allocated under this category will support housing relocation and stabilization services such as assessing needs and establishing housing assistance plan; budget counseling and coaching on steps to increase income and reduce expenses; tenant education, apartment inspections and landlord negotiations; assistance to work with community resources such as donated food, clothes; IDs; credit repair; legal services and other programs offered by Manchester CoC and other social service agencies. Participants are assisted in obtaining appropriate supportive services and connecting to mainstream benefits.</p> <p>Rapid rehousing services also include case management to assist homeless individuals and families to find safe, affordable housing and connect to appropriate supportive services and mainstream benefits. Participants must meet with a case manager at least one time per month to assess progress and address any potential setbacks</p>
7	<b>Priority Need Name</b>	For All Applicable Agencies To Use HMIS System
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Large Families Families with Children Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Victims of Domestic Violence Unaccompanied Youth
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Address Homelessness Issues

	<b>Description</b>	In accordance with the Address Homelessness Issues Goal, the manchester Continuum of Care Goals and the HEARTH Act Performance Measures, the city will utilize Entitlement Funding to support the HMIS Data System.
	<b>Basis for Relative Priority</b>	In accordance with the Federal Notice of Outcome Performance Measurement System for CPD Formula Grant Programs (March 7, 2006), this activity meets the objective of decent housing and outcome of availability/accessibility. The HEARTH Act requirements bring training and support needs to agencies that are administering eligible ESG activities. All ESG recipients must utilize HMIS, with the exception that victim service providers and legal services providers may use ESG funds to pay the costs of establishing and operating a comparable database. ESG monies allocated under this category will fund HMIS training and support for Manchester programs receiving ESG funding.
8	<b>Priority Need Name</b>	To Provide Homelessness Prevention Activities
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill veterans Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Address Homelessness Issues
	<b>Description</b>	In accordance with the Address Homelessness Issues Goal, the manchester Continuum of Care Goals and the HEARTH Act Performance Measures, the city will utilize Entitlement Funding to provide homeless prevention activities.

	<b>Basis for Relative Priority</b>	The City recognizes the importance of prevention efforts as does the MCoC. Programs divert people through other supports if possible. City funded partner and MCoC member agency, The Way Home, is a solid resource for prevention assistance and utilizes budget and life skills training as part of this. If it is determined that a client should move to a lower priced unit to maintain housing, The Way Home does have access to a security deposit assistance program to help make this possible. Clients are also educated on the many resources available within the community to help them keep their housing, grocery and other costs down. The Section 8 waiting lists in New Hampshire are extremely long, so this resource is difficult to acquire for very low income households. Manchester Housing and Redevelopment Authority is a strong partner in providing low cost housing but availability continues to be low.
<b>9</b>	<b>Priority Need Name</b>	Provide Fair Housing Outreach and Education
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Public Housing Residents
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Increase the Number of Affordable Housing Units
	<b>Description</b>	In conjunction with the 2013 Analysis of Impediments to Fair Housing, survey results revealed that the majority of Manchester residents do not know where to find fair housing information and/or what their rights are in regards to fair housing. Discrimination data analyzed revealed that there is a need for continued outreach and education to property owners/managers and landlords to increase awareness of fair housing laws and to reduce discriminatory practices.
	<b>Basis for Relative Priority</b>	2013 Manchester, NH Analysis of Impediments to Fair Housing Choice.
<b>10</b>	<b>Priority Need Name</b>	Safe and Sanitary Housing

	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Increase Community Supportive Living Environments
	<b>Description</b>	Stabilize and improve existing housing conditions increasing the number of safe and sanitary rental housing opportunities in low/moderate income areas.
	<b>Basis for Relative Priority</b>	Low and moderate income families that occupy Manchester’s rental housing stock are the highest risk for lead poisoning and sub standard housing conditions. 16,709 (69.1%) of the 24,181 occupied rental housing units in the City were built before 1979 (U.S. Census – 2012-2016 American Community Survey 5-Year Estimates). Approximately 65.4% or 15,545 of Manchester’s rental housing units are occupied by families with incomes that are below 80% of the area median income, and 45.5% or (10,805 households) are below 50% of the area median income (HUD 2011-2015 CHAS Data). To promote the preservation of Manchester’s aging housing stock and the revitalization of existing neighborhoods, the City will continue to emphasize the operation of Concentrated Code Enforcement and the rehabilitation of the existing housing stock.
<b>11</b>	<b>Priority Need Name</b>	Supportive Neighborhood Living Environments
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents

	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Increase Community Supportive Living Environments
	<b>Description</b>	One of the over arching goals of the Division of Chronic Disease Prevention and Neighborhood Health within the Manchester Health Department, and the Community Policing Unit of the Manchester Police Department, is to actively engage residents in community health and quality of life improvement activities. Various initiatives include but are not limited to the following: create a coordinated and sustainable "Healthy Homes": system comprised of multi-disciplinary partnerships and approaches that effectively and efficiently address living conditions which impact resident health, safety and wellbeing; improve streetscape design to support access to key goods and services such as healthy foods, and access to neighborhood destinations for recreation, walkability and livability; invest resources in improving municipal parks/trails/school playgrounds and indoor recreational facilities to increase year round access to safe and affordable places for physical activity for residents of all ages; employ policy,systems and environmental change strategies to improve the availability, accessibility, affordability of healthy foods in all neighborhoods; and intentionally design neighborhoods with affordable public transportation systems that help neighbors connect to each other and to the services that they need. As a starting point, the partners have been working collaboratively with other community organizations, to strengthen resident involvement in crime prevention and neighborhood revitalization efforts under the umbrella of the Manchester Weed & Seed strategy.
	<b>Basis for Relative Priority</b>	There are multiple, proven advantages of mobilizing resident leaders around neighborhood health and safety, including the ability to capitalize on the knowledge they have about their community, the ownership they hold of where they live and the quality of life they would like for their families and neighbors, and the experience they have acquired from overcoming barriers to care and overturning live challages into opportunities.
<b>12</b>	<b>Priority Need Name</b>	To Prevent Youth From Engaging in Crime
	<b>Priority Level</b>	Low

	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Public Housing Residents Non-housing Community Development
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Increase Community Supportive Living Environments Increase Manchester Highschool Graduation Rate
	<b>Description</b>	There is a need for activities and programming that discourage youth from engaging in criminal acts.
	<b>Basis for Relative Priority</b>	Weed & Seed programming is viewed by the Manchester Police Department as a major component in promoting community policing. In addition to providing youth with an attractive activity at a critical time, it promotes positive interaction between youth and police officers. Interaction between youth and police officers result in communication opportunities that would have otherwise not existed; and encourages youth to participate in policing versus being policed. Due in part to the existence of Weed & Seed programming; the number of delinquencies perpetrated by youth has decreased, as well as victimization among the same age group.
13	<b>Priority Need Name</b>	Youth Counseling, Programming & Supportive Service
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Families with Children
	<b>Geographic Areas Affected</b>	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Increase Manchester Highschool Graduation Rate

	<b>Description</b>	In accordance with the input that the City has received as a part of it's Citizen Participation Process, there is a demonstrated need for activities that promote the educational enrichment of Manchester's youth. During, the next five years, the City will make every effort to offer after school tutoring, mentoring and recreational programs to youth residing in low income neighborhoods.
	<b>Basis for Relative Priority</b>	By increasing the graduation rate in Manchester, we will have a positive impact on the community economic development in the area. High school dropouts, on average, earn 40% less than those with a high school degree, are eight times more likely to spend time in jail or prison, and tend to have poorer health than the general population. Increasing the graduation rate will save the city and state millions of dollars. The relative priority for this need has been determined by the number of funding requests that the City has received for this type of service.
<b>14</b>	<b>Priority Need Name</b>	Provide Childcare Options For Working Parents
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Non-housing Community Development
	<b>Geographic Areas Affected</b>	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Increase Access/Availability to Afford. Childcare
	<b>Description</b>	In response to the needs expressed by the community, the City will make every effort to support programs that provide low-income children and families with affordable childcare and high quality early learning opportunities.
	<b>Basis for Relative Priority</b>	The relative priority for this need has been determined by the funding requests that the City has received for this type of service. Families receiving these services will have the opportunity to work, attend job training, earn a GED, or pursue further education while their children are attending affordable childcare. At the same time, the programming is preparing young children for future success.
<b>15</b>	<b>Priority Need Name</b>	Provide Support to Abused/Neglected Children
	<b>Priority Level</b>	High

	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Non-housing Community Development
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Decrease the Number of Abused/Neglected Children
	<b>Description</b>	The City will make every effort to support organizations that provide services to Manchester's abused and neglected children. Programming associated with this need will help stop the cycle of violence.
	<b>Basis for Relative Priority</b>	Year after year, children remain involved in the child protection and juvenile justice systems awaiting final case resolutions; and scores of additional victimized children come to the courts attention seeking safety and a better future.
16	<b>Priority Need Name</b>	Provide Elderly Independent Living Support Service
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Elderly Non-housing Community Development
	<b>Geographic Areas Affected</b>	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Perpetuate the Independent Living of the Elderly
	<b>Description</b>	In accordance with the need to allow the community's senior citizens to age in place, the City will make every effort to provide supportive services to Manchester's frail elderly. Specific activities will include home maker services and meal delivery.

	<b>Basis for Relative Priority</b>	The relative priority for this need has been determined by the funding requests that the City has received for this type of service. Older adults who are homebound, isolated and lack access, independence and autonomy, experience a greater need for more expensive institutional interventions as well as a higher risk that they will be victimized. As such, there is a need to provide programs that are an effective intervention to alleviate this problem.
17	<b>Priority Need Name</b>	Access to Supportive Services That Target Refugees
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Non-housing Community Development
	<b>Geographic Areas Affected</b>	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY
	<b>Associated Goals</b>	Assimilate Refugees Into The Community
	<b>Description</b>	Coordinate and support the implementation of services in a network to provide refugee populations with access to safe housing and all essential services.
	<b>Basis for Relative Priority</b>	The relative priority for this need has been determined by the funding requests that the City has received for this type of service. Manchester continues to be an immigrant and refugee resettlement community. Since 2011, 1,242 refugees from 30 nations have been resettled in Manchester. In reality, many of these refugees become dependent upon City and non-profit social services. Primary services to this population comes through the MCoC , food pantry usage, special multi-agency collaborative programming and other social services aimed at seeking/maintaining safe housing. Funding for these services is limited and it is challenging to work through language barriers and cultural differences.
18	<b>Priority Need Name</b>	Access To Health Care
	<b>Priority Level</b>	Low

	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Non-housing Community Development
	<b>Geographic Areas Affected</b>	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Support Health Care Activities for Underinsured
	<b>Description</b>	Support timely and appropriate access to health services for the most vulnerable populations, such as low-income children or frail seniors, to reduce costs and improve the quality of care. Enhance access to health insurance and to the supports needed to navigate this complex system.
	<b>Basis for Relative Priority</b>	The relative priority for this need has been determined by the funding requests that the City has received for this type of service.
<b>19</b>	<b>Priority Need Name</b>	To Address Substance Abuse/Drug Overdoses
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Middle Persons with Alcohol or Other Addictions
	<b>Geographic Areas Affected</b>	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Decrease # of Deaths Caused By Substance Abuse
	<b>Description</b>	Funding to support substance abuse detox programming and facility operations.

	<b>Basis for Relative Priority</b>	New Hampshire is among the top five states with the highest rate of opioid-involved deaths. In 2017, there were 424 drug overdose deaths involving opioids in New Hampshire—an age-adjusted rate of 34.0 deaths per 100,000 persons. This was more than twice the average national rate of 14.6 deaths per 100,000 persons. A significant increase was seen in cases involving synthetic opioids other than methadone (mainly fentanyl) with a rise from 30 deaths in 2013 to 374 deaths in 2017. Through the month of September, 55 deaths from drug overdose have occurred in 2019.
<b>20</b>	<b>Priority Need Name</b>	Economic Wellbeing for all Manchester's Citizens
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Non-housing Community Development
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Increase Manchester Employment Opportunities
	<b>Description</b>	The need for economic wellbeing is consistent with the Key HUD Goal; Expand Economic Opportunities through job creation and retention, support for small businesses, provision of jobs for low-income persons, access to credit and empowering low-income persons to achieve self-sufficiency. Socioeconomic wellbeing has also been shown to be one of the strongest predictors of health status. The evidence tells us that the relationship between income and health is based not just on how economic resources can affect our access to medical care, but also on how they enable us to live in safer homes and time for physical activity, and experience less health-harming stress.
	<b>Basis for Relative Priority</b>	As of October 2019, 2.2% of Manchester's labor force was unemployed
<b>21</b>	<b>Priority Need Name</b>	To Teach Job Skills Through Classroom & Training
	<b>Priority Level</b>	Low

	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Non-housing Community Development
	<b>Geographic Areas Affected</b>	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Increase Manchester Employment Opportunities Prepare Individuals For Gainful Employment
	<b>Description</b>	In accordance with the Education and Skills Development Strategy , the City will utilize its Entitlement Funding to support job training and skills enhancement programming.
	<b>Basis for Relative Priority</b>	With the goal of removing barriers to employment, helping individuals/families to achieve a self-sustaining income and improve their quality of life, the city will utilize entitlement funding to provide low/moderate income individuals with access to employment training and comprehensive employment related resources.
22	<b>Priority Need Name</b>	Provide Youth With Summer Recreation Programming
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Public Housing Residents Non-housing Community Development
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Increase Recreation Programming for Low/Mod Youth
	<b>Description</b>	In accordance with the City's Recreational Opportunities Strategy , the City will utilize its Entitlement Funding to provide youth with the opportunity to participate in summer recreation programs.

	<b>Basis for Relative Priority</b>	Support the development and maintenance of Manchester’s existing park system as well as recreational programming. Manchester contains an extensive variety of parks and open spaces for both active – such as soccer, baseball and tennis – and passive activities. In addition to the parks, there are a number of school playgrounds, golf courses and conservation areas that add to the City’s recreational opportunities.
<b>23</b>	<b>Priority Need Name</b>	Safe and Affordable Places for Physical Activity
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Non-housing Community Development
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Increase Year Round Access to Rec. Facilities
	<b>Description</b>	In conjunction with the City's Recreational Opportunities Strategy, where ever possible the City will committment CDBG funds to improve municipal parks, trails, school playgrounds and indoor recreational facilities to increase year round access to safe and affordable places for physical activity for residents of all ages.
	<b>Basis for Relative Priority</b>	Support the development and maintenance of Manchester’s existing park system as well as recreational programming. Manchester contains an extensive variety of parks and open spaces for both active – such as soccer, baseball and tennis – and passive activities. In addition to the parks, there are a number of school playgrounds, golf courses and conservation areas that add to the City’s recreational opportunities.
<b>24</b>	<b>Priority Need Name</b>	ADA Access to Sidewalks, Streets and Buildings
	<b>Priority Level</b>	Low

	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents Persons with Physical Disabilities
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	To Create a Universally Accessible City
	<b>Description</b>	In conjunction with the City's Infrastructure Improvements strategy element, the City will utilize its Entitlement Funding to make universal accommodations to sidewalks, streets and public buildings.

	<b>Basis for Relative Priority</b>	<p>Where ever possible, the initiatives outlined as a part of this strategy shall be consistent with the following Master Plan goals:</p> <ul style="list-style-type: none"> <li>• Gateways &amp; Corridors - Improve the City of Manchester's "Curb Appeal". A good first impression is important to attract visitors, businesses, investors and can make the residents proud of their community.</li> <li>• Streetscapes - Improve the quality and usability of streetscapes.</li> <li>• Walk ability - Provide and promote wal able neighborhoods.</li> <li>• Alternative Transportation - Support the integration of alternative transportation systems including walking, biking, Segways, buses, taxis, rail and flying.</li> <li>• Traffic Management - Future focus should be place on upgrading of existing streets and meeting demands from increased automotive travel and traffic congestion through the use of intelligent computer-based management systems for the existing roadway structure.</li> <li>• Trails - continue the development of a significant trail system. These trails can be used both for recreational activities as well as alternative transportation.</li> <li>• Greening Manchester - The City should continue to promote green areas for the health and welfare of the residents.</li> <li>• Public Facilities - Upgrade and maintain the City's inventory of Public Facilities.</li> </ul>
25	<b>Priority Need Name</b>	To Address Deteriorating Streets, Sidewalks, Ttc.
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Elderly
	<b>Geographic Areas Affected</b>	

	<b>Associated Goals</b>	Support The City's Infrastructure System
	<b>Description</b>	In accordance with the City's Infrastructure Improvements Goal, the City will utilize its Entitlement Funding to improve its municipal infrastructure.
	<b>Basis for Relative Priority</b>	<p>Where ever possible, the initiatives outlined as a part of this strategy shall be consistent with the following Master Plan goals:</p> <ul style="list-style-type: none"> <li>• Gateways &amp; Corridors - Improve the City of Manchester's "Curb Appeal". A good first impression is important to attract visitors, businesses, investors and can make the residents proud of their community.</li> <li>• Streetscapes - Improve the quality and usability of streetscapes.</li> <li>• Walk ability - Provide and promote wal able neighborhoods.</li> <li>• Alternative Transportation - Support the integration of alternative transportation systems including walking, biking, Segways, buses, taxis, rail and flying.</li> <li>• Traffic Management - Future focus should be place on upgrading of existing streets and meeting demands from increased automotive travel and traffic congestion through the use of intelligent computer-based management systems for the existing roadway structure.</li> <li>• Trails - continue the development of a significant trail system. These trails can be used both for recreational activities as well as alternative transportation.</li> <li>• Greening Manchester - The City should continue to promote green areas for the health and welfare of the residents.</li> <li>• Public Facilities - Upgrade and maintain the City's inventory of Public Facilities.</li> </ul>
<b>26</b>	<b>Priority Need Name</b>	Address Deteriorating Conditions/Public Buildings
	<b>Priority Level</b>	Low

	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents Non-housing Community Development
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Improve Condition of Buildings Accessed BY Public
	<b>Description</b>	The City will utilize its Entitlement Funding to improve the condition of buildings accessed by the public.
	<b>Basis for Relative Priority</b>	Where ever possible, the initiatives outlined as a part of this strategy shall be consistent with the following Master Plan goals: <ul style="list-style-type: none"> <li>Public Facilities - Upgrade and maintain the City's inventory of Public Facilities.</li> </ul>
<b>27</b>	<b>Priority Need Name</b>	Effective Administration of State/Federal Programs
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents Other
	<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG

	<b>Associated Goals</b>	Facilitate Efficient Planning/Public Management
	<b>Description</b>	In conjunction with the City's Planning and Public Management Strategy, the Planning and Community Department will utilize Entitlement monies to pay professional staff to effectively administer federally funded HUD programming.
	<b>Basis for Relative Priority</b>	The focus of this need is to effectively administer State and Federally funded programs. Effective management of community development activities is critical to efficient and effective delivery of City services and facilities. As in the past, the HUD funds will be used to leverage larger commitments of funds from other sources to complete elements of the Planning and Public Management strategy.
28	<b>Priority Need Name</b>	To Implement Various Planning Studies
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Other
	<b>Geographic Areas Affected</b>	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG
	<b>Associated Goals</b>	Facilitate Efficient Planning/Public Management
	<b>Description</b>	In accordance with the City's Planning and Public Management Strategy , the City will utilize Entitlement Funding to support the implementation of various planning studies.
	<b>Basis for Relative Priority</b>	
29	<b>Priority Need Name</b>	Public Health Preparedness
	<b>Priority Level</b>	Low

<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents Non-housing Community Development
<b>Geographic Areas Affected</b>	Citywide/CDBG-eligible CT-BG
<b>Associated Goals</b>	Increase Community Supportive Living Environments Support Health Care Activities for Underinsured Facilitate Efficient Planning/Public Management
<b>Description</b>	Preparedness for and response to bioterrorists, infectious disease and pandemic.
<b>Basis for Relative Priority</b>	In the event that bioterrorism or pandemic occurs, it is crucial that the City has the ability to respond quickly and efficiently. If resources are needed, Entitlement funding shall be available for applicable eligible activities.

**Narrative (Optional)**

## SP-30 Influence of Market Conditions – 91.215 (b)

### Influence of Market Conditions

<b>Affordable Housing Type</b>	<b>Market Characteristics that will influence the use of funds available for housing type</b>
<p>Tenant Based Rental Assistance (TBRA)</p>	<p>TBRA can assist low-income households pay rent, utility costs, security deposits, and utility deposits. Typically this type of rental assistance moves with the tenant and is not a program that subsidizes any particular rental project. In Manchester the program provides support to individuals who are homeless or at risk of becoming homeless.</p> <p>16,793 (67.3%) of the 24,936 occupied rental housing units in the City were built before 1979 (U.S. Census – 2013-2017 American Community Survey 5-Year Estimates). Approximately 65.9% or 15,945 of Manchester’s rental housing units are occupied by families with incomes that are below 80% of the area median income, and 44.5% or (10,765 households) are below 50% of the area median income (HUD 2012-2016 CHAS Data).</p> <p>The contributing factor for the need of affordable housing are current rent amounts. For example, according to the 2019 New Hampshire Housing Finance Authority Rental Survey, the average rent for a two-bedroom apartment in Manchester is \$1,406/month. By comparison, the Household Income required to afford the Median 2-BR Rent (\$1,456) is \$58,200. This exceeds the 2019 Renter Household Median Income by 30%. In New Hampshire, 42% of rental households are paying 30% or more of their household income on rent. Lower income families are likely to be paying an even higher percentage of their household income towards rent. The very low-income families at 30% of the median income in Manchester are earning \$26,600/year. Based on their income, an affordable unit would need to be \$665/month. Unfortunately, the average rent for a two-bedroom apartment in Manchester is \$1,406/month leaving an income gap of \$741. This gap would only be widened with the need for a security deposit and other upfront costs.</p>
<p>TBRA for Non-Homeless Special Needs</p>	<p>Although there are approximately 3000 assisted living units in Manchester, individuals with special needs often have limited incomes which require subsidized rents. Tenant Based Rental Assistance is required to house these individuals.</p>

<b>Affordable Housing Type</b>	<b>Market Characteristics that will influence the use of funds available for housing type</b>
New Unit Production	<p>Although the median value of owner-occupied units have decreased from \$235,700 (2010) to \$210,900 (2017) (American Community Survey), the median monthly gross rent for two-bedroom units have increased 42.3% from \$988 to \$1,406 between 2009 and 2019 (New Hampshire Housing Finance Authority 2019 Residential Rental Cost Survey Report). Due to increased housing costs and low vacancy rates (&lt; 1%), affordable housing continues to be a challenge for those families in Manchester that are earning less than 80% of the adjusted median income (AMI). To meet the demands associated with housing the Very Low income (&lt; 30% AMI), Low income (&lt; 50% AMI) and Moderate income (&lt; 80% AMI) Manchester will continue to promote the development of new affordable housing units. The City will continue to utilize Home funds to subsidize the development of these units.</p>
Rehabilitation	<p>The City of Manchester has an abundance of old housing stock. According to ACS 2013 – 2017 data, approximately 50% of all housing units were built before 1950, with 33% of all dwellings having been built prior to 1940, and several city tracts containing 75% or more pre-1940 dwellings. Additionally, about 68% of housing units were built before 1980, when it was still common for lead paint to be used in houses. Moreover, about 67% of pre-1980 housing units are renter-occupied units. All of these units have the potential to contain Lead Paint Hazards, which amounts to about 16,793. Many of the City’s older/existing housing stock contain lead-based paint hazards and are substandard containing unsanitary housing conditions, lack of kitchens and plumbing, overcrowded rooms, as well as variety of indoor air contamination and pest infestation problems which do not meet the City’s Housing Code. In addition, CDBG and Office of Healthy Homes and Lead Hazard Control funding can be provided to low-moderate homeowner’s to take on improvement projects to bring their properties into compliance with the City’s Housing Code as well as assist non-profit developer’s wishing to rehab buildings to create affordable housing units.</p>

<b>Affordable Housing Type</b>	<b>Market Characteristics that will influence the use of funds available for housing type</b>
Acquisition, including preservation	<p>Federal statutes and regulations govern the use of CDBG funds to acquire real property. To be considered for acquisition, the City must have a permanent interest in the property and a clear use defined following the acquisition.</p> <p>Examples can include</p> <ul style="list-style-type: none"> <li>clearance to eliminate specific conditions of blight or physical decay; removal of deteriorated buildings in slum/blighted areas. Other examples could include purchasing land to be used as a park serving a residential neighborhood of low-moderate income households; buying a building to be converted into a shelter for the homeless or buying an apartment house to provide units to low-moderate income households where 51% of the units are for low-moderate income.</li> </ul> <p>Generally, the City does not use CDBG or HOME funds to acquire properties.</p>

**Table 49 – Influence of Market Conditions**

## **SP-35 Anticipated Resources - 91.215(a)(4), 91.220(c)(1,2)**

### **Introduction**

As a part of the 2020-2024 Consolidated Plan, the City re-evaluated the needs of the community and revised the corresponding priority needs and goals in accordance with the adopted Citizen Participation Plan. This exercise was completed as part of the City's Consolidated Planning Process to yield a new, updated 5 year plan for HUD funding that accurately addresses those identified needs. The City will be entering into Year 1 of the 5-Year Consolidated Plan beginning July 1, 2020. As a component of this Consolidated Plan, the City's Annual Action Plan for FY 2020/City FY2021, identifies a proposed listing of projects to directly address the priority needs that have recently been improved with a more current needs assessment.

The City plans to use its annual entitlement funding of CDBG, ESG, and HOME to address these needs and goals over the next 5 years. In addition, many projects are able to leverage other public or private funding sources to supplement the Federal funding. The City will not have the resources to allocate Cash to any projects in the upcoming Fiscal Year. Bonding is a financial instrument that the City tends to use annually for larger scale projects with a longer return on investment.

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,779,005	22,000	300,000	2,101,005	7,204,020	During the budget process each agency submits an application for funding that identifies the leveraged resources that are available for their specific project or agency should federal funding be secured. The leveraged resources are identified in the application and are included as part of this plan for each project identified for funding. Additionally, each Subrecipient Agreement identifies the cumulative cost per unit and the HUD cost per unit. This calculation allows CIP staff to perform a cost benefit analysis based on HUD resources and all additionally leveraged resources for the program.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	689,000	0	0	689,000	2,624,000	<p>In accordance with the HOME requirements, the City continues to meet and exceed the 25% match commitment for all funds drawn down for affordable housing development. The City submits an annual match report in September as part of the CAPER to document the fulfillment of this requirement. The match requirement is included in both the City's Subrecipient and Developer's Agreements. HOME matching funds come from both non-profit housing developers and non-profit organizations that operate the City's tenant based rental assistance programs. All sources of HOME match are documented in accordance with CPD Notice 97-03.</p>

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	156,610	0	0	156,610	624,000	In accordance with ESG requirements, the City ESG funding assistance to Subrecipients is on a dollar for dollar matching basis. As such, Subrecipients are required to provide the match and will submit to the City documentation of cash contributions or in-kind calculations as match evidence for eligible expenses. Match sources come from various sources including private donations, foundation awards and/or state grant awards.

Table 50 - Anticipated Resources

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

During the budget process each agency submits an application for funding that identifies the leveraged resources that are available for their specific project or agency should federal funding be awarded. The leveraged resources are identified in the application and are included as part of this plan for each project identified for funding. Additionally, each Subrecipient Agreement identifies the cumulative cost per unit and the

HUD cost per unit. This calculation allows CIP staff to perform a cost benefit analysis based on HUD resources and all additionally leveraged resources for the program.

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

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

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

With the exception of publicly owned park facilities, there is currently one city owned property being used to address the needs that are identified in the HUD 2020-2024 Consolidated Plan. The renovated Odd Fellows Hall located at 434 Lake Avenue is a City owned four-story, 20,000 square foot building that is being utilized as a Human Service Center. The building is currently occupied by two non-profit organizations that provide various services that benefit low and moderate-income households.

**Discussion**

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

benefit this segment of Manchester’s citizenry. These strategies are contained within this document as the development of the HUD Consolidated Plan and also in the ensuing Annual Action Plan. Both documents are in effect part and parcel of the City’s process for the development of the Community Improvement Program Budget. The HUD funded activities represent one element of the entire Community Improvement Program.

## SP-40 Institutional Delivery Structure – 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
THE WAY HOME	Non-profit organizations	Homelessness Non-homeless special needs Rental	Jurisdiction
FAMILIES IN TRANSITION	Continuum of care	Homelessness Rental	Jurisdiction
Neighborworks Southern NH	CHDO	Ownership Rental	Region
MANCHESTER HOUSING AND REDEVELOPMENT AUTHORITY	Redevelopment authority	Public Housing	Jurisdiction
21st Century Learning Center	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
BIG BROTHERS BIG SISTERS	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
Waypoint	Continuum of care	Homelessness Non-homeless special needs public services	Jurisdiction
COURT APPOINTED SPECIAL ADVOCATES	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
Easter Seals NH, Inc.	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
Girls Incorporated of New Hampshire	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
Granite United Way	Non-profit organizations	Non-homeless special needs public services	Jurisdiction

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
Health Department	Departments and agencies	Homelessness Non-homeless special needs public services	Jurisdiction
HELPING HANDS OUTREACH CENTER	Non-profit organizations	Homelessness Non-homeless special needs public services	Jurisdiction
Holy Cross Family Learning Center	Community/Faith-based organization	Non-homeless special needs public services	Jurisdiction
MANCHESTER COMMUNITY RESOURCE CENTER	CBDO	Economic Development Non-homeless special needs Planning public facilities public services	Jurisdiction
City of Manchester- Economic Development	Departments and agencies	Economic Development Non-homeless special needs	Jurisdiction
NEW HORIZONS SHELTER	Continuum of care	Homelessness Non-homeless special needs public services	Jurisdiction
Palace Theatre	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
Manchester Police Department	Departments and agencies	Non-homeless special needs public services	Jurisdiction
DPW-Highway Department	Departments and agencies	Non-homeless special needs Planning neighborhood improvements public facilities	Jurisdiction

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
DPW-Parks and Recreation Division	Departments and agencies	Non-homeless special needs neighborhood improvements public facilities public services	Jurisdiction
Lamprey Health Care - SNHAHEC	Non-profit organizations	Non-homeless special needs public services	Region
Child Advocacy Center	Non-profit organizations	Non-homeless special needs public services	Region
MANCHESTER COMMUNITY HEALTH CENTER	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
NH LEGAL ASSISTANCE	Public institution	Non-homeless special needs public services	State
ORIS	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
YWCA OF MANCHESTER, NH	Non-profit organizations	Homelessness Non-homeless special needs public facilities public services	Jurisdiction
BOYS & GIRLS CLUB OF MANCHESTER	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
City Year	Non-profit organizations	public services	Jurisdiction
ST JOSEPH COMMUNITY SERVICES	Community/Faith-based organization	Non-homeless special needs public services	Region
THE SALVATION ARMY	Non-profit organizations	Non-homeless special needs public services	Jurisdiction

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
YMCA OF GREATER MANCHESTER	Non-profit organizations	Non-homeless special needs public facilities public services	Region
Manchester Development Corporation	Non-profit organizations	Economic Development Non-homeless special needs	Jurisdiction

**Table 51 - Institutional Delivery Structure  
Assess of Strengths and Gaps in the Institutional Delivery System**

Manchester’s institutional delivery system is strong. The City has established relationships with non-profit social service agencies, The Manchester Continuum of Care, our Community Based Development Organizations (Neighborworks Southern New Hampshire & Housing Benefits Inc.), the Manchester Housing and Redevelopment Authority and other applicable government agencies. The City works closely with all of these organizations to deliver needed services.

Through the public participation process, gaps in the delivery system were raised and the City will assess ways to address those gaps. The identified gaps are as follows:

- Funders and private industry/developers need to be involved more cohesively in the planning and funding process, especially when identifying gap funding opportunities.
- Multi planning and collaborative approach documents have been developed and need to work to have a unifying plan across all the stakeholders.

**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	
Legal Assistance	X	X	
Mortgage Assistance	X	X	
Rental Assistance	X	X	
Utilities Assistance	X	X	
<b>Street Outreach Services</b>			
Law Enforcement	X	X	
Mobile Clinics	X	X	
Other Street Outreach Services	X	X	

Supportive Services			
Alcohol & Drug Abuse	X	X	
Child Care	X	X	
Education	X	X	
Employment and Employment Training	X	X	
Healthcare	X	X	
HIV/AIDS	X	X	X
Life Skills	X	X	
Mental Health Counseling	X	X	
Transportation	X	X	
Other			
	X	X	

**Table 52 - Homeless Prevention Services Summary**

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

In addition the services noted in the table above, the Healthcare for the Homeless program offers free primary and specialty medical care, behavioral health, health education, substance abuse counseling and outreach. Manchester's Mental Health Center has a PATH grant and connects people with mental illness to all levels of care needed. Strong collaborations also exist with job training organizations, Homeless Liaisons in every school in the district, VA and other Veterans programs/services, SNAPs assistance workers, DHHS, area landlords, substance abuse treatment programs and other assistance programs. HIV/AIDS services are provided by the City's Health Department, State programs and nonprofit agencies such as Greater Manchester AIDS Project.

The 2019 Housing Inventory Count Report indicated that 46 permanent supportive housing beds were prioritized for the chronically homeless. The MCoC's permanent housing & rapid rehousing are major assets for families. Homeless prevention for families includes education, positive landlord relationships, City initiatives around lead poisoning, bedbugs or other infestations, and individualized diversion strategies. Outreach is ongoing with the Manchester School District, Child & Family Services and Office of Youth Services. Families in Transition is moving the Manchester Emergency Family Shelter to a new facility that will host a Head Start daycare, health clinic, a food pantry with commercial kitchen, and an intake center. This facility will assist homeless families in a targeted manner by assisting them in (re)gaining stable housing. 2-1-1 NH continues to divert or coordinate services for homeless families.

Veterans. A total of 169 beds are dedicated to veterans in Manchester (41 emergency shelter beds, 1 transitional housing bed, 118 permanent supportive housing beds, and 9 rapid re-housing beds).

Unaccompanied Youth. Discharge planning has been greatly enhanced from the juvenile justice system and key collaborations have been built. Child and Family Services provides runaway, homeless and street youth with a number of youth-specific services including a street outreach program, a transitional

housing program, a drop-in center, individual counseling, substance abuse assistance, and additional services as needed.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

There are several strengths of the service delivery system. With regards to homelessness, MCoC has provided excellent coordination with all of the homeless providers in bringing timely access to important community based services. Employment training, medical care, mental health and substance abuse counseling, housing and other services facilitate an individual's or family's ability to attain and maintain a stable living environment. Numerous homeless providers in Manchester have been working hard on these issues for many years and are doing exceptional work. However, there are long waiting lists for services due to the high cost of housing.

There are gaps of the delivery system for issues related to homelessness:

Need for continued and increased homeless prevention and rapid re-housing activities to assist Manchester residents in gaining housing stability and temporary services to bridge to long-term stability.

Need additional funding for housing financial assistance and services for this Homeless/At-Risk of Homelessness population.

Need for more services for individuals with alcohol and other drug addictions.

Need for respite care for homeless people who are ill or temporarily disabled and requiring more care than shelters can provide.

The need for shelter for elderly homeless with medical needs is escalating,. There are no shelters/services to fill this service need. The State Bureau of Elderly & Adult Services is sometimes able to help but many times cannot.

Non-compliant parents create the inability for welfare offices and shelters to provide assistance. This creates a need to hotel or transport families to other regions where they are not connected to the community at all and the children may potentially be far from their schools of origin.

The strengths of the service delivery systems for special needs population are that multiple agencies and funding sources are in place to provide those services.

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

Manchester's Neighborhood Health Improvement Strategy will focus on a more comprehensive and cohesive delivery of services (municipal, school, health, built environment, social services, etc.). The Planning, Health, Police and Highway Departments as well as key funders such as the Granite United Way will continue to collaborate together to assess where different sources of funding and appropriate interventions will overcome gaps in the structure and service delivery system. As the City gains

experience with this Strategy, additional neighborhoods will be added to the priority focus of community improvement.

Also a part of the City's strategic planning toolbox, the City's Master Plan (2020 Plan currently being updated) emphasizes Innovation in several areas including but not limited to: Economy; Collaboration; Infrastructure & Services; Transportation; Community Facilities; Housing; The Image of The City; Experience; Design; Environment; Health Promotion; and Planning Regulations. In addition, the 2020 Master Plan will incorporate the following Guiding Principles: Financially Responsible; Be Bold; Economic Vibrancy; Collaboration Through Leadership; Connected City; Uniquely Manchester; Stewards of Natural Environment; Diverse & Inclusive; and Infill Development & Redevelopment.

The City's primary strategy for overcoming gaps in the institutional structure and service delivery system for issues affecting homelessness is to maintain coordination between the City and the Manchester Continuum of Care (MCoC) network to ensure that gaps are addressed. The City supports the MCoC's NOFA request for funding of permanent supportive housing and other support programming to be provided by Waypoint, Families in Transition/New Horizons, Harbor Homes and The Way Home.

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

With regards to overcoming gaps in the structure and delivery system for non-homeless special needs population: the City will continue to coordinate and consult with applicable agencies and service providers to study needs and gaps and identify opportunities to maximize limited resources.

**SP-45 Goals Summary – 91.215(a)(4)**

**Goals Summary Information**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase the Number of Affordable Housing Units	2020	2024	Affordable Housing	Citywide/CDBG-eligible CT-BG	Affordable Housing Provide Fair Housing Outreach and Education	CDBG: \$250,000 HOME: \$2,500,000	Rental units constructed: 10 Household Housing Unit  Rental units rehabilitated: 200 Household Housing Unit  Homeowner Housing Rehabilitated: 10 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	Address Homelessness Issues	2020	2024	Homeless	Citywide/CDBG-eligible CT-BG	To Provide Emergency Shelter Provide Outreach to Individuals Living in Streets To Provide Tenant Based Rental Assistance To Provide Transitional Housing To Provide Rapid Re-Housing Opportunities For All Applicable Agencies To Use HMIS System To Provide Homelessness Prevention Activities	HOME: \$500,000 ESG: \$385,000	Tenant-based rental assistance / Rapid Rehousing: 100 Households Assisted  Homeless Person Overnight Shelter: 6400 Persons Assisted  Homelessness Prevention: 500 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Increase Community Supportive Living Environments	2020	2024	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Safe and Sanitary Housing Supportive Neighborhood Living Environments To Prevent Youth From Engaging in Crime Public Health Preparedness	CDBG: \$1,535,000 HOME: \$17,500	Public service activities other than Low/Moderate Income Housing Benefit: 15750 Persons Assisted  Buildings Demolished: 5 Buildings  Housing Code Enforcement/Foreclosed Property Care: 10000 Household Housing Unit
4	Increase Manchester Highschool Graduation Rate	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	To Prevent Youth From Engaging in Crime Youth Counseling, Programming & Supportive Service	CDBG: \$1,958,150	Public service activities other than Low/Moderate Income Housing Benefit: 14450 Persons Assisted
5	Increase Access/Availability to Afford. Childcare	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Provide Childcare Options For Working Parents	CDBG: \$160,000	Public service activities other than Low/Moderate Income Housing Benefit: 500 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Decrease the Number of Abused/Neglected Children	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Provide Support to Abused/Neglected Children	CDBG: \$150,000	Public service activities other than Low/Moderate Income Housing Benefit: 1500 Persons Assisted
7	Perpetuate the Independent Living of the Elderly	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Provide Elderly Independent Living Support Service	CDBG: \$250,000	Public service activities other than Low/Moderate Income Housing Benefit: 2800 Persons Assisted
8	Assimilate Refugees Into The Community	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Access to Supportive Services That Target Refugees	CDBG: \$125,000	Public service activities other than Low/Moderate Income Housing Benefit: 625 Persons Assisted
9	Support Health Care Activities for Underinsured	2020	2024	Non-Homeless Special Needs	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Access To Health Care Public Health Preparedness	CDBG: \$240,000	Public service activities other than Low/Moderate Income Housing Benefit: 3000 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
10	Decrease # of Deaths Caused By Substance Abuse	2020	2024	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	To Address Substance Abuse/Drug Overdoses	CDBG: \$90,000	Public service activities other than Low/Moderate Income Housing Benefit: 450 Persons Assisted
11	Increase Manchester Employment Opportunities	2020	2024	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Economic Wellbeing for all Manchester's Citizens To Teach Job Skills Through Classroom & Training	CDBG: \$50,000	Jobs created/retained: 5 Jobs
12	Increase Recreation Programming for Low/Mod Youth	2020	2024	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Provide Youth With Summer Recreation Programming	CDBG: \$200,000	Public service activities other than Low/Moderate Income Housing Benefit: 1000 Persons Assisted
13	Increase Year Round Access to Rec. Facilities	2020	2924	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Safe and Affordable Places for Physical Activity	CDBG: \$500,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 25000 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
14	To Create a Universally Accessible City	2020	2024	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	ADA Access to Sidewalks, Streets and Buildings	CDBG: \$100,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 9634 Persons Assisted
15	Support The City's Infrastructure System	2020	2024	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	To Address Deteriorating Streets, Sidewalks, Ttc.	CDBG: \$1,000,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 6900 Persons Assisted
16	Improve Condition of Buildings Accessed BY Public	2020	2024	Non-Homeless Special Needs	Citywide/CDBG-eligible CT-BG	Address Deteriorating Conditions/Public Buildings	CDBG: \$100,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1000 Persons Assisted
17	Facilitate Efficient Planning/Public Management	2020	2024	Planning/Administration	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Effective Administration of State/Federal Programs To Implement Various Planning Studies Public Health Preparedness	CDBG: \$1,479,005 HOME: \$352,000 ESG: \$58,500	Other: 551890 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
18	Prepare Individuals For Gainful Employment	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	To Teach Job Skills Through Classroom & Training	CDBG: \$500,000	Public service activities other than Low/Moderate Income Housing Benefit: 1750 Persons Assisted

Table 53 – Goals Summary

### Goal Descriptions

1	<b>Goal Name</b>	Increase the Number of Affordable Housing Units
	<b>Goal Description</b>	Increase the number of quality affordable housing opportunities in the City and insure that they are available to all of Manchester's residents. Initiatives to include the development of new housing units through both new construction and the renovation of existing buildings as well as the rehabilitation of the existing housing stock.
2	<b>Goal Name</b>	Address Homelessness Issues
	<b>Goal Description</b>	Decrease the number of homeless individuals/families in the City of Manchester.
3	<b>Goal Name</b>	Increase Community Supportive Living Environments
	<b>Goal Description</b>	Increase the number of healthy neighborhoods in the City, through activities that: improve neighborhood walkability and livability, provide access to places for physical activities; increase the number of affordable safe and sanitary code compliant housing units; provide access to healthy, affordable food sources; provide access to local transportation systems; and effect physical and social improvements that create and maintain a "Supportive Living Environment".

4	<b>Goal Name</b>	Increase Manchester Highschool Graduation Rate
	<b>Goal Description</b>	Increase the High School graduation rate as a result of providing a portfolio of services that help students K-12 stay on track and get back on track to graduation and life success. Educational and enrichment programming to inspire and empower adolescents to be compassionate, courageous and committed leaders in their communities. Activities include after school tutoring, mentoring, counseling, recreational programming and arts/music theater opportunities for youth residing in low-income neighborhoods.
5	<b>Goal Name</b>	Increase Access/Availability to Afford. Childcare
	<b>Goal Description</b>	Programming that allows low income families to access high quality early learning opportunities for their children.
6	<b>Goal Name</b>	Decrease the Number of Abused/Neglected Children
	<b>Goal Description</b>	The City will work with applicable agencies such as Court Appointed Special Advocates of NH and The Child Advocacy Center of Hillsborough County to provide services to abused and neglected children. The goal is to provide these children with the best possible services so that they can begin the healing process and stop the cycle of violence.
7	<b>Goal Name</b>	Perpetuate the Independent Living of the Elderly
	<b>Goal Description</b>	Programs that allow elderly residents to continue living independently in their own homes.
8	<b>Goal Name</b>	Assimilate Refugees Into The Community
	<b>Goal Description</b>	Foster an environment in which refugees resettling in Manchester can become productive members of the community
9	<b>Goal Name</b>	Support Health Care Activities for Underinsured
	<b>Goal Description</b>	Support programming that provides health care to the City's underinsured residents. Targeting the most vulnerable populations with intensive care management services will enable communities to achieve health equity and improve health outcomes by eliminating health disparities, which is defined as differences in length/quality of life and rates and severity of disease and disability because of social position, race/ethnicity, age, education, or other factors.

10	<b>Goal Name</b>	Decrease # of Deaths Caused By Substance Abuse
	<b>Goal Description</b>	Funding to support substance abuse detox programming and facility operations.
11	<b>Goal Name</b>	Increase Manchester Employment Opportunities
	<b>Goal Description</b>	Increase the number of employment opportunities in Manchester through various initiatives that create and retain jobs.
12	<b>Goal Name</b>	Increase Recreation Programming for Low/Mod Youth
	<b>Goal Description</b>	Increase the number of recreational opportunities for low and moderate income youth residing in the City of Manchester.
13	<b>Goal Name</b>	Increase Year Round Access to Rec. Facilities
	<b>Goal Description</b>	By upgrading existing facilities and investing in new facilities, the City will strive to increase year round access to safe and affordable places for physical activity for residents of all ages.
14	<b>Goal Name</b>	To Create a Universally Accessible City
	<b>Goal Description</b>	Provide universal access to all public streets, sidewalks, parks, etc. in the community.
15	<b>Goal Name</b>	Support The City's Infrastructure System
	<b>Goal Description</b>	A planned program providing for appropriate improvements and necessary expansion of the community's infrastructure. Sound infrastructure is vital to both the City's financial and physical integrity.
16	<b>Goal Name</b>	Improve Condition of Buildings Accessed BY Public
	<b>Goal Description</b>	Upgrade Manchester's inventory of public buildings including the elimination of architectural barriers.
17	<b>Goal Name</b>	Facilitate Efficient Planning/Public Management
	<b>Goal Description</b>	Administer and monitor state and federally funded programs in accordance with applicable requirements. Conduct studies and analyses that improve the quality of the City and delivery of services.

18	<b>Goal Name</b>	Prepare Individuals For Gainful Employment
	<b>Goal Description</b>	Assist Manchester residents to attain self-sufficiency by providing access to employment, education, information and referral in a multi-cultural environment. Programs are designed to promote the development of each individual's work-maturity competencies, emotional growth and social development through the acquisition of appropriate job skills, workplace training, knowledge, and attitudes. Activities include adult workforce development, job training and ESL skills development and youth employment programs.

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

HOME funded activities will result in an estimated benefit to 5 extremely low-income households, 30 low-income households and 10 moderate-income households.

## **SP-50 Public Housing Accessibility and Involvement – 91.215(c)**

### **Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)**

Although MHRA is not subject to the requirements of a specific Section 504 Voluntary Compliance Agreement, the organization makes every effort to additional accessible units in conjunction with ongoing modernization efforts and the development of new housing units. The Manchester Housing and Redevelopment Authority's waiting list identified over 42% (1256 of 3035 applications) of the households on the waiting list as including a person with disabilities.

### **Activities to Increase Resident Involvements**

MHRA actively supports resident involvement via residents' councils and provides space for monthly council meetings. Quarterly, MHRA staff meets with residents about property management issues, as well as organizing educational /informational meets through the supportive services programming.

### **Is the public housing agency designated as troubled under 24 CFR part 902?**

No

### **Plan to remove the 'troubled' designation**

MHRA is not designated as troubled under 24 CFR Part 902.

## **SP-55 Barriers to affordable housing – 91.215(h)**

### **Barriers to Affordable Housing**

The City of Manchester continues to review policies and take action steps in its effort to remove barriers to affordable housing. The City of Manchester is currently undergoing a rewrite of its strategic plan. This plan addresses policy changes needed to address affordable housing, homelessness, and a mixture of housing types. It will make policy recommendations for the City's consideration in the coming years.

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

When it comes to building codes, the process for development of new buildings for new housing stock or redevelopment of existing buildings into housing stock is more complex and may present barriers particularly because existing building stock is old relative to surrounding communities.

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

Minimal increases in CDBG and HOME has not allowed jurisdictions to keep pace with the increased cost of living and inflation of building materials/land. Therefore, it is difficult to continue to serve the needs of the City with limited federal support.

In addition, Federal funding for maintaining existing or building new public housing has been on a long-term downward trend (including the elimination of HOPE VI) and resources to address housing for the non-homeless hardest-to-serve (e.g., the working poor) is very limited.

The upswing in market demand has created an urgency for the work of the City's Community Development division.

### **Strategy to Remove or Ameliorate the Barriers to Affordable Housing**

The Community Improvement Program is ideally located in the Planning and Community Development Department enabling us to work together collaboratively to identify barriers and work towards solutions. The City has experienced two interesting changes in the past couple of years in terms of Accessory Dwelling Units (ADU) and micro units (<450sqf).

Recent changes in the State Statute required the City to make rules for ADUs much more flexible. The City of Manchester has allowed ADUs since 2001, but requirements on size, number of bedrooms, design, and tenant-owner relationship have become more flexible after a 2018 change in the State Statute. Such changes have increased the opportunities for more ADUs to be built and the overall housing stock to expand. The City expects to see an increase of applications for ADUs in the coming years.

The unprecedented development of micro units in the inner City has also contributed to diversification and affordable housing options for Manchester residents. In the past two years, the City permitted the development of 150 of such units. Those units are mainly occupied by young adults that work in the growing technology sector the City has been attracting in the past decade.

As mentioned previously the adoption of different codes in the late 2019 helped reduce conflicts with the codes enforced by the Fire Department. These documents are designed to ensure the safety of housing in the City, so their ability to work together towards this end is crucial in creating and maintaining safe, decent and sanitary housing. The Planning Department holds weekly meetings with the Fire Department to review Architectural Building Plans together to ensure a seamless blend of requirements and to avoid last minute construction delays and preventing future code violations. This initiative has also allowed homeowners, builders and developers the opportunity to review pending and future projects early in the process.

In an effort to reduce the back-log of housing inspections, the City has increased the Concentrated Code Enforcement Division by adding a second Code Enforcement Officer. This additional Officer has enabled the inspection of more units per year and has contributed to the City maintaining the quality of housing to code standards.

## **SP-60 Homelessness Strategy – 91.215(d)**

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

The City of Manchester strives to have no individual living on the streets. The MCoC has an outreach team which includes a registered nurse, a Projects for Assistance in Transition from Homelessness (PATH) worker, shelter staff, youth outreach, and volunteers that go places known to have camps. They routinely check in on people, work to engage them in services and advise them of shelter options. Manchester Police have also been part of outreach and seek to connect unsheltered homeless to MCoC services.

The MCoC's permanent housing and rapid rehousing are major assets for families. Homeless prevention includes education, building/maintaining positive landlord relationships, City initiatives around lead poisoning, bedbugs or other infestations, individualized diversion strategies, and, where appropriate, financial assistance such as rent subsidy or security deposit. Outreach is ongoing with the Manchester School District, Child and Family Services and Manchester Office of Youth Services.

2-1-1 NH continues to divert or coordinate services for homeless families and individuals, and provides referrals to the City's homeless services/providers.

The City and MCoC will continue with these activities and work together to enhance capabilities in engaging homeless people and motivating them to connect with area resources.

The majority of the homeless providers are part of a local Continuum of Care (CoC), which is designed to provide timely access to important community based services. Employment training, medical care, mental health and substance abuse counseling, housing and other services facilitate an individual's or family's ability to attain and maintain a stable living environment. Local funding will focus on the most vulnerable homeless and those providers that offer a comprehensive approach to homelessness. Case management will reach out and assess the individual needs of the homeless persons, providing to facilitate the transition from homeless to permanent housing, health, employment, mental health and substance abuse referrals, food and clothing. Shelters serving families include service linkages with other family service providers including childcare, education, immunization, wellness programs and family counseling. Some of the specific strategies include: support the organizations that provide shelter, food and the services required to meet the needs of Manchester's homeless; participate in the Continuum of Care process to access available resources to meet the needs of Manchester's Homeless; and offer outreach to homeless individuals that do not access services from the traditional shelter setting.

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

In addressing the emergency and transitional housing needs of homeless persons, Manchester has a large emergency shelter network of providers. The City has the largest adult shelter in the state of New

Hampshire – Families in Transition/ New Horizons where emergency shelter is available to men and women. The main shelter has 76 beds and routinely has over that many clients in the winter months as authorized by the Manchester Fire Department.

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

There is a domestic violence shelter operated by the YWCA in Manchester with 11 beds. This shelter is also part of a system of care where women and their children may be moved to another part of the state or out of state if they are in great danger.

Child and Family Services has access to three safe house shelter beds for children under the age of 18 and at least one bed at a professional facility, Webster House, for children in crisis.

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

Besides providing safe, temporary living accommodations for homeless men, women and families, the continuum network also provides linkages with other family service providers, including childcare, education, immunization, wellness programs and family counseling.

Without emergency shelter, the most vulnerable of the homeless would be forced to live on the streets subject to the severity of the elements and potential victimization. Emergency shelters refer individuals to transitional housing programs when it is determined that there is a high likelihood that the individual or family is prepared to move along the continuum of care to permanent housing.

Specific strategic elements include: support the organizations that provide shelter, food and the services required to meet the needs of Manchester's homeless; develop housing to accommodate homeless individuals transitioning from shelters into permanent apartments; continue to collaborate with non-profit organizations to operate a security deposit program; continue to participate in the Continuum of Care process to access available resources to meet the needs of Manchester's Homeless.

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

**and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.**

Manchester has made great strides in helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living. Within the MCoC, approximately 90 percent of people exit to some form of permanent housing, which reduces the extent to which recidivism occurs. In addition to ensuring that people exit to stable housing destinations, all MCoC- and ESG- funded programs make certain that individuals and families currently in the homeless services system are connected to all appropriate resources that will help them to sustain stable housing upon exit, (mental health, substance use, employment training, etc). Currently, the MCoC utilizes HMIS to monitor and measure recidivism through the use of a report that lists all clients who exits to nonpermanent housing destinations. When agencies appear to have persistent difficulties in people returning to homelessness or exiting to unstable housing destinations, they are flagged and processes are analyzed to determine how outcomes can be improved. All of this, combined with budgeting, life skills classes, landlord relationships with the City/agencies help to increase opportunities for affordable housing.

Families in Transition, which operates many of the MCoC's transitional housing (TH) programs, uses Case Management Needs Identifier that informs an action plan participants entering TH. Immediate goals are set to progress through a 3-phase housing readiness model. Each participant is re-evaluated every 3 months on progress toward achieving goals. Child & Family Services TH is a 12-18 month program that provides supportive housing, life skills, and support services to youth (18-22 years old) who are homeless or transitioning out of foster care. The program promotes self-sufficiency and reduces the risk of future homelessness. The adult emergency shelter, operated by Families in Transition/ New Horizons, utilizes a Tier System to monitor/encourage success and offer enhanced living accommodations. They also partner with MCoC outreach in getting clients connected to services to enhance capabilities to secure solid housing.

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

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

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

**Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs**

Manchester will continue to help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs. State discharge plans specifically do not allow discharge from healthcare, mental health, foster care or corrections into homelessness. The City will continue to stay in close communication with shelters and the MCoC Homeless Liaison committee to ensure this does not happen. The Healthcare for the Homeless program works very closely with City hospitals to ensure homeless individuals be released to a proper care setting. The MCoC also works to educate corrections on the importance of helping prisoners apply for entitlements for which they are eligible prior to release.

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

The City will continue to fund homeless prevention and rapid rehousing activities, which may include financial assistance for rent and/or security deposits. The MCoC is working to incorporate prevention and diversion strategies into the coordinated assessment system, and the City is assisting with the coordinated assessment/centralized intake planning.

## **SP-65 Lead based paint Hazards – 91.215(i)**

### **Actions to address LBP hazards and increase access to housing without LBP hazards**

While the manufacture of lead paint for residential use has been banned since 1978, lead-based paint still infects nearly 150 children living in Manchester every year. According to the Manchester Health Department (MHD) monitoring, most Manchester inner city neighborhoods have the highest risk of lead exposure, considering both the housing stock and the demographic characteristics. The determinants and risk factors for lead poisoning specific to Manchester, include the following:

- Approximately 39% of all dwellings were built prior to 1950, with several city tracts containing 75% or more pre-1950 dwellings. HUD estimates that 90% of all pre 1940 homes in the city contain Lead Paint Hazards, which amounts to about 13,500.
- Nearly 20% of Manchester children age 6 or younger live below the poverty level, according to the 2013-2017 ACS 5-year estimates.
- In 2018, 84% of 1 year old children and 68% of 2 year old children received lead screenings. The screening rates have increased substantially for 1 and 2 year-olds, but only 32% of Manchester children age 6 or younger have been screened.

In response to these risks and health hazards, the City of Manchester has been actively involved in preventing childhood lead poisoning since the 1970's when the Manchester Health Department (MHD) began studying the extent and nature of Lead-Paint Poisoning in the city. Manchester was identified as a high risk community for lead poisoning by the NH Department of Health and Human Services in 1997, since then, the City has implemented a comprehensive approach designed to eliminate the hazards of lead based paint through a community process of planning, education and action to protect children.

MHD has recently spearheaded two separate initiatives to reduce the hazards and risks of Lead-Paint poisoning. First, they are coordinating and working together with property owners by sending notifications about children living in their properties who have elevated blood lead levels. Second, MHD also has clinical case management services to city families and incorporates the city's Lead program into its Healthy Homes model.

The basis of the City's comprehensive lead hazard control plan which was developed during 2002 by the GMPALP when it completed a 2002-2010 strategic planning document: Preventing Childhood Lead Poisoning in Manchester, New Hampshire, Recommendations for the Community.

1. Develop systems to assist owners with financing and to reduce costs of lead abatement
2. Increase the availability of qualified work crews to make housing lead-safe
3. Promote regulatory / financial incentives for owners to certify their housing is lead-safe
4. Update state legislation and local ordinances to prevent poisoning
5. Improve lead-screening rates among 1 and 2 year old children in greater Manchester

## How are the actions listed above related to the extent of lead poisoning and hazards?

Below is a how Manchester is currently implementing the city's comprehensive lead hazard control plan and the six actions set forth by the GMPALP.

1) Develop systems to assist owners with financing and to reduce costs of lead abatement –

Since 2002, Manchester was able to achieve the following results as a result of its first two grants:

- 6,000 individual families were able to protect their children with the help of in-home education, use of HEPA vacuums and lead-dust cleaning supplies, referrals for screening and supportive services of transportation and Spanish translation
- Lead prevention information is distributed annually to all households dated pre-1978
- 2477 young children screened for LBP poisoning in 2018
- Lead case management services were provided to an average of 500 children and their families
- Lead hazards were remediated in over 450 LMI apartments and homes
- At least 240 property owners and tenants were matched with community resources to reduce exposure to lead hazards
- Education and public awareness on lead poisoning prevention was provided through workshops, information displays and public television broadcasts.

2) Increase the availability of qualified work crews to make housing lead-safe –

As result of HUD funding, the number of pre-qualified Lead Abatement Contractors bidding on Manchester projects has ranged from 8-12. Currently. The City also promotes two annual free lead abatement training for all contractors and workers interested in getting licensed by the State.

3) Promote regulatory / financial incentives for owners to certify their housing is lead-safe

The ongoing effort to create a Lead-Safe Registry for Manchester continues in order to provide free marketing for proactive property owners, and information for families in the community looking for safe housing. The City plans to continue working on the development of a Lead-Safe Registry that will meet the needs of all parties involved.

The Manchester Health Department and the Code Enforcement Division of the Planning and Community Development in concert with the Manchester Housing Initiatives Program all collaborate on Manchester properties to provide a full net of services to distressed properties. While the CED and the MHI staff do not possess the full knowledge of Healthy Homes inspections, they are trained to identify signals that will cause future issues. In those cases, the MHD's trained Healthy Homes Specialists will inspect the property and address healthy homes issues.

#### 4) Update state legislation and local ordinances to prevent poisoning

1. Since 2008, when a child is poisoned in a property, and the State Environmental Inspector finds lead hazards in the unit, they are allowed to inspect all units in the building, and if hazards are found in those units, to place them under an order of lead hazard reduction, as well.
2. Rehab projects on properties built before 1978 are required to be renovated by RRP Certified Firms. Lead hazard reduction projects are being performed by licensed lead abatement workers and supervisors.

#### 5) Improve lead-screening rates among 1 and 2 year old children in greater Manchester

Since 2018, children ages 1 and 2 years-old are required to be screened for lead in NH. Testing rates have already increased substantially, even though there is still a lot of room for improvement to reach full testing rate.

#### **How are the actions listed above integrated into housing policies and procedures?**

The City is fortunate to have an active Health Department and experienced agencies working together in close cooperation offering a strong health and human services network for Manchester residents. The City's Community Improvement Program manages the HUD Lead Hazard Reduction Demonstration Program grant, monitors compliance with regulations, and insures consistency with the City's Consolidated Plans, Annual Action Plans and Impediments to Fair Housing Plan. The Manchester Health Department provides community health nurse services and helps monitor project outcomes related to child and environmental health risk factors.

To maximize impact, the City has increased its designated target area from fifteen to 31 contiguous census tracts. These census tracts contain the City's highest concentration of pre1940 housing, housing with deteriorating lead paint, low income families with young children, lead poisoned children & children with elevated blood lead levels and at-risk minority and refugee families.

In April 2018, the City was awarded a \$4,400,603.22 million dollar Lead Hazard Reduction Demonstration Grant, of which \$3,694,854 million are federal dollars and \$705,748.56 are match dollars. These funds are allocated to support lead hazard assessment and construction, training, education and outreach activities, and to cover administration of the project.

Upon completion of the 2018 grant, Manchester will exceed all of its benchmarks with 180 Units Completed and Cleared, Risk Assessments completed in 200 housing units, Community Outreach and Education provided to 33,375 individuals and 196 individuals trained.



## **SP-70 Anti-Poverty Strategy – 91.215(j)**

### **Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

While no single agency or office in the City of Manchester has overall charge of an “anti-poverty strategy”, many programs operate under the premise of mitigating the cause of poverty, and making significant, permanent improvements in the lives of low and very low-income residents. It is also clear that the effort to increase the supply of affordable housing, services and jobs is an important part of an anti-poverty strategy. The lack of sufficient affordable housing in any community contributes to the economic difficulties of individuals or families who can barely afford – or who cannot afford – shelter. Conversely, when low or very low-income individuals are expending no more than thirty percent of their income on housing, they presumably have the ability to pay for other essential needs, such as food, utilities and healthcare. Thus, the City’s and agencies’ programs and policies address the spectrum of issues often facing the poor or near poor in our society.

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

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

## **How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

The city's goals, programs and policies are coordinated with this affordable housing plan in several ways including but not limited to: supporting the creation of a balanced housing market in terms of housing types and income ranges; focusing future housing development in areas of redevelopment, rehabilitation, and infill; encouraging mixed-use buildings; supporting the development of energy efficient and sustainable housing; and working with the City's partners to provide foreclosure prevention, tenant's rights and fair housing seminars.

There are several elements to these strategies. First, the City aims to continue allocating funds toward developing affordable rental housing units. Second, the City is increasing the supply of decent, safe and affordable housing units through the renovation and rehabilitation of existing housing stock. Third, HUD Lead funding has been used to conduct hundreds of Lead Inspection Risk Assessments and to eliminate lead hazards in scores of houses. Finally, the City is continuing to focus on housing code violation inspections. Annually, the City performs inspections on nearly 2000 residential units to ensure existing housing is meeting minimum housing code standards.

Thus, the City is ensuring that poverty is combated through these existing strategies and initiatives. Combating poverty is inextricably tied to fighting the deterioration of the housing stock and to maintaining a healthy number of affordable housing units. The City recognizes that past initiatives have been successful, but that additional funding is required in order to insure that housing conditions are safe and that affordable housing is accessible to all income levels of Manchester's citizenry.

## **SP-80 Monitoring – 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

The City Planning Department Community Improvement Program Staff uses its comprehensive project monitoring system to monitor entitlement funded activities to ensure compliance by operating agencies. A Risk Assessment will be performed to assess factors such as financial (size of award and efficiency in moving to completion), management (complexity, report accuracy & timeliness, staff capacity, and self-monitoring), service satisfaction (number and type of complaints and agency's responsiveness), and service levels (national objectives, URA or 104(d) relocation issues, and environmental issues) to identify the organizations and projects that presented the most risk. Organizations that ranked "high risk" (top quartile) will receive "on-site" monitoring. Organization with moderate risk will receive a "desk audit". CIP staff will utilize both "desk audits" and "on-site" monitoring to assess the quality of program performance over the duration of the agreement or contract. CIP staff uses site visits and project progress reports to ensure that each administering operating agency/city department complies with all applicable regulations and procedures. Systematic monitoring of the projects further serves to assist departments and administering agencies by identifying problems and potential delays, which could impact the expected realization of their project within the schedules established at project inception.

# Expected Resources

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

### Introduction

As a part of the 2020-2024 Consolidated Plan, the City re-evaluated the needs of the community and revised the corresponding priority needs and goals in accordance with the adopted Citizen Participation Plan. This exercise was completed as part of the City’s Consolidated Planning Process to yield a new, updated 5 year plan for HUD funding that accurately addresses those identified needs. The City will be entering into Year 1 of the 5-Year Consolidated Plan beginning July 1, 2020. As a component of this Consolidated Plan, the City’s Annual Action Plan for FY 2020/City FY2021, identifies a proposed listing of projects to directly address the priority needs that have recently been improved with a more current needs assessment.

The City plans to use its annual entitlement funding of CDBG, ESG, and HOME to address these needs and goals over the next 5 years. In addition, many projects are able to leverage other public or private funding sources to supplement the Federal funding. The City will not have the resources to allocate Cash to any projects in the upcoming Fiscal Year. Bonding is a financial instrument that the City tends to use annually for larger scale projects with a longer return on investment.

### Anticipated Resources

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

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,779,005	22,000	300,000	2,101,005	7,204,020	During the budget process each agency submits an application for funding that identifies the leveraged resources that are available for their specific project or agency should federal funding be secured. The leveraged resources are identified in the application and are included as part of this plan for each project identified for funding. Additionally, each Subrecipient Agreement identifies the cumulative cost per unit and the HUD cost per unit. This calculation allows CIP staff to perform a cost benefit analysis based on HUD resources and all additionally leveraged resources for the program.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	689,000	0	0	689,000	2,624,000	In accordance with the HOME requirements, the City continues to meet and exceed the 25% match commitment for all funds drawn down for affordable housing development. The City submits an annual match report in September as part of the CAPER to document the fulfillment of this requirement. The match requirement is included in both the City's Subrecipient and Developer's Agreements. HOME matching funds come from both non-profit housing developers and non-profit organizations that operate the City's tenant based rental assistance programs. All sources of HOME match are documented in accordance with CPD Notice 97-03.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	156,610	0	0	156,610	624,000	In accordance with ESG requirements, the City ESG funding assistance to Subrecipients is on a dollar for dollar matching basis. As such, Subrecipients are required to provide the match and will submit to the City documentation of cash contributions or in-kind calculations as match evidence for eligible expenses. Match sources come from various sources including private donations, foundation awards and/or state grant awards.

**Table 54 - Expected Resources – Priority Table**

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

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

resources for the program.

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

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

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

With the exception of publicly owned park facilities, there is currently one city owned property being used to address the needs that are identified in the HUD 2020-2024 Consolidated Plan. The renovated Odd Fellows Hall located at 434 Lake Avenue is a City owned four-story, 20,000 square foot building that is being utilized as a Human Service Center. The building is currently occupied by two non-profit organizations that provide various services that benefit low and moderate-income households.

**Discussion**

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

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase the Number of Affordable Housing Units	2020	2024	Affordable Housing	Citywide/CDBG-eligible CT-BG	Affordable Housing	CDBG: \$98,000 HOME: \$565,100	Rental units constructed: 2 Household Housing Unit Rental units rehabilitated: 94 Household Housing Unit Homeowner Housing Rehabilitated: 2 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	Address Homelessness Issues	2020	2024	Homeless	Citywide/CDBG-eligible CT-BG	To Provide Emergency Shelter Provide Outreach to Individuals Living in Streets To Provide Tenant Based Rental Assistance To Provide Transitional Housing To Provide Rapid Re-Housing Opportunities For All Applicable Agencies To Use HMIS System To Provide Homelessness Prevention Activities	HOME: \$50,000 ESG: \$144,900	Tenant-based rental assistance / Rapid Rehousing: 15 Households Assisted Homeless Person Overnight Shelter: 1280 Persons Assisted Homelessness Prevention: 100 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Increase Community Supportive Living Environments	2020	2024	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Safe and Sanitary Housing Supportive Neighborhood Living Environments	CDBG: \$289,554 HOME: \$3,500	Public service activities other than Low/Moderate Income Housing Benefit: 3150 Persons Assisted Housing Code Enforcement/Foreclosed Property Care: 2000 Household Housing Unit
4	Increase Manchester Highschool Graduation Rate	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	To Prevent Youth From Engaging in Crime Youth Counseling, Programming & Supportive Service	CDBG: \$391,630	Public service activities other than Low/Moderate Income Housing Benefit: 2890 Persons Assisted
5	Increase Access/Availability to Afford. Childcare	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Provide Childcare Options For Working Parents	CDBG: \$33,395	Public service activities other than Low/Moderate Income Housing Benefit: 100 Persons Assisted
6	Decrease the Number of Abused/Neglected Children	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Provide Support to Abused/Neglected Children	CDBG: \$30,000	Public service activities other than Low/Moderate Income Housing Benefit: 390 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Perpetuate the Independent Living of the Elderly	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Provide Elderly Independent Living Support Service	CDBG: \$55,395	Public service activities other than Low/Moderate Income Housing Benefit: 575 Persons Assisted
8	Assimilate Refugees Into The Community	2020	2024	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Access to Supportive Services That Target Refugees	CDBG: \$25,600	Public service activities other than Low/Moderate Income Housing Benefit: 130 Persons Assisted
9	Support Health Care Activities for Underinsured	2020	2024	Non-Homeless Special Needs	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Access To Health Care	CDBG: \$48,395	Public service activities other than Low/Moderate Income Housing Benefit: 600 Persons Assisted
10	Decrease # of Deaths Caused By Substance Abuse	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	To Address Substance Abuse/Drug Overdoses	CDBG: \$18,395	Public service activities other than Low/Moderate Income Housing Benefit: 90 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
11	Increase Manchester Employment Opportunities	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Economic Wellbeing for all Manchester's Citizens To Teach Job Skills Through Classroom & Training		
12	Increase Recreation Programming for Low/Mod Youth	2020	2024	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Provide Youth With Summer Recreation Programming	CDBG: \$40,000	Public service activities other than Low/Moderate Income Housing Benefit: 200 Persons Assisted
13	Increase Year Round Access to Rec. Facilities	2020	2924	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	Safe and Affordable Places for Physical Activity	CDBG: \$235,545	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 5760 Persons Assisted
14	To Create a Universally Accessible City	2020	2024	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	ADA Access to Sidewalks, Streets and Buildings	CDBG: \$50,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 3143 Persons Assisted
15	Support The City's Infrastructure System	2020	2024	Non-Housing Community Development	Citywide/CDBG-eligible CT-BG	To Address Deteriorating Streets, Sidewalks, Ttc.	CDBG: \$300,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1690 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
16	Improve Condition of Buildings Accessed BY Public	2020	2024	Non-Homeless Special Needs		Address Deteriorating Conditions/Public Buildings		
17	Facilitate Efficient Planning/Public Management	2020	2024	Planning/Administration	Citywide/CDBG-eligible CT-BG	Effective Administration of State/Federal Programs To Implement Various Planning Studies	CDBG: \$295,801 HOME: \$70,400 ESG: \$11,700	Other: 110378 Other
18	Prepare Individuals For Gainful Employment	2020	2024	Non-Housing Community Development	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY Citywide/CDBG-eligible CT-BG	Provide Youth With Summer Recreation Programming	CDBG: \$119,290	Public service activities other than Low/Moderate Income Housing Benefit: 390 Persons Assisted

Table 55 – Goals Summary

### Goal Descriptions

1	<b>Goal Name</b>	Increase the Number of Affordable Housing Units
	<b>Goal Description</b>	Increase the number of quality affordable housing opportunities in the City and insure that they are available to all of Manchester's residents. Initiatives to include the development of new housing units through both new construction and the renovation of existing buildings as well as the rehabilitation of the existing housing stock.

2	<b>Goal Name</b>	Address Homelessness Issues
	<b>Goal Description</b>	Decrease the number of homeless individuals/families in the City of Manchester.
3	<b>Goal Name</b>	Increase Community Supportive Living Environments
	<b>Goal Description</b>	Increase the number of healthy neighborhoods in the City, through activities that: improve neighborhood walkability and livability, provide access to places for physical activities; increase the number of affordable safe and sanitary code compliant housing units; provide access to healthy, affordable food sources; provide access to local transportation systems; and effect physical and social improvements that create and maintain a "Supportive Living Environment".
4	<b>Goal Name</b>	Increase Manchester Highschool Graduation Rate
	<b>Goal Description</b>	Increase the High School graduation rate as a result of providing a portfolio of services that help students K-12 stay on track and get back on track to graduation and life success. Educational and enrichment programming to inspire and empower adolescents to be compassionate, courageous and committed leaders in their communities. Activities include after school tutoring, mentoring, counseling, recreational programming and arts/music theater opportunities for youth residing in low-income neighborhoods.
5	<b>Goal Name</b>	Increase Access/Availability to Afford. Childcare
	<b>Goal Description</b>	Programming that allows low-income families to access high quality early learning opportunities for their children.
6	<b>Goal Name</b>	Decrease the Number of Abused/Neglected Children
	<b>Goal Description</b>	The City will work with applicable agencies such as Court Appointed Special Advocates of NH and The Child Advocacy Center of Hillsborough County to provide services to abused and neglected children. The goal is to provide these children with the best possible services so that they can begin the healing process and stop the cycle of violence.
7	<b>Goal Name</b>	Perpetuate the Independent Living of the Elderly
	<b>Goal Description</b>	Programs that allow elderly residents to continue living independently in their own homes.

8	<b>Goal Name</b>	Assimilate Refugees Into The Community
	<b>Goal Description</b>	Foster an environment in which refugees resettling in Manchester can become productive members of the community
9	<b>Goal Name</b>	Support Health Care Activities for Underinsured
	<b>Goal Description</b>	Support programming that provides health care to the City's underinsured residents. Targeting the most vulnerable populations with intensive care management services will enable communities to achieve health equity and improve health outcomes by eliminating health disparities, which is defined as differences in length/quality of life and rates and severity of disease and disability because of social position, race/ethnicity, age, education, or other factors.
10	<b>Goal Name</b>	Decrease # of Deaths Caused By Substance Abuse
	<b>Goal Description</b>	Funding to support substance abuse detox programming and facility operations.
11	<b>Goal Name</b>	Increase Manchester Employment Opportunities
	<b>Goal Description</b>	Increase the number of employment opportunities in Manchester through various initiatives that create and retain jobs.
12	<b>Goal Name</b>	Increase Recreation Programming for Low/Mod Youth
	<b>Goal Description</b>	Increase the number of recreational opportunities for low and moderate-income youth residing in the City of Manchester.
13	<b>Goal Name</b>	Increase Year Round Access to Rec. Facilities
	<b>Goal Description</b>	By upgrading existing facilities and investing in new facilities, the City will strive to increase year round access to safe and affordable places for physical activity for residents of all ages.
14	<b>Goal Name</b>	To Create a Universally Accessible City
	<b>Goal Description</b>	Provide universal access to all public streets, sidewalks, parks, etc. in the community

15	<b>Goal Name</b>	Support The City's Infrastructure System
	<b>Goal Description</b>	A planned program providing for appropriate improvements and necessary expansion of the community's infrastructure. Sound infrastructure is vital to both the City's financial and physical integrity
16	<b>Goal Name</b>	Improve Condition of Buildings Accessed BY Public
	<b>Goal Description</b>	Upgrade Manchester's inventory of public buildings including the elimination of architectural barriers.
17	<b>Goal Name</b>	Facilitate Efficient Planning/Public Management
	<b>Goal Description</b>	Administer and monitor state and federally funded programs in accordance with applicable requirements. Conduct studies and analyses that improve the quality of the City and delivery of services.
18	<b>Goal Name</b>	Prepare Individuals For Gainful Employment
	<b>Goal Description</b>	Assist Manchester residents to attain self-sufficiency by providing access to employment, education, information and referral in a multi-cultural environment. Programs are designed to promote the development of each individual's work-maturity competencies, emotional growth and social development through the acquisition of appropriate job skills, workplace training, knowledge, and attitudes. Activities include adult workforce development, job training and ESL skills development and youth employment programs.

## Projects

### AP-35 Projects – 91.220(d)

#### Introduction

The City of Manchester plans to undertake the following projects in Federal FY 2020 (City FY 2021), which are aligned with the strategies in its Five Year Consolidated Plan.

#### Projects

#	Project Name
1	Big Brothers Big Sisters of NH One-to-One Mentoring
2	CASA of NH - Operating Support to Abused & Neglected Children
3	The Child Advocacy Center of Hillsborough County - Forensic Interviews
4	ESG20 Manchester
5	Girls Inc.of NH - Girls Center
6	Health Department Community Schools Project/Healthy Children & Family
7	Holy Cross Family Learning Center ELL/Workforce Development Rent
8	Lamprey Health Care Interpretation Training Program
9	Manchester Community Resource Center - CBDO Special Activities
10	Palace Theatre Ticket Program
11	Planning & Community Development - CHDO Set Aside
12	Planning & Community Development - Program Administration
13	Planning & Community Development - Affordable Housing Initiatives
14	Planning & Community Development - Community Development Initiatives
15	Planning & Community Development - Concentrated Code Enforcement 1
16	Planning & Community Development - Concentrated Code Enforcement 2
17	Planning & Community Development - Dilapidated Buildings
18	Police Department Targeted Area Officer Support
19	Public Works-Highway Annual Street Reconstruction
20	Public Works-Highway Infrastructure ADA Access Improvements
21	Public Works-Parks, Rec & Cemeteries - Fun in the Sun 3 Sites
22	Public Works-Parks, Rec & Cemeteries - Rock Rimmon Park Phase 2
23	The Salvation Army - Saturday Teen Night
24	The Way Home - Tenant Based Rental Assistance
25	Waypint Homecare

**Table 56 – Project Information**

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

Due to the demand and the need for social services demonstrated by non-profit organizations, the City has prioritized the appropriation of its CDBG funding to support these activities. Approximately \$586,000 of funds was sub-granted to MCRC to support activities that were consistent with the CBDO's mission. In addition to CBDO activities, approximately \$270,600 of CDBG funding was appropriated to 11 non-profit organizations and 3 City Departments to provide public service activities.

With the exception of Goal 11 – Increase Manchester Employment Opportunities and Goal 16 – Improve Condition of Buildings Accessed By Public, all other goals have been represented. It is important to note that Goal 11 and Goal 16 will be addressed with other sources of local, state and federal funding.

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

1	<b>Project Name</b>	Big Brothers Big Sisters of NH One-to-One Mentoring
	<b>Target Area</b>	
	<b>Goals Supported</b>	Increase Manchester Highschool Graduation Rate
	<b>Needs Addressed</b>	Youth Counseling, Programming & Supportive Service
	<b>Funding</b>	CDBG: \$9,000
	<b>Description</b>	One-to-one mentoring for youth
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	730 Pine Street, Manchester NH 03104
	<b>Planned Activities</b>	Mentoring activities for at risk youth
2	<b>Project Name</b>	CASA of NH - Operating Support to Abused & Neglected Children
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Decrease the Number of Abused/Neglected Children
	<b>Needs Addressed</b>	Provide Support to Abused/Neglected Children
	<b>Funding</b>	CDBG: \$13,000
	<b>Description</b>	Training of volunteers to serve as guardians ad litem (children advocates) for Manchester's abused and neglected Children.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	As proposed 300 individuals will benefit as a result of program activities
	<b>Location Description</b>	138 Coolidge Avenue, Manchester NH 03102
	<b>Planned Activities</b>	Training and support for guardian ad litem advocates who represent child victims of abuse and neglect.
3	<b>Project Name</b>	The Child Advocacy Center of Hillsborough County - Forensic Interviews
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Decrease the Number of Abused/Neglected Children
	<b>Needs Addressed</b>	Provide Support to Abused/Neglected Children
	<b>Funding</b>	CDBG: \$12,000

	<b>Description</b>	Project to facilitate forensic interviews and supportive services to child victims of crime.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Child Advocacy Center will provide services to 90 children.
	<b>Location Description</b>	960 Auburn Street, Manchester NH 03103
	<b>Planned Activities</b>	Funds will support coordinated forensic interview process and staffing for child victims/witnesses of crime in Manchester.
4	<b>Project Name</b>	ESG20 Manchester
	<b>Target Area</b>	
	<b>Goals Supported</b>	Address Homelessness Issues Facilitate Efficient Planning/Public Management
	<b>Needs Addressed</b>	To Provide Emergency Shelter Provide Outreach to Individuals Living in Streets To Provide Transitional Housing To Provide Rapid Re-Housing Opportunities For All Applicable Agencies To Use HMIS System To Provide Homelessness Prevention Activities
	<b>Funding</b>	ESG: \$156,610
	<b>Description</b>	City of Manchester's ESG Program. The program includes Emergency Shelter Operations, Homeless Youth Services, Homelessness Prevention and Rapid Rehousing.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	1300 individuals will benefit as a result of various programs.
	<b>Location Description</b>	Services provided from several locations within the City of Manchester.
	<b>Planned Activities</b>	Emergency shelters for individuals and families; rapid rehousing and homeless prevention activities. street outreach (youth only); data collection and support; administrative support staff.
5	<b>Project Name</b>	Girls Inc.of NH - Girls Center
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG

	<b>Goals Supported</b>	Increase Manchester Highschool Graduation Rate
	<b>Needs Addressed</b>	Youth Counseling, Programming & Supportive Service
	<b>Funding</b>	CDBG: \$14,000
	<b>Description</b>	After school program to teach young girls about financial independence, peer pressure, healthy habits and to invoke an interest in technical areas - all focused on breaking the cycle of poverty that the girls have been exposed to.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	125 youth will benefit from program services.
	<b>Location Description</b>	815 Elm Street, Manchester NH 03101
	<b>Planned Activities</b>	Girls Center after school programming activities include mentoring, recreation, classes, a healthy habits and to invoke an interest in technical areas.
6	<b>Project Name</b>	Health Department Community Schools Project/Healthy Children & Family
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Community Supportive Living Environments
	<b>Needs Addressed</b>	Supportive Neighborhood Living Environments
	<b>Funding</b>	CDBG: \$20,000
	<b>Description</b>	Community Schools Project at Beech Street and Gossler Schools. To fund health and fitness programs to help increase opportunities for physical activity and provide positive outlets for residents to support one another in healthy behaviors.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is anticipated that a minimum of 50 individuals will benefit as a result of program activities.
	<b>Location Description</b>	The program will take place at Beech Street Elementary and Gossler Elementary School.

	<b>Planned Activities</b>	As Community Schools, these elementary schools have been able to provide better coordination of care among health and social services, leadership development programs for residents of all ages, financial literacy and employability programs, and mentoring and counselling supports for children. Fitness and wellness programming will be provided to income eligible families.
7	<b>Project Name</b>	Holy Cross Family Learning Center ELL/Workforce Development Rent
	<b>Target Area</b>	
	<b>Goals Supported</b>	Assimilate Refugees Into The Community
	<b>Needs Addressed</b>	Access to Supportive Services That Target Refugees
	<b>Funding</b>	CDBG: \$15,600
	<b>Description</b>	The program is operated from the leased classroom spaces on the first floor of the Southern New Hampshire Planning Commission at 438 Dubuque Street, Manchester.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	100 immigrants/refugees will benefit as a result of services.
	<b>Location Description</b>	438 Dubuque Street, Manchester NH 03102
	<b>Planned Activities</b>	The program teaches English as a second language to immigrants and refugees.
8	<b>Project Name</b>	Lamprey Health Care Interpretation Training Program
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Prepare Individuals For Gainful Employment
	<b>Needs Addressed</b>	To Teach Job Skills Through Classroom & Training
	<b>Funding</b>	CDBG: \$10,000
	<b>Description</b>	Increase the number of healthcare, legal and community interpreters. To provide salaries and wages for the training staff. Training staff will train bilingual individuals to become health care and legal interpreters.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	15 individuals will benefit as a result of training

	<b>Location Description</b>	The training will take place at various locations in Manchester.
	<b>Planned Activities</b>	
9	<b>Project Name</b>	Manchester Community Resource Center - CBDO Special Activities
	<b>Target Area</b>	MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY
	<b>Goals Supported</b>	Increase Community Supportive Living Environments Increase Manchester Highschool Graduation Rate Increase Access/Availability to Afford. Childcare Perpetuate the Independent Living of the Elderly Support Health Care Activities for Underinsured Decrease # of Deaths Caused By Substance Abuse Prepare Individuals For Gainful Employment
	<b>Needs Addressed</b>	
	<b>Funding</b>	CDBG: \$597,950
	<b>Description</b>	funding for CBDO Special Activities in the NRSA carried out by Manchester Community Resource Center or its subcontractors.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	2480 individuals will benefit as a result of program activities.
	<b>Location Description</b>	434 Lake avenue and on site agencies locations where services are provided for individuals in the NRSA.
	<b>Planned Activities</b>	Activities may include: youth education and enrichment, job training and skills development, after school care, child care, health care, elderly services and at-risk youth programming.
10	<b>Project Name</b>	Palace Theatre Ticket Program
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Manchester Highschool Graduation Rate
	<b>Needs Addressed</b>	Youth Counseling, Programming & Supportive Service
	<b>Funding</b>	CDBG: \$20,000
	<b>Description</b>	Provides funding for Palace Theatre Trust's ticket program, giving low income school children the opportunity to experience the theatre.
	<b>Target Date</b>	6/30/2021

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	1500 youth will benefit as a result of attending performances.
	<b>Location Description</b>	The program is located at 80 Hanover Street, Manchester NH 03101.
	<b>Planned Activities</b>	The program will provide tickets to matinee productions performed by Palace Youth Theatre participants.
<b>11</b>	<b>Project Name</b>	Planning & Community Development - CHDO Set Aside
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase the Number of Affordable Housing Units Address Homelessness Issues
	<b>Needs Addressed</b>	Affordable Housing To Provide Tenant Based Rental Assistance
	<b>Funding</b>	HOME: \$103,350
	<b>Description</b>	HOME CHDO set aside to support the development of affordable housing units to comply with Federal requirements.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	As proposed, 3 units of housing will be developed as a result of program funding.
	<b>Location Description</b>	Specific project has not been chosen and underwritten.
	<b>Planned Activities</b>	Affordable housing development conducted by Community Housing Development Organizations.
<b>12</b>	<b>Project Name</b>	Planning & Community Development - Program Administration
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Facilitate Efficient Planning/Public Management
	<b>Needs Addressed</b>	Effective Administration of State/Federal Programs To Implement Various Planning Studies
	<b>Funding</b>	CDBG: \$295,801 HOME: \$70,400
	<b>Description</b>	Funding of CIP staff/expenses for administration of CIP Entitlement Programs.
	<b>Target Date</b>	6/30/2021

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	110,378 (Manchester's population) will benefit from the management of Entitlement funding.
	<b>Location Description</b>	One City Hall Plaza, Manchester NH 03101
	<b>Planned Activities</b>	Funds to be used for consultant services and associated costs of community development, management and facilitation of programs.
<b>13</b>	<b>Project Name</b>	Planning & Community Development - Affordable Housing Initiatives
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase the Number of Affordable Housing Units
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	HOME: \$461,750
	<b>Description</b>	Funding to increase the supply of decent, safe and affordable housing units through rehabilitation of existing stock or construction of new units.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Six rental units will be rehabilitated as a result of program activities.
	<b>Location Description</b>	To be determined.
	<b>Planned Activities</b>	Affordable Housing Development.
<b>14</b>	<b>Project Name</b>	Planning & Community Development - Community Development Initiatives
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Facilitate Efficient Planning/Public Management
	<b>Needs Addressed</b>	To Implement Various Planning Studies
	<b>Funding</b>	CDBG: \$5,000
	<b>Description</b>	funds to be used for consultant services and associated costs of community development, management and facilitating programs.
	<b>Target Date</b>	

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	110,378 (Manchester's population) will benefit from the management of Entitlement funding.
	<b>Location Description</b>	One City Hall Plaza, Manchester NH 03101
	<b>Planned Activities</b>	Funds to be used for consultant services and associated costs of community development, management and facilitation of programs.
15	<b>Project Name</b>	Planning & Community Development - Concentrated Code Enforcement 1
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Community Supportive Living Environments
	<b>Needs Addressed</b>	Safe and Sanitary Housing
	<b>Funding</b>	CDBG: \$112,625 HOME: \$3,500
	<b>Description</b>	Continuation of the Concentrated Code Enforcement Program created to stabilize and improve conditions increasing the rental housing opportunities in low/moderate income eligible Census Tracts.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	1000 households will benefit as a result of rental units being brought into compliance with minimum housing code standards.
	<b>Location Description</b>	Income eligible Census Tracts located throughout the City of Manchester.
	<b>Planned Activities</b>	Housing code inspections will be conducted in rental housing units located in income eligible Census Tracts.
16	<b>Project Name</b>	Planning & Community Development - Concentrated Code Enforcement 2
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Community Supportive Living Environments
	<b>Needs Addressed</b>	Safe and Sanitary Housing
	<b>Funding</b>	CDBG: \$77,429
	<b>Description</b>	Continuation of the concentrated Code Enforcement Program created to stabilize and improve conditions increasing the rental housing opportunities in low/moderate income eligible Census Tracts.

	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	1000 households will benefit as a result of rental units being brought into compliance with minimum housing code standards.
	<b>Location Description</b>	Income eligible Census Tracts located throughout the City of Manchester.
	<b>Planned Activities</b>	Housing code inspections will be conducted in rental housing units located in income eligible Census Tracts.
<b>17</b>	<b>Project Name</b>	Planning & Community Development - Dilapidated Buildings
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Community Supportive Living Environments
	<b>Needs Addressed</b>	Supportive Neighborhood Living Environments
	<b>Funding</b>	CDBG: \$75,000
	<b>Description</b>	Funding to demolish buildings and clear sites that pose a threat to public health and safety.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	110,378 (Manchester's population) will benefit from the management of Entitlement funding.
	<b>Location Description</b>	Sites within Manchester to be determined at a later date.
	<b>Planned Activities</b>	Demolition of dilapidated buildings that pose a threat to public health and safety.
<b>18</b>	<b>Project Name</b>	Police Department Targeted Area Officer Support
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Community Supportive Living Environments
	<b>Needs Addressed</b>	To Prevent Youth From Engaging in Crime
	<b>Funding</b>	CDBG: \$72,000
	<b>Description</b>	Operational funding for positions to collaborate wit federal, state and local agencies, organizations and individuals to combat violent crime, drug abuse, and gang activity in targeted areas of Manchester, specifically the NRSA.
	<b>Target Date</b>	6/30/2021

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 41,620 citizens in income eligible Census Tracts will benefit as a result of targeted Police Officer Support.
	<b>Location Description</b>	Program activities to take place in income eligible Census Tracts.
	<b>Planned Activities</b>	Police Officer presence, community meetings, coordination with other safety departments within the City and with appropriate federal and state agencies.
<b>19</b>	<b>Project Name</b>	Public Works-Highway Annual Street Reconstruction
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Support The City's Infrastructure System
	<b>Needs Addressed</b>	To Address Deteriorating Streets, Sidewalks, Ttc.
	<b>Funding</b>	CDBG: \$300,000
	<b>Description</b>	to improve City infrastructure for enhanced traffic flow and safety that may include street reconstruction, sidewalk renovation, curbing, drainage improvements, and other upgrades. Improvements limited to CDBG income eligible Census Tracts in primarily residential areas.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 1690 residents will benefit from comprehensive neighborhood revitalization in targeted income eligible Census Tracts.
	<b>Location Description</b>	The Beech Hill neighborhood will benefit as a result of this project
	<b>Planned Activities</b>	Reconstruction of streets, sidewalks, curbing and lighting.
<b>20</b>	<b>Project Name</b>	Public Works-Highway Infrastructure ADA Access Improvements
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	To Create a Universally Accessible City
	<b>Needs Addressed</b>	ADA Access to Sidewalks, Streets and Buildings
	<b>Funding</b>	CDBG: \$50,000

	<b>Description</b>	Construct pedestrian ramps and other access improvements in identified areas of the City in order to address accessibility issues on City sidewalks and walkways. Each project is reviewed and approved by the Access Manchester Disability Advocacy Committee. Streets selected for this program are generally located within the Neighborhood Revitalization Strategy Area and will improve pedestrian access with low-moderate income areas.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	3143 mobility impaired individual will benefit as a result of accessibility improvements
	<b>Location Description</b>	Improvements will take place citywide.
	<b>Planned Activities</b>	
<b>21</b>	<b>Project Name</b>	Public Works-Parks, Rec & Cemeteries - Fun in the Sun 3 Sites
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Recreation Programming for Low/Mod Youth
	<b>Needs Addressed</b>	Provide Youth With Summer Recreation Programming
	<b>Funding</b>	CDBG: \$40,000
	<b>Description</b>	Organized summer recreational program that provides services to low income youth ages 6-12.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	200 youth will benefit from summer recreational programming.
	<b>Location Description</b>	Programming will be provided in 3 locations.
	<b>Planned Activities</b>	
<b>22</b>	<b>Project Name</b>	Public Works-Parks, Rec & Cemeteries - Rock Rimmon Park Phase 2
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Increase Year Round Access to Rec. Facilities
	<b>Needs Addressed</b>	Safe and Affordable Places for Physical Activity
	<b>Funding</b>	CDBG: \$235,545

	<b>Description</b>	Improvements to Rock Rimmon Park including construction of a Basketball Court, a walking trail, a skateboard half-pipe and a parking lot.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 7075 individuals from neighborhoods surrounding Rock Rimmon Park will benefit from the improvements.
	<b>Location Description</b>	264 Mason St, Manchester, NH 03102
	<b>Planned Activities</b>	Planned activities include constructing the following: basketball court, a walking trail, a skateboard half-pipe and a parking lot.
23	<b>Project Name</b>	The Salvation Army - Saturday Teen Night
	<b>Target Area</b>	
	<b>Goals Supported</b>	Increase Manchester Highschool Graduation Rate
	<b>Needs Addressed</b>	To Prevent Youth From Engaging in Crime
	<b>Funding</b>	CDBG: \$25,000
	<b>Description</b>	As the only program for teens operating during the evening hours on weekends, the Saturday Teen Night (STN) Program serves over 400 of Manchester's most vulnerable youth (age 13-19 years) annually within Income Eligible Census Tracts.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	300 youth will benefit from Saturday Night Teen Night programming.
	<b>Location Description</b>	121 Cedar Street, Manchester NH

	<b>Planned Activities</b>	The Saturday Teen Night has two primary goals - (1) Reduce substance use and abuse through the promotion of health behavior and positive connections with adult youth workers, and (2) through collective investment of community partners, create a system of community care coordination to support access to timely an adequate health-related services for Manchester's most vulnerable teens. The STN fosters social correctness for prevention and reductions of specific risk behaviors, such as substance use, violence, adolescent pregnancy, and the longer-term outcome of helping young people move forward on a positive and effective path.
24	<b>Project Name</b>	The Way Home - Tenant Based Rental Assistance
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Address Homelessness Issues
	<b>Needs Addressed</b>	To Provide Tenant Based Rental Assistance
	<b>Funding</b>	HOME: \$50,000
	<b>Description</b>	Tenant based rental assistance provided to low-income families.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	A minimum of 10 families will benefit as a result of rental subsidies.
	<b>Location Description</b>	Programming shall take place at The Way Home's offices located at 214 Spruce Street, Manchester NH.
	<b>Planned Activities</b>	The project goal is to stabilize housing for low income families and individuals through short-term and medium-term tenant based rental assistance.
25	<b>Project Name</b>	Waypint Homecare
	<b>Target Area</b>	Citywide/CDBG-eligible CT-BG
	<b>Goals Supported</b>	Perpetuate the Independent Living of the Elderly
	<b>Needs Addressed</b>	Provide Elderly Independent Living Support Service
	<b>Funding</b>	CDBG: \$10,000
	<b>Description</b>	Provide home care service to frail seniors and individuals with disabilities who are living at or below poverty

<b>Target Date</b>	6/30/2021
<b>Estimate the number and type of families that will benefit from the proposed activities</b>	A minimum of 275 homebound seniors will benefit from home care services.
<b>Location Description</b>	Various locations throughout the city.
<b>Planned Activities</b>	Caregivers will provide home care services to ensure living environments are safe and sanitary.

## AP-50 Geographic Distribution – 91.220(f)

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

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

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

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

### Geographic Distribution

Target Area	Percentage of Funds
MANCHESTER NEIGHBORHOOD REVITALIZATION STRATEGY	34
Citywide/CDBG-eligible CT-BG	66

Table 57 - Geographic Distribution

### Rationale for the priorities for allocating investments geographically

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

### Discussion

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

Over the course of subsequent Consolidated Plans, the updated income information data assembled by HUD and the Census Bureau resulted in a shift of the upper quartile of the lowest income block groups. The shift started to include additional west side neighborhood areas and an expansion into southern

areas of the City.

With the submission of this 2020-2024 Five Year Consolidated Plan, the City requests a renewed five year approval of its NRSA to include the upper quartile of the most impoverished block groups, as indicated by the most recent income data, that expands the priority area to a few tracts to the east and the west.

*See the report entitled "NRSA 2020-2024" included in the attachments in AD-25 Grantee Unique Appendices that shows the updated NRSA map, calculations, consultation process and the expected benchmarks*

# Affordable Housing

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

### Introduction

Affordable housing continues to be a challenge for those families in Manchester that are earning less than 80% of the median income. According to New Hampshire Housing Finance Authority’s annual rental survey, rents for two bedroom (2-BR) apartments have increased from \$1,270 to \$1,406 between 2018 and 2019. Currently, the average rent for 2-BR apartments exceeds the HUD Fair Market Rent Limit (\$1,198) by 15%. In addition to increasing rents, affordable housing providers such as the Manchester Housing and Redevelopment Authority (MHRA) and Neighborworks Southern NH (NSNH) have extensive waiting lists. NSNH currently has a 12 month waiting list for their garden style apartments. The waiting list for townhouse units typically exceeds 12 months. MHRA’s waiting list totals 3,000 applicants. The extensive waiting lists of these two agencies indicate a significant demand for housing that is affordable in accordance with HUD standards.

The FY2020 Action Plan will fund projects that strive to achieve production and/or rehabilitation of 89 affordable housing units, focus projects to address the low income neighborhoods within the Neighborhood Revitalization Strategy Area, and provide 10 units with rental subsidies

<b>One Year Goals for the Number of Households to be Supported</b>	
Homeless	15
Non-Homeless	98
Special-Needs	0
Total	113

**Table 58 - One Year Goals for Affordable Housing by Support Requirement**

<b>One Year Goals for the Number of Households Supported Through</b>	
Rental Assistance	10
The Production of New Units	9
Rehab of Existing Units	89
Acquisition of Existing Units	0
Total	108

**Table 59 - One Year Goals for Affordable Housing by Support Type**

### Discussion

The contributing factor for the need of affordable housing are current rent amounts. For example, according to the 2019 New Hampshire Housing Finance Authority Rental Survey, the average rent for a two-bedroom apartment in Manchester is \$1,406/month. By comparison, the Household Income required to afford the Median 2-BR Rent (\$1,456) is \$58,200. This exceeds the 2019 Renter Household Median Income by 30%. In New Hampshire, 42% of rental households are paying 30% or more of their

household income on rent. Lower income families are likely to be paying an even higher percentage of their household income towards rent. The very low-income families at 30% of the median income in Manchester are earning \$26,600/year. Based on their income, an affordable unit would need to be \$665/month. Unfortunately, the average rent for a two-bedroom apartment in Manchester is \$1,406/month leaving an income gap of \$741. This gap would only be widened with the need for a security deposit and other upfront costs.

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

### **Introduction**

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

MHRA also provides rental assistance for households with incomes below 50% of the area median income utilizing 1966 Housing Choice Vouchers (HCV), 148 Veterans Affairs Supportive Housing Vouchers (VASH) for homeless veterans, and 100 vouchers for Non-Elderly Persons with Disabilities. In addition, MHRA also administers 23 units of assisted housing (at Robinson House) through the Section 8 Moderate Rehabilitation Program for Single Room Occupancy Dwellings for Homeless Individuals (Mod SRO). All voucher and Mod SRO units are inspected at initial lease-up and biennially to assure that they meet local codes and Housing Quality Standards. As of November 1, 2018, MHRA was awarded 40 Mainstream Vouchers for income eligible families who are homeless, at risk of homelessness, at risk of institutionalization, or transitioning out of an institution or other segregating setting and have a disabled household member, who is over 18 years old, but under 62 years old.

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

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

MHRA will continue to provide housing and housing assistance through its 1,270 public housing units, 152 Low Income Housing Tax Credit Units, and 2111 units of rental assistance.

MHRA gets funding from HUD under the Public Housing Capital Fund Program for two areas of activity, (1) management improvements and (2) physical improvements. MHRA's Capital Fund five-year plan

includes both capital and management improvements.

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

MHRA will continue to provide housing and housing assistance through its 1,270 public housing units, 152 Low Income Housing Tax Credit Units, and 2111 units of rental assistance.

MHRA gets funding from HUD under the Public Housing Capital Fund Program for two areas of activity, (1) management improvements and (2) physical improvements. MHRA's Capital Fund five-year plan includes both capital and management improvements.

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

MHRA is not designated as troubled.

**Discussion**

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

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

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

### **Introduction**

Manchester’s overarching vision is to become a city where all individuals and families have access to decent, safe, and affordable housing along with the support to obtain the appropriate resources necessary to sustain housing. The City has established a homelessness task force focusing on directly addressing the issue of homelessness. Subcommittee groups include panhandling, services, capacity, and prevention. The taskforce is made up of student groups, faith-based organizations, public services, and city departments.

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

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

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

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

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

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

Manchester has the largest adult shelter, available to men and women, in the state of New Hampshire which is run by Families in Transition/ New Horizons. It is also the state’s only wet shelter. The shelter has 63 beds for men and 13 beds for women. The shelter often has many more clients in the winter months, which are accommodated by emergency overflow space, as authorized by the Manchester Fire

Department. Shelter executives plan with other MCoC agencies, the City's Mayor, and City department heads from police, health, fire and public works.

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

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

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

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

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

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

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

Families in Transition, which operates many of the CoC's Transitional Housing (TH) programs, incorporates a Case Management Needs Identifier into programming, that informs an action plan for participants entering TH. Immediate goals are set to progress through a 3-phase housing readiness

model. Each participant is re-evaluated every 3 months on progress toward achieving goals. Child & Family Services TH is a 12-18 month program that provides supportive housing, life skills, and support services to youth (18-24) who are homeless or transitioning out of foster care. The program promotes self-sufficiency and reduces the risk of future homelessness. The adult emergency shelter, New Horizons, utilizes a Tier System to monitor/encourage success and offers enhanced living accommodations.

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

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

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

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

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

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

coordinated entry system, and the City has assisted with this planning.

**Discussion**

No further discussion.

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

### **Introduction:**

The City of Manchester continues to review policies and take action steps in its effort to remove barriers to affordable housing. While the Zoning Ordinance underwent a complete rewrite in 2001, there have been several changes to the ordinance over the intervening years and several additional proposed modifications will be brought forward in the new 2020 Master Plan. Since 2001, the City has taken advantage of the State Statute governing “Innovative Land Controls”. By including uses which can be granted Conditional Use Permits through the Planning Board, the City has, in some cases, removed the need for a developer or landlord to submit applications to multiple land use boards. Currently, the City’s regulations do not require new multi-family developments of less than four units be reviewed by the Planning Board.

The Manchester Zoning Ordinance requires a comparatively lower minimum square-footage for lot area for multi-family units. Depending on the zoning district, the first three units of a multi-family dwelling could require as little as 3,000SF of lot area to as much as 10,000SF. As the size of the building increases beyond three units, additional lot area is required from as little as 500SF to 3,500SF for each additional unit. That’s possible because the majority of the land area of Manchester is serviced by public sewer and water lines, with a reduced reliance on septic systems and private wells. Those particularities allow the City to be more densely populated, and offer a variety of housing types to its residents.

In September 2019, the State of New Hampshire adopted the 2015 version of the International Building Code, International Residential Code, International Plumbing Code, International Mechanical Code, International Energy Conservation Code and International Existing Building Code. The State previously had adopted the 2017 National Electric Code. The adoption of the 2015 codes is a step towards reducing conflicts with the NFPA 101 Life Safety Code which is enforced by the Manchester Fire Department.

City inspectors review all building plans, perform intermittent inspections throughout the construction process, and conduct final inspections prior to issuing a Certificate of Occupancy. All rental property falls under the jurisdiction of the Certificate of Compliance program, which is intended to be pro-active rather than re-active in identifying Housing Code issues. The Code Enforcement Officers inspect properties on a 3 year cycle, in addition to responding to all code complaints very quickly. Moving forward, the City should take steps to reduce the time period for inspections, maintaining the overall quality of affordable housing.

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

The Community Improvement Program is ideally located in the Planning and Community Development

Department enabling us to work together collaboratively to identify barriers and work towards solutions. The City has experienced two interesting changes in the past couple of years in terms of Accessory Dwelling Units (ADU) and micro units (<450sqf).

Recent changes in the State Statute required the City to make rules for ADUs much more flexible. The City of Manchester has allowed ADUs since 2001, but requirements on size, number of bedrooms, design, and tenant-owner relationship have become more flexible after a 2018 change in the State Statute. Such changes have increased the opportunities for more ADUs to be built and the overall housing stock to expand. The City expects to see an increase of applications for ADUs in the coming years.

The unprecedented development of micro units in the inner City has also contributed to diversification and affordable housing options for Manchester residents. In the past two years, the City permitted the development of 150 of such units. Those units are mainly occupied by young adults that work in the growing technology sector the City has been attracting in the past decade.

As mentioned previously the adoption of different codes in the late 2019 helped reduce conflicts with the codes enforced by the Fire Department. These documents are designed to ensure the safety of housing in the City, so their ability to work together towards this end is crucial in creating and maintaining safe, decent and sanitary housing. The Planning Department holds weekly meetings with the Fire Department to review Architectural Building Plans together to ensure a seamless blend of requirements and to avoid last minute construction delays and preventing future code violations. This initiative has also allowed homeowners, builders and developers the opportunity to review pending and future projects early in the process.

In an effort to reduce the back-log of housing inspections, the City has increased the Concentrated Code Enforcement Division by adding a second Code Enforcement Officer. This additional Officer has enabled the inspection of more units per year and has contributed to the City maintaining the quality of housing to code standards.

In addition to CDBG and HOME funded Inspectors, the City is also administering a HUD funded Lead Hazard Reduction Demonstration Grant. The City has added to its Policies and Procedures in order to receive funding a mandatory Code inspection must be done if the Certificate of Compliance (COC) has expired. If the COC is valid an intermediate evaluation will be done. Regardless of the COC status, the property must be brought up to the City's minimum standard Housing Code by the end of the construction period.

**Discussion:**

No Further Discussion

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

### **Introduction:**

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

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

For the most part, the City has been able to address all of Goals and Priority Needs identified in the Consolidated Plan. However, due to the continued demand for resources to support social services, affordable housing and homelessness prevention, there are needs that could be considered underserved. Those underserved needs include: Provide Support to Manchester Businesses; and Address Deteriorating Conditions in City Buildings. Although the City did not commit any of its Entitlement funding to address these needs, it is important to note that the City utilized other sources of funding to address identified Priority Needs. Approximately, \$67,598,344 of Federal, State, Bond and Enterprise funding has been included in the Mayor's 2021 budget to address the following Priority Needs: Increase Community Supportive Living Environments; Support Health Care Activities for Underinsured; Increase Manchester Employment Opportunities; Increase Year Round Access to Rec. Facilities; Support The City's Infrastructure System; Improve Condition of Buildings Accessed By Public and Facilitate Efficient Planning/Public Management. The Economic Development Director and his support staff will provide technical assistance to businesses and connect them with available resources in an effort to create jobs and increase Manchester's tax base.

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

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

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

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

Effectiveness of Lead Hazard Control Program (Manchester Housing Initiatives)

Brought over \$13,194,854 in federal funds into the City; Have inspected 1100 units, creating 1061 lead-safe homes over the last decade; Have trained 126 lead abatement contractors and workers; Will repair at least 180 housing units during this program period.

#### Other Program Elements

The City of Manchester has been involved in preventing childhood lead poisoning since the 1970s. In 1997, Manchester was identified as a high-risk community for lead poisoning. In response, the City implemented a comprehensive program to eliminate the hazards of lead-based paint, focused in particular on achieving improved health outcomes for under-income families. In 2017, 652 New Hampshire children under the age of six were found to have Elevated Blood Lead Levels (EBLLs) over 5 micrograms per deciliter in Manchester. This represents a third of the state's lead elevation cases.

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

In April 2018, the City was awarded a \$4,400,603.22 million dollar Lead Hazard Reduction Demonstration Grant, of which \$3,694,854 million are federal dollars and \$705,748.56 are match dollars. These funds are allocated to support lead hazard assessment and construction, training, education and outreach activities, and to cover administration of the project.

Upon completion of the 2018 grant, Manchester will exceed all of its benchmarks with 180 Units Completed and Cleared, Risk Assessments completed in 200 housing units, Community Outreach and Education provided to 33,375 individuals and 196 individuals trained.

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

While no single agency or office in the City of Manchester has overall charge of an “anti-poverty strategy”, many programs operate under the premise of mitigating the cause of poverty, and making significant, permanent improvements in the lives of low and very low-income residents. It is also clear that the effort to increase the supply of affordable housing, services and jobs is an important part of an anti-poverty strategy. The lack of sufficient affordable housing in any community contributes to the economic difficulties of individuals or families who can barely afford – or who cannot afford – shelter. Conversely, when low or very low-income individuals are expending no more than thirty percent of their income on housing, they presumably have the ability to pay for other essential needs, such as food, utilities and healthcare. Thus, the City's and agencies' programs and policies address the spectrum of issues often facing the poor or near poor in our society.

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

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

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

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

MHRA was established by state statute as the local housing authority and the redevelopment agency for the City. Five commissioners who are appointed for staggered five-year terms by the Mayor govern the Authority. MHRA owns and manages 1,270 units of family and elderly housing in various sites throughout the City. It also administers 1,966 units of rental assistance under its Housing Choice Voucher (HCV) Program, 148 VASH vouchers, 100 Vouchers for Non-Elderly Persons with Disabilities and assists 23 additional households through the MOD/SRO Program. MHRA was also awarded 40 Mainstream Vouchers for income eligible families who are homeless, at risk of homelessness, at risk of institutionalization, or transitioning out of an institution or other segregating setting and have a disabled household member, who is over 18 years old, but under 62 years old.

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

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

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

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

### **Discussion:**

No further discussion in this section.

## Program Specific Requirements

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

#### Introduction:

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

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

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

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

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

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	70.00%

#### HOME Investment Partnership Program (HOME)

##### Reference 24 CFR 91.220(I)(2)

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

The City does not intend to invest HOME funds in any activity or form that is not described in

Section 92.205(b) of the HOME regulations.

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

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

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

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

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

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

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

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

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

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

- sale or transfer of the property.

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

forgiven.

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

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

Home Investment X Net Proceeds = HOME Amount to

HOME Investment + Homeowner Investment Recaptured

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

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

The HOME assistance provided will be in the form of a loan with varying repayment terms. In some cases the loan may be forgiven upon successful completion of the affordability period. A Mortgage and a Restrictive Covenant shall provide for the recapture of the HOME subsidy by the City in the

event that the requirements of 24 CFR 92.254(a)(4) are not met. The following documents will be executed and recorded with the Hillsborough County Registry of Deeds in order to secure the debt and insure compliance with 24 CFR 92.254: Mortgage Deed, Restrictive Covenant, and Promissory Note. Once the affordability period has expired or the HOME funding is recaptured, the Restrictive Covenant will be discharged.

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

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

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

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

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

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

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

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

Sub-awards are made through the City's budget process and approved by the Board of Mayor and Alderman. ESG allocations to nonprofit organizations will be made in accordance with the mandated caps in the HEARTH Act. The City strives to ensure that sub-awards are consistent with the goals identified in the Consolidated Plan and that the ESG dollars are maximized to complement other

homelessness work being done in the community through other funding sources including the CoC Super NOFA renewal and bonus projects awarded by HUD.

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

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

The MCoC Homeless Liaison Committee routinely meets with homeless people, performs surveys based on community needs/MCoC data collection around emerging issues for this sector of our community. The Homeless Liaison Committee also puts a trusted and expert outreach person in the lead role of ensuring that the homeless persons' voices are heard.

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

5. Describe performance standards for evaluating ESG.

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

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

The City is routinely in contact with ESG- funded programs on any and all concerns on data quality

and poor outcomes. This is conducted through written communications and technical assistance visits. The MCoC is a resource for the City and programs to ensure/build positive outcomes and work collaboratively to address challenges identified within programs.

In conjunction with the CIP budget process, the City of Manchester solicits requests for funding from City Departments, various community agencies and organizations, for profit developers, businesses, etc. on an annual basis (a legal notice is published in the Newspaper in December). The requests are evaluated by CIP Staff and determinations are made with reference to Entitlement Funding eligibility requirements. CIP Staff recommendations on the distribution of Entitlement funding are provided to the Mayor and the funding is appropriated as a part of the City's budget process. For FY 2021, additional Unprogrammed CDBG funds may be allocated to projects that are consistent with the City's Consolidated Plan. Projects may include but not be limited to; projects and programming to address the effects of COVID-19; services necessary to address the Opioid Epidemic; services and facility improvements necessary to address homelessness issues; improvement of facilities that will increase year round access to recreation facilities and infrastructure/ improvements to City neighborhoods located in income eligible Census Tracts. As a part of this process, HOME funds are allocated to non-profit organizations, Community Housing Development Organization and for-profit developers for activities such as Tenant Based Rental Assistance and Housing Development. As housing development requests are generally not received as a part of the annual CIP budget process, funding is set aside in a HOME Housing Initiative project and a HOME CHDO project. Both non-profit and for-profit developers have the opportunity to request funding for projects at any time during the year. Proposals can be submitted to the Committee on Community Improvement which meets on a monthly basis. Proposals for other HOME activities such as TBRA are also considered outside of the annual CIP budget process. Funding proposals are considered, evaluated and underwritten on a first-come, first-serve basis. The CIP staff of the Planning and Community Development Department are available to assist in answering questions on the process for applying for CIP HOME funds and information is available on the City's web site <http://www.manchesternh.gov/Departments/Planning-and-Comm-Dev/Community-Improvement-Program>.

## **Attachments**

## Citizen Participation Comments

### Consolidated Plan – Public Hearing #1

September 16, 2019 – Manchester Community Resource Center

The first public meeting was held at the Manchester Community Resources Center, at 434 Lake Avenue, on September 16, 2019. The MCRC staff organized a community picnic and activities for the children so parents could bring them as well to participate in the hearing. There were thirty people in attendance including representatives from various agencies and the citizenry. **Leon LaFreniere**, Director of the Planning and Community Development Department of the City of Manchester, gave an introduction and welcomed everyone to the Public Hearing and introduced his staff.

Immediately following the introduction, **Todd Fleming**, CIP Coordinator of the City of Manchester, gave a presentation to the audience that explained HUD's National Objectives, the City's Citizen Participation Plan, Consolidated Plan process, the types of HUD funding and how much had been allocated each year. He began with an overview of the Consolidated Plan and the purpose of the plan. He discussed the HUD funding and how the City typically receives 2.5 million dollars annually and how the funding is allocated to projects within the City's existing strategies in low and moderate income areas of the City. He urged participation from the audience to give their input as to what the community needs are and what other ideas, projects and strategies may need to be included for the next five years in the next Consolidated Plan. He also gave a short overview of the Annual Action Plan and explained the purpose of it is to inform HUD of the projects and objectives the City plans to fund with the allocation in the coming year. Mr. Fleming then introduced the **Tripp Muldrow**, from Arnett Muldrow as the City's consultant hired to assist in the process of producing a new Consolidated Plan. The discussion following the presentation was led by **Mr. Muldrow**, who used questions to facilitate the public participation.

A synopsis of the questions brought up by Mr. Muldrow and the public comments made at the meeting follows:

#### What do you like about Manchester?

- Millyard revitalization is positive to the look and economic vitality of the City
- Active storefronts on Elm Street
- SNHO Center
- First responders are great
- Festivals, diversity
- Richness of culture and history
- Textiles – human parts (new technology companies that are here)
- Historic houses
- Calmness, peace of mind
- Great people who care about diversity and social needs
- Central geographic location: close to coast, mountains, Boston
- Walking city
- Has its own airport
- "Touch" politicians – all come to NH
- Like urban fabric, Elm Street
- Great recreation options: free splash pads, baseball field/team, nice parks

#### What do you think about neighborhood revitalization?

- Some places that are newer don't have "neighborly feel"
- Mixed uses brings more vibrancy to the community
- Problem with absentee landowners
- Ward 5 – blue lights every night – tough neighborhood
- Gentrification – good or bad idea as for apartments near downtown
- New small businesses and playgrounds in neighborhoods are good
- Mixed housing types (low income, high end) should be encouraged
- More focus should be given to the neighborhoods now that Elm Street is revitalized
- Public transit expansion is necessary
- Challenges in funding revitalization: fear of tax increase, challenges associated in attracting more businesses to the City of Manchester

**What services are out there?**

- Skills training for older population is a good resource
- Volunteer programs for youth are great too
- Food pantry services good
- Fuel assistance is a good resource for low-income families
- Community garden at Parkside School brings a sense of ownership and builds social capital
- Most services need additional support
- Need more traditional, supportive housing, as well as transitional and emergency housing options
- Housing needed before the problems of homelessness can be addressed
- Catholic Church should be doing more to help
- Reutilization of unutilized religious buildings
- Increase internet and technology access for youth
- Eight-year waiting period for disabled persons to access Section 8 or public housing
- Spend less per person if we provide housing first rather than problems suffered by homeless
- More than 50% of kids in any school in city on free lunch
- Can't lose opportunities in the city
- More sidewalk connectivity

**What does affordable housing mean to you?**

- People can't afford to live in "affordable housing"
- Need to keep graduates in the city and they can't afford it
- Can't find anything at reasonable rents
- Affordable, adequate, and safe housing needed
- Need more housing before we can get affordable housing
- Even MHRA can't provide clients with vouchers to cover rent
- Energy costs are increasing
- MHRA looking at ways to upgrade existing housing and building more
- Wages needed to support housing costs
- Problem when older people stop working and no longer afford to live in same places
- Need more quality, subsidized housing for seniors
- Government doesn't embrace building family housing.

**What are the Community/Economic Development needs?**

- Need more investments in West Side
- Shade trees can transform neighborhoods – need to make West Side more inviting
- Job loss impacting people’s ability to maintain properties (high property taxes)
- Need “PR” to sell Manchester
- “Factory on Willow Street” Project is encouraging
- More East-West transportation connections
- Riverwalk expansion
- More East-West connection of services, schools
- Social interactions from past were stronger
- Get kids to take ownership of parks, sidewalks
- Youth service, volunteers in need of projects to do

The Public Hearing ended at 8pm. **Mr. Muldrow** commented that the next meeting will probably be scheduled in January, after the Holidays.

## **Consolidated Plan – Public Hearing #2**

January 21, 2020 – Hope Tabernacle

The second public hearing was held at the Hope Tabernacle, at 222 Cedar St., on January 21, 2020. The public hearing was organized by NeighborWorks Southern NH. There were twenty six people in attendance including representatives from various agencies and the citizenry. **Pamela Goucher**, Deputy Director of the Planning and Community Development Department of the City of Manchester, gave an introduction and welcomed everyone to the Public Hearing.

Immediately following the introduction, **Todd Fleming**, CIP Coordinator of the City of Manchester, gave a presentation to the audience that explained HUD's National Objectives, the City's Citizen Participation Plan, Consolidated Plan process, the types of HUD funding and how much had been allocated each year. He began with an overview of the Consolidated Plan and the purpose of the plan. He discussed the HUD funding and how the City typically receives 2.5 million dollars annually and how the funding is allocated to projects within the City's existing strategies in low and moderate income areas of the City. He urged participation from the audience to give their input as to what the community needs are and what other ideas, projects and strategies may need to be included for the next five years in the next Consolidated Plan. He also gave a short overview of the Annual Action Plan and explained the purpose of it is to inform HUD of the projects and objectives the City plans to fund with the allocation in the coming year. Mr. Fleming then introduced the **Tripp Muldrow**, from Arnett Muldrow as the City's consultant hired to assist in the process of producing a new Consolidated Plan. The discussion following the presentation was led by **Mr. Muldrow**, who used questions to facilitate the public participation.

A synopsis of the questions brought up by Mr. Muldrow and the public comments made at the meeting follows:

### **What Brought You to Manchester and What Do You Like about the City?**

- Location, proximity
- Accessibility, walkability
- Vitality, new businesses, restaurants
- Good services available
- Multi-cultural
- Urban environment
- Airport and public transportation services
- Accessibility of political leaders
- Theaters, museums
- Some came for school and stayed
- Close-knit community, friendly
- Cool history, mill buildings

### **What Services Do You Use and What is Missing?**

- Bus service good, but it needs to better serve community
- Lots of services for children and youth
- Emergency rent assistance

- Veterans services
- Healthcare for homeless (3 locations)
- Employment opportunities
- Outstanding police, fire, teachers
- Need more shelters
- Need more affordable housing
- Lack of quality in housing stock
- City isn't stepping up in developing new affordable housing complex
- City should increase efforts in rehabbing or repurposing abandoned houses
- More funding to develop ADUs in single family houses

**What are some Neighborhoods / Economic Development needs?**

- Absentee landlords
- More services for garbage removal and keep the City clean
- Expansion of public lighting for safety
- Tenants are not forced to respect public spaces and maintain houses clean, which makes things worse
- Some neighborhoods with predominant single family / duplex are losing vitality as family size decreases
- Increase connectivity to trails, sidewalks and biking
- More emphasis on sidewalks for walking
- Revision of zoning regulations to expand public transportation and green spaces
- Better signs for lane-merging
- Parking demands not reflecting today's demands

**What Does Affordable Housing Mean to You? What is the reality in Manchester?**

- Workers who built the house should be able to afford it
- Service workers can't afford to live on their own
- Families are doubling in which increases risks and vulnerability
- No youth shelter (younger than 21?)
- Vacant city land should be considered for development
- More single room, low income housing
- Churches are working well with Welfare department to deal with housing
- Vacancy taxes should be implemented to optimize occupancy in vacant units
- Need more elderly and HC housing

**Consolidated Plan – Public Hearing #3**  
January 22, 2020 – Kelley Falls Community Center

The third public hearing was held at the Kelley Falls Community Center, at 431 Kimball St., on January 22, 2020. The public hearing was organized by Manchester Housing Redevelopment Authority. There were sixteen people in attendance including representatives from various agencies and the citizenry. **Todd Fleming**, CIP Coordinator of the City of Manchester, gave an introduction and welcomed everyone to the Public Hearing.

Mr. Fleming then gave a presentation to the audience that explained HUD’s National Objectives, the City’s Citizen Participation Plan, Consolidated Plan process, the types of HUD funding and how much had been allocated each year. He began with an overview of the Consolidated Plan and the purpose of the plan. He discussed the HUD funding and how the City typically receives 2.5 million dollars annually and how the funding is allocated to projects within the City’s existing strategies in low and moderate income areas of the City. He urged participation from the audience to give their input as to what the community needs are and what other ideas, projects and strategies may need to be included for the next five years in the next Consolidated Plan. He also gave a short overview of the Annual Action Plan and explained the purpose of it is to inform HUD of the projects and objectives the City plans to fund with the allocation in the coming year. Mr. Fleming then introduced the **Tripp Muldrow**, from Arnett Muldrow as the City’s consultant hired to assist in the process of producing a new Consolidated Plan. The discussion following the presentation was led by **Mr. Muldrow**, who used questions to facilitate the public participation.

A synopsis of the questions brought up by Mr. Muldrow and the public comments made at the meeting follows:

**What brought you to Manchester? What do you like about the City?**

- Vibrancy
- Diversity
- Arts and culture, music
- Restaurants, nightlife, diverse food choice
- Mills – “can’t build those anymore”- great reno’s
- Sports teams
- Good mental health services
- LGBTQ community
- Central location
- History
- Community pride
- Nostalgic feeling for locals
- College town – emphasis on education

**What are some Neighborhoods / Economic Development needs?**

- Booming economy at odds with housing supply
- Vet Hospital – community abutting homes and cemeteries
- Empty storefronts on S. Willow – retail market down

- Need for improving walkability, street maintenance and creating green spaces
- Education system is struggling
- Need for enhancing technical/trade high school
- Lack of neighborhood pride
- City is suffering from negative marketing
- Small towns and the state are pushing their social issues to Manchester – disproportional social burden on Manchester

#### **Neighborhood Vitality – Issues**

- Issues with walkability – raised walkways? Green space?
- Road quality, utility patches
- Speeding on Brown Ave
- Sidewalks broken, not accessible for all (wheelchairs, strollers)
- Neighborhoods had names. We should bring some back.
- People are disincentivized to improve their property due to property taxes
- Impact fees: Many regulations for development

#### **What are some Public Services & Resources available and that need improvement?**

- Manchester Water Works has great water supply but there is a need to update some antiquated pipes
- Furniture and yard waste pick-up should be available for free to improve the look of streets and alleyways
- Increase access to small neighborhood grocery stores. Amenities pushed outside
- Problem with absentee landlords and disengaged tenants. City should try to increase the number of housing code inspectors (6 inspectors vs 44,000 rental dwellings).
- West side services tend to suffer (sidewalk quality, etc)
- No parking when it snows

#### **What Does Affordable Housing Mean to You? What is the reality in Manchester?**

- Housing shortage is a regional issue, so a more coordinated approach could help solve the problem
- Rental costs are increasing faster than market rate
- Young professionals and single parents are being forced to double in
- Increase in homelessness due to housing costs and mental issues
- Archaic zoning: Dense housing built before zoning
- State property tax structure. Neighboring towns at different rates

**Consolidated Plan – Public Hearing #4**  
March 9, 2020 – Manchester Community Resource Center

The fourth public meeting was held at the Manchester Community Resources Center, at 434 Lake Avenue, on March 9, 2020. There were eleven people in attendance representing various agencies to discuss the FY2021 Action Plan. **Todd Fleming**, CIP Coordinator of the City of Manchester, presented an overview of the 2020-2024 Consolidated Plan, its updated goals and needs, and the Neighborhood Revitalization Strategy Area (NRSA) geographical boundaries that will be used in the next five years. He discussed the HUD funding and how the City typically receives 2.5 million dollars annually and how the funding is allocated to projects within the City's existing strategies in low and moderate income areas of the City.

A synopsis of the comments and questions made at the meeting follows:

Kris McCraker from Amoskeag Health asked about how the Consolidated Plan links to the Master Plan update. Todd Fleming explained that both studies have overlaps in terms of planning for housing, infrastructure and service needs. She also voiced that the number of uninsured in the City is rising as minority groups are hesitant to enroll in Federal health and assistance programs.

Abby Easterly from Queen City Bike Collective asked if there was a simplified way of collecting census tract data on beneficiaries. She also expressed concern of the growing number of employed people in Manchester that are actually homeless.

Meghan Brady from SJCS Meals on Wheels described the growing need for senior services. NH is the second oldest state in the country, with 18.1% of the state aged 65 or older compared to 16% for the nation as a whole. Over the past three years, Meals on Wheels have experienced significant growth in the number of meals served within the city of Manchester. Three years ago, we served 152,479 meals through all our nutrition programs in Manchester. Two years ago, we served 166,634 meals and last year we served 174,236 meals. An increase of 14% during this time. Sixty-seven percent of all of Meals on Wheels clients have 0-3 visitors a week. Twenty-one percent see no one but the driver all week. The wellness check that the driver performs during delivery is just as important as the meal that is delivered. Meals on Wheels perform multiple measures of program satisfaction and impact. The largest one is the annual survey that is conducted in the fourth quarter of every calendar year. The survey itself is based on a model survey created through the Performance Outcomes Measurement Program (POMP) created by the Administration on Aging (AoA), now the Administration for Community Living (ACL). Meals on Wheels received over 500 surveys back in the 2019 survey in the Meals on Wheels Program. This represents a 47% return rate, which gives a lot of weight to the responses. The results continue to demonstrate that Meals on Wheels is appropriately targeted and having a beneficial impact. Sixty-five percent (65%) say that they do not consistently have enough money to buy the food they need. Fifty-six percent (56%) report that they can continue living in their own home. Sixty-three percent (63%) say that they feel safer knowing someone is checking on them. Forty-four percent (44%) report that they are less hungry during the day. As I stated earlier, 21% have no other weekly visitors per week except for the driver delivering their meal.

Bianka Beaudoin from the Way Home commented that The Way Home is looking for landlords interested in making units available for Section 8 Voucher and that the City faces a concerning shortage of safe affordable housing.

Renie Denton from MCRC also commented that safe and affordable housing is the number one request MCRC clients look for. She also described that Bus schedules are also concerning because the service stops at 6:30pm, leaving many residents with limited possibilities for employment and transportation if they don't have a car. Adult education is another area that the City should have more investments. She also added that the City should consider creating a service for furniture and yard waste pick-up to improve City image and cleanliness.

Michelle Goodnow from the YMCA described that their programs have been losing clients for completely free programs because the YMCA charges a small copayment for after-school programs. She also commented that the Y is always looking for other partnerships and different ways they can support the community.

Julia LaFleur from CASA voiced concerns on the spike on cases of children neglect related to substance abuse. She described that 73% of cases CASA supported in the Manchester area were related to substance abuse. She invited residents to enroll in their training activities to become volunteers and look out for the best interest of Manchester abused or neglected children.

Libertad Vargas from City Year described the important work volunteers do across Manchester schools and announced that City Year was trying to get more resources to increase services in Manchester schools in most need.

Todd Fleming closed the public hearing by thanking everyone's comments and asking participants to reach out to their political representatives and advocacy delegations to voice the importance of HUD funds on the provision of services in the City.

**Consolidated Plan – Focus Group #1  
Health and Human Services**

September 17, 2019 – Manchester Community Resource Center

The first focus group meeting was held at the Manchester Community Resources Center, at 434 Lake Avenue, on September 17, 2019, with a focus on health and human services needs of the community. There were eleven people in attendance representing the Southern New Hampshire Services, Manchester Community Resources Center, Manchester Housing and Redevelopment Authority, MIRA Coalition, Manchester Health Department, Amoskeag Health, and Meals on Wheels. **Todd Fleming**, CIP Coordinator of the City of Manchester, welcomed everyone and gave a brief introduction about the types of HUD funding the City receives. Mr. Fleming then introduced **Tripp Muldrow**, from Arnett Muldrow, as the consultant hired by the City to assist in the process of producing a new Consolidated Plan. The discussion was facilitated by **Mr. Muldrow**. A synopsis of the topics discussed and challenges identified at the meeting follows:

**Trends Impacting Affordable Housing and Needs Assessment**

- Growth and changing demographics
  - City population is growing
  - Increasing immigrant and refugee community
  - Aging population in a city not designed for aging population. Isolation,
- Poverty and employment
  - Poverty has increased
  - 57% of Manchester students are enrolled for free and reduced lunch
  - Population at or below 200% poverty would equal the 4<sup>th</sup> largest city in New Hampshire
  - Benefit ledge— many people are just over the threshold of eligibility requirements for economic development and employment services
  - Housing vouchers are not been updated fast enough to face cost increases
- Limited housing stock
  - Apartments are converting to condo developments
  - Extremely low vacancy rate
  - Affordable housing built outside of the city
  - Inappropriate number of apartments
  - Strategies to avoid gentrification: MHRA strategic plan to expand public housing, leverage private funding with CIP fund for redevelopment, create planning studies for specific neighborhoods
- Quality of housing stock
  - Old buildings
  - Absentee landlords
- Shelters
  - One shelter provides transitional and emergency housing for the whole city
  - Emergency shelter capacity is 84 but averages 120 to 165 people a night
  - Half of the individuals in the emergency shelter are not from Manchester
  - Pressure for shelter services will increase as we start Fall and Winter seasons
- Policy
  - Zoning regulations for multifamily housing impacts development decisions
  - Zoning ordinance needs update: patchwork over decades, lack of land for development, ADU permitting

- Increase sidewalk connectivity to make the City more walkable
- Health
  - Opioid crisis
  - Uptick in suicides
  - Mental health
  - Increase in pressure for resources with aging population
  - Physical, mental and economic toll on care takers
- Community Center
  - Need more neighborhood community centers
  - No community centers on the West Side - opening up Kelly Falls Community Center which has been closed for 11 years.
  - Families in crisis need to be assisted where they are

### Opportunities

- Funding
  - CDBG money is in high demand in the City for a variety of uses
  - Incentives for affordable housing: HOME funds of \$600K
  - CIP funds
  - Philanthropy, such as the Kresge Foundation, Bloomberg, Promise Neighborhood
  - Leverage public and private funds to do larger scale projects
  - Challenge of achieving long-term sustainable funding for projects
  - Creation of Land Trusts
- Partnerships
  - Partnership with all agencies
  - Neighborworks
  - Manchester Housing and Redevelopment Authority – urban renewal renovation for homes; vouchers; portability; looking to expand
  - Developer partnership for RAD renovations
  - Philanthropy
  - Manchester Continuum of Care
  - NH Alliance for Healthy Aging
  - CMC, New Horizons, Hope for New Hampshire
  - Incentivize business leaders to give more to the community
  - While there are lots of coalitions and collective groups, there is a need for a more coherent system or structure
- Development and Policy
  - Vacant land to develop new construction
  - Renovate and convert mill space into affordable housing.
  - 5 year minimum time for project to unfold
- Community Engagement
  - Outreach to immigrant and refugee community to engage them in all activities of the City
  - Authentic resident engagement residents are part of the solution
  - Engage residents in the problem solving
  - Stop the blaming attitude of people in need

- Resident prosperity and stability
  - Address increasing poverty

**Consolidated Plan – Focus Group #2  
Continuum of Care**

January 21, 2020 – Planning and Community Development Dept., City of Manchester, NH

The second focus group meeting was held at the Planning and Community Development Dept., at 195 McGregor St, Unit 201, on January 21, 2020, with a focus on Continuum of Care services needs of the community. There were six people in attendance representing the Families in Transition/New Horizons, Manchester Health Department, Manchester Welfare Department, The Way Home, and Waypoint. **Todd Fleming**, CIP Coordinator of the City of Manchester, welcomed everyone and gave a brief introduction about the types of HUD funding the City receives. Mr. Fleming then introduced **Tripp Muldrow**, from Arnett Muldrow, as the consultant hired by the City to assist in the process of producing a new Consolidated Plan. The discussion was facilitated by **Mr. Muldrow**. A synopsis of the topics discussed and challenges identified at the meeting follows:

**Manchester Continuum of Care**

- Continuum of Care unites organizations that provide homeless services in Manchester.
- The focus on homelessness issues has increased over the years as the issue exploded in visibility (homeless in parks, opioid epidemic): Mayor’s Office Task Force for Homelessness, Emergency Subcommittee, and workgroups that are actively moving forward.
- The City has a pivotal role in coordinating the actions from different institutions as a way to maximize response time and resources.
- There is momentum to push for long-term solutions with the recent short-term emergency necessities: Warming center, emergency operation center, safety and health concerns as shelters are overflowed.
- Focus on identifying the push factors for homelessness in order to have an effective prevention: Stronger integration of social determinants of health – lack of housing – health issues.
- Not combating it in a negative way, but approaching homelessness in a proactively (outreach, services that support families, youth economic development, public health etc)

**Sort-term and Long-term Trends of Manchester Homelessness**

- Manchester bears the burden of other cities.
  - How does the state relieve the burden on Manchester?
  - Need to track where people are coming from.
  - Why did they come to Manchester? Services? Employment?
- State does invest a lot in shelters in Manchester. Targeted funding from state government for urban centers.
- Currently, the focus is on street adult homeless, not families or youth.
- Families are being forced to doubled up, which increases social risks and vulnerability for homelessness.

- Redevelopment of properties targeting higher-income newcomers and professionals, with rents of \$2,000. This reduces the amount of affordable housing.
- Families fear seeking help because parents fear being seen as unfit to care for their children.
- There is only one shelter in the City capable on housing families.
- Domestic violence shelters – free up more space in Domestic Violence
- A lot of people in traditional housing programs keep section 8 voucher because they can't move out. Landlords are able to be strict on enforcing.

#### **Youth homelessness**

- Youth homelessness is currently invisible because there are no shelters and no service available for that group
- During the winter-time youth and young adults are able to find shelter, as people are more likely help them. But numbers increase substantially once the weather warms up.
- Wage gaps and housing costs prevents youth from getting out of poverty and move away from homelessness. Some youth are denied employment and rental applications because their parents put their names on utility bills and get them a bad credit.

#### **Possible solutions**

- Housing Authority has applied for the housing and foster vouchers that doesn't require rental history and credit check.
- Homeshare program could be an option: someone who may have a home that they could use someone sharing the cost of a home. Older person could use a person to help. Aging state – people who are aging in place. To be able to match someone in that kind of situation is very difficult.
- Host home model for youth combining placement, case management etc.
- Manchester could adapt Boston's system: multiple shelters, partnership between government non-profit and business community.
- Involve the Medical Community: hospitals incur higher costs when patients are homeless
- Social Security for Homeless People much more active – people who should be on SS getting access to it.
- Development disabilities services in Schools: young people graduating from high school need to have the skills to manage themselves in the real world.
- School district could offer more workforce development programs in the schools. Put emphasis on young people learning a trade.
- Attract more funding for youth homelessness programs: identifying the amount of homeless youth in the community (youth count).

**Consolidated Plan – Focus Group #3  
City Departments**

January 22, 2020 – Planning and Community Development Dept., City of Manchester, NH

The third focus group meeting was held at the Planning and Community Development Dept., at 195 McGregor St, Unit 201, on January 22, 2020, with a focus on the current needs in services/facilities available to citizens of Manchester. There were twelve City department staff in attendance representing the Manchester Health Department, Planning Department, Youth Services, Public Works, Water Works, Manchester Transit Authority, and the Police Department. **Todd Fleming**, CIP Coordinator of the City of Manchester, welcomed everyone and gave a brief introduction about the types of HUD funding the City receives. Mr. Fleming then introduced **Tripp Muldrow**, from Arnett Muldrow, as the consultant hired by the City to assist in the process of producing a new Consolidated Plan. The discussion was facilitated by **Mr. Muldrow**. A synopsis of the topics discussed and challenges identified at the meeting follows:

**Highest priority issues**

- Manchester is not compensated by the state for the burden it bears on health, mental health and social services provision:
  - Health funding that comes from the state is equally divided among the regions. Advocating through DHHS avenues through a funding formula based on need.
  - Other cities shifting their problem. People come to Manchester because it offers the best services.
- Schools
  - Downward spiral of school funding. More investment in education, school building facilities are needed to attract more affluent families to the City.
  - The School system serves a very diverse population, but it needs more resources and funding to be able to serve the ESL students well.
  - Expansion of high quality STEM and technical school programs would improve the school image and prepare youth for gainful employment
  - More investment in special education
- The City serves as the playground for southern New Hampshire with vibrant cultural and sports entertainments. However, this also creates safety issues downtown, attracting drug and homeless people to the City.

**Challenges in Infrastructure and Demographics**

- Infrastructure
  - Aging public infrastructure, particularly the wastewater utilities. Manchester has over 1000 miles of pipe, 200 miles of which is over 100 years old. There needs to be proactive investment planning.
  - Increased regulatory requirements. Investing \$230,000,000 with the CSO.
  - Climate Change preparedness: infrastructure was not designed for today's population, impervious surfaces, and storms becoming more frequent.
- Demographic
  - Greying of the industry: Challenge to get young staff in the profession
  - Very low unemployment rate: Public works have a hard time to find workers to carry on with construction.

- Lowest median HH income in the State: Manchester taxpayers are struggling to fund additional infrastructure investments, social services, homelessness services, affordability of water and sewer. The City needs sustainable funding to be able to make necessary investments and provide adequate services.
- Youth Services
  - Increased behavior problems with youth and younger children, unsupervised youth; More divorces and single parents
  - Increased need for kids and youth activities like the Salvation Army teen nights, Boys and Girls Club, YMCA
  - Archaic juvenile laws at the state level
- Health
  - Lead risk scores are really elevated when compared to other areas.
  - Supportive housing for mental illness and substance use.
  - Homelessness
- Good quality paying jobs.
- Sidewalks, streets, and parks.
  - Proactive approach to identify where sidewalks should be added or replaced.
  - Target existing funding.
  - Improve accessibility.
  - Barriers to driveways – street trees, roots, bad sidewalks and plowing.

**City of Manchester Consolidated Plan  
Summary of Consolidated Plan Online Survey**

The City of Manchester receives an average of \$2.3 million dollars from the Department of Housing and Urban Development (HUD) in Community Development Block Grant, HOME, Emergency Solution Grant and other funds. These funds will be used by the City to conduct a 5-year Strategic Plan to improve on areas such as economic development, healthy neighborhoods, home ownership and affordable housing development, health and human services, strategies for the homeless, recreational opportunities, infrastructure, planning and public management, and education and skills development.

To gather input and engage the public in this planning process the City of Manchester has advertised four public hearings. The input gathered from these public hearings will be used in an effort to help the CIP staff determine Manchester's needs and generate specific strategies for the action plan.

In addition to the four public hearings, a survey was created and made available to the public via on line through a web link. The results of the survey are identified and summarized in this report.

The survey consisted of eleven questions which included both open ended and multiple choice questions. A total of ninety one surveys were filled out by the general public, of which 13 used the Spanish version.

**Question 1: What street do you live on?**

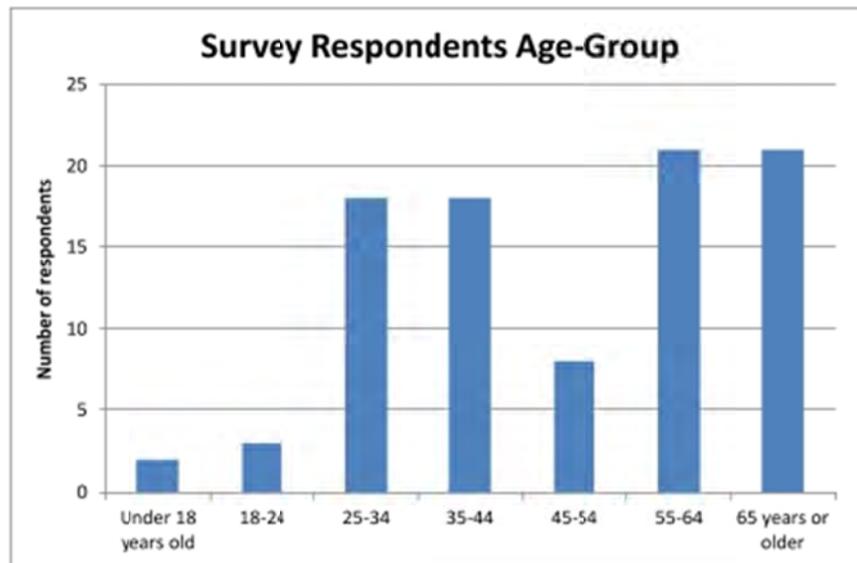
The survey had response rates from a diverse pool of residents.

Observation	Response	Observation	Response
1	Hackett Hill Road	38	Summer Street
2	Mammoth Road	39	Dubuque Street
3	Laurel Street	40	Quincy Street
4	Pleasant Street	41	Second Street
5	Hills End Way	42	Cooper Street
6	Lafayette Street	43	Sandstone Drive
7	Lake Street	44	Merrimack Street
8	Union Street	45	South Main Street
9	.	46	Woodbury Street
10	Lake Avenue	47	Holly Avenue
11	President Road	48	Log Street
12	Hanover Street	49	.
13	Liberty Street	50	Village Circle Way
14	Hanover Street	51	North Main Street
15	Spruce Street	52	Rundlett Hill Road
16	Beech Street	53	Mast Road
17	Montgomery Street	54	Hall Street
18	Whittington Street	55	Bismarck Street
19	Ash Street	56	Ash Street
20	.	57	Homeless
21	Lake Avenue	58	Pleasant Street
22	.	59	Spruce Street
23	Cedar	60	Pine Street
24	College Road	61	Manchester Street
25	Rimmon Street	62	Laurel Street
26	Pine Street	63	Holly Avenue
27	Valley Street	64	Canal Street
28	.	65	Nathfield Street
29	Calef Road	66	Norris Street
30	Blodget Street	67	Beech Street
31	Brown Avenue	68	Gilhaven Road
32	Wilson Street	69	Hanover Street
33	Bowman Street	70	Christy Lane
34	Lake Avenue	71	Rimmon Street
35	Willow Street	72	Sagamore Street
36	West Clarke Street	73	Londonderry
37	Concord Street	74	Bridge Street

75	Cedar Street	84	Elm Street
76	Prospect Street	85	.
77	President Road	86	Hayward Street
78	Laurel Street	87	.
79	Harvard Street	88	Jackson Street
80	Laurel Street	89	Massabesic Street
81	Bruce Road	90	Winding Pond Road
82	Union Street	91	Frontage Road
83	Orange Street		

**Question 2: What is your age?**

There were survey participants from all age groups, but predominantly between 25 and 44 years old, and 55 and older.



**Question 3: How could the City improve its services to you or your neighborhood?**

A total of 62 respondents answered this question.

In summary of this question and its responses the major city improvements and services the city could focus more on would be:

- Increase in homelessness and shelters for that population
- Address the substance abuse epidemic in the city
- Expansion of bus services
- Affordable housing options
- Neighborhood improvements, including street repairs and signs, parking, sidewalk expansion and bike lanes
- Police presence and safety
- Waste management: rule enforcement and options for residents
- Winter planning

**Question 4:** What would make your neighborhood a more desirable place to live?

A total of 64 respondents answered this question.

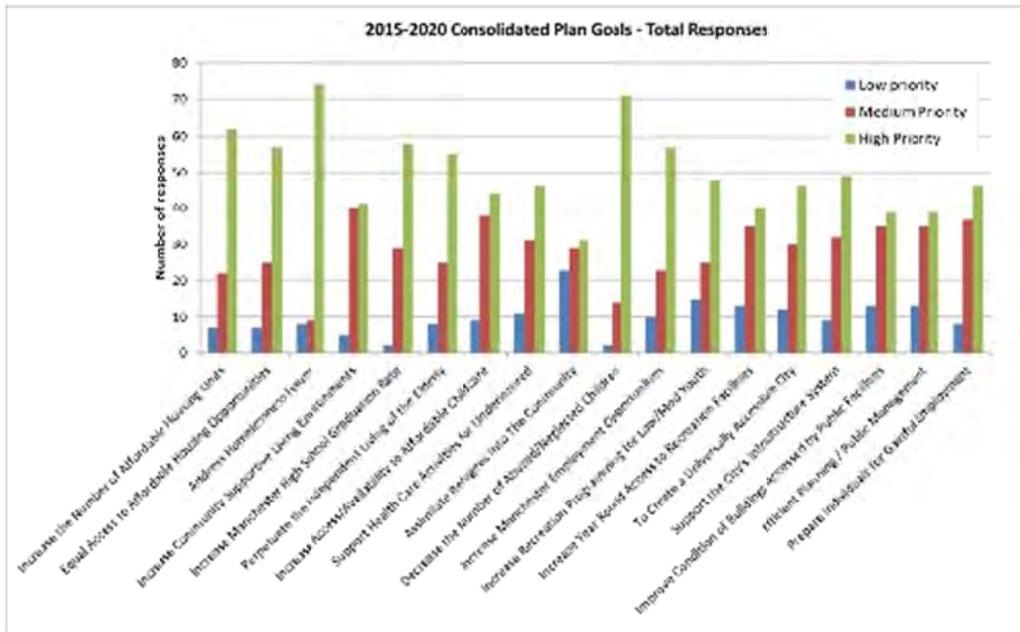
In summary of this question and its responses the idea of a more desirable place and neighborhood to live in would be:

- More neighborhood improvements, including improve curbside appeal
- Better cleanliness and waste management activities
- Address the homelessness issue in the City
- Improve housing quality and address abandoned buildings
- Create a sense of community engagement
- Expand bus services

**Question 5:** How would you rate each of the following key strategies which are identified in the 2015-2020 Consolidated Plan? (High Priority, Medium Priority, Low Priority)

Most goals identified in the previous Consolidated Plan are still viewed as important goals for the City in the next 5 years. It is notable the perception as High Priority to goals related to neglected and abused children, homelessness issue and affordable housing.

Based on previous responses and inputs during public hearings, issues related to substance abuse and public transportation are described as very important by residents.



**Question 6:** Are there any key strategies listed above that you believe are no longer relevant going forward in 2020-2024?

A total of 25 respondents answered this question.

Most of respondents said that all strategies were still relevant.

“Assimilate Refugees Into The Community” and “Increase Manchester Employment Opportunities” were the only two that some respondents believe are no longer relevant.

**Question 7:** Please describe significant issues that have not been addressed by the strategies listed above.

A total of 39 respondents answered this question.

Some significant issues addressed by the general public include:

- Address the substance abuse epidemic in the city
- Expansion of public transportation options
- Increase Manchester residents well-being
- Increase focus on climate change and the environment

**Question 8:** What issues do you see arising in the 2020-2024 time frame?

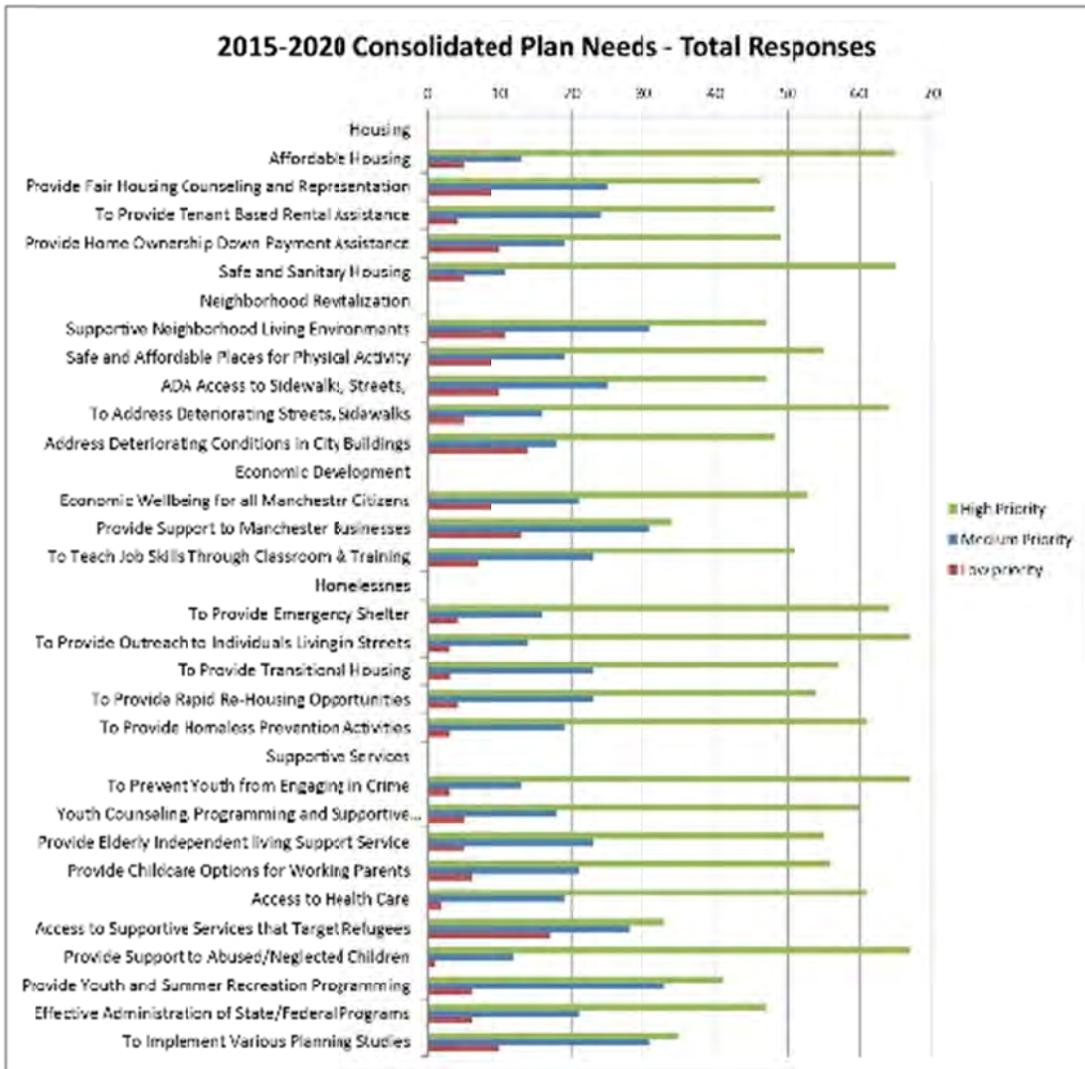
Some issues regarding the public's concern arising in the 2020-2024 time frame include:

- Increase in homelessness
- Lack of affordable housing
- Substance abuse
- Increase in children vulnerability
- Transportation challenges
- Investment in education

**Question 9:** How would you rate each of the following priority needs which are identified in the 2015-2020 Consolidated Plan? (High Priority, Medium Priority, Low Priority, No Need. Don't Know)?

Most needs identified in the previous Consolidated Plan are still viewed as important for the City in the next 5 years. It is notable the perception as High Priority to goals related to neglected and abused children, homelessness issue, safe and sanitary housing, and deteriorating streets and sidewalks.

Based on previous responses and inputs during public hearings, needs related to the combat to substance abuse and more public transportation are also described as very important for the next five years.



**Question 10:** Are there any Priority Needs listed above that you believe are no longer relevant going forward in 2020-2024?

A total of 23 respondents answered this question.

Most of respondents said that all strategies were still relevant.

“Access to Supportive Services that Target Refugees” “Provide Youth and Summer Recreation Programming” and “Implement Various Planning Studies” were the only three that some respondents believe are no longer relevant.

**Question 11:** Please describe significant issues that have not been addressed by the Needs listed above.

A total of 22 respondents answered this question.

Some issues regarding the public’s concern arising in the 2020-2024 time frame include:

- More focus on climate change and the environment
- More services to support senior Manchester residents
- More activities for children and youth
- More investment in Manchester schools
- Facilitate the development of Accessory Dwelling Units (ADUs) across the City

### Complete Survey Answers

**Question 3:** How could the City improve its services to you or your neighborhood?

Observation	Response
1	Reliable school bus services; More connections to the West End
2	Continue having discussions with neighborhood
3	.
4	More Section 8 housing for disabled
5	Expand bus services to top of Wellington Hill
6	Investment in every neighborhood; More housing across income levels
7	Riff rack in park
8	Transportation; Communication about transportation, playground
9	.
10	Crime Watch
11	Paint lines at stop signs
12	Offer more affordable housing; improve safety in neighborhood
13	Get rid of Bunny's superete
14	.
15	Have the PAL center become more present in the neighborhood
16	Sidewalk repavement; I am looking forward to when our busy two lane, one way street will be a one lane street with a bike lane.
17	Bring back the community police station
18	High Speed Internet infrastructure
19	Better winter planning
20	More affordable housing
21	.
22	More information on rental laws.
23	Clean up alleys
24	More HUD programs to help the homeless
25	.
26	Improved accessibility for wheel chairs; Name alley ways.
27	Enforce landlord compliance with household and yard waste; law enforcement against drug dealing
28	Provide safe needle disposal
29	More activities for children
30	Improve road condition
31	.
32	.
33	Keep criminals in prison
34	Help homeless people

35	Facilitate residents ability to throw away household and yard waste; improve road condition
36	Improve security
37	More parking for residents
38	-
39	Improve playground safety
40	Improve punctuality in service provision
41	Expand bus services to Second St; Street clean up
42	Expand sidewalks; More timely planning
43	Bus service
44	More police patrol
45	Do building upgrades
46	More police presence
47	Expand sidewalks;
48	Improve sidewalk snow plowing
49	-
50	Expand bus service; Create a bus route to Hooksett Road
51	Improve pedestrian signage around schools
52	-
53	Home service
54	Expand sidewalks; garbage pick up for furniture
55	Improve snow plowing
56	Improve cleanliness of trash removal
57	-
58	More affordable housing
59	Enforce resident compliance to cleanliness and orderliness
60	-
61	Commuter public transportation
62	-
63	Improve sidewalks; increase housing supply; bicycle and pedestrian access; safer roads
64	More homeless shelters
65	More shelters; Decrease the stigma of the word "shelter"
66	-
67	Improve relationship between landlords and tenants
68	Improve snow plowing
69	Help homeless people; Sidewalk repair
70	-
71	Reopen police substation
72	-
73	-
74	Enforcement of sanitary standards
75	-

76	Improve school quality
77	Street repair
78	Improve Enright Park; improve garbage pick up
79	More affordable housing
80	Street repair
81	More assistance for those in need
82	-
83	-
84	-
85	-
86	-
87	-
88	-
89	Expand street lanes; More parking
90	-
91	More churches and restaurants

**Question 4: What would make your neighborhood a more desirable place to live?**

Observation	Response
1	-
2	Less crime and drug issue
3	Opportunities to work with neighbors and build social capital
4	More trees on street
5	More transportation options
6	More retailers, parks, attractions on the West side
7	Less noise during the night (loud motorcycle) on Lake St
8	Frequent public transportation
9	-
10	Less crime and homeless on the streets
11	Less traffic
12	Less drug activity; less homeless in the streets
13	Fill pot holes; get rid of Bunny's superete; address park homelessness
14	-
15	Better housing; Safer Streets
16	Need for high speed rail; Bunny's Superette needs a exterior make-over; more trees on North Elm Street to provide shade in the summer and beautification for the block
17	More shops and restaurants
18	Better accessibility to park. Sidewalk maintenance.
19	Better policing
20	Secured buildings and affordable housing

21	Improve trash collection on roads
22	More jobs; affordable housing
23	Better trash pick up
24	No issues
25	Arrest drug dealers
26	Improve city signage.
27	Clean up abandoned cars
28	Provide safe needle disposal
29	More activities for children
30	.
31	.
32	Improve safety
33	Ordinances for yard cleanup
34	Better sense of solidarity
35	Increase affordable housing
36	Improve trash removal
37	Increase clean up
38	Less trash and graffiti
39	Increase street light; Improve clean up; increase parking
40	.
41	Address abandoned buildings
42	Expand sidewalks
43	Lower taxes
44	Place homeless in better environment
45	Upgraded buildings; police presence
46	.
47	More Accessory Dwelling Units.
48	.
49	Streets with heavy traffic
50	Food store within walking distance
51	Less parking on opposite side of streets
52	.
53	.
54	More street landscaping; sidewalk improvement
55	Friendly neighbors
56	Enforcement of sanitary standards
57	.
58	Improve street lighting
59	Enforcement of sanitary standards; Less absentee landlords
60	.
61	Less homelessness

62	Green spaces; Address abandoned houses
63	More housing units
64	Less absentee landlords
65	Green spaces; community programs; youth groups
66	.
67	Reduce traffic speed; More bicycle lanes; Revert one way traffic lanes
68	Enforcement of sanitary standards
69	Enforcement of sanitary standards; Expand foot police patrol
70	.
71	Keep West High School open
72	.
73	.
74	Improve buildings in bad condition
75	Positive marketing of the City in social media
76	Improve public transportation options
77	Reduce traffic speed;
78	Improve street maintenance
79	Street repair
80	.
81	Street clean up
82	.
83	.
84	.
85	.
86	.
87	.
88	Street improvement
89	Better housing
90	.
91	More health clinics, churches, assistance programs

**Question 6:** Are there any key strategies listed above that you believe are no longer relevant going forward in 2020-2024?

Observation	Response
1	.
2	.None
3	.
4	None
5	.
6	.

7	-
8	-
9	-
10	-
11	-
12	-
13	I feel like there are lots of affordable housing units. Some are just sketchy or unsafe.
14	-
15	-
16	-
17	-
18	-
19	-
20	No
21	-
22	They are all relevant.
23	-
24	-
25	-
26	No
27	-
28	-
29	Universally accessible city
30	No
31	-
32	-
33	-
34	-
35	-
36	No
37	-
38	Increase the number of affordable housing units
39	-
40	None
41	All are needed
42	-
43	No
44	Assimilate Refugees Into The Community
45	-
46	No
47	-

48	.
49	.
50	No
51	Increase parking restriction during the winter
52	.
53	.
54	.
55	Assimilate Refugees Into The Community; Increase Recreation Programming for Low/Mod Youth
56	.
57	.
58	.
59	.
60	No
61	Equal access to affordable housing
62	No
63	Eliminate programs that are 80-100% dependent on CDBG funding to sustain operations
64	Increase Manchester Employment Opportunities - employment rate is low; Senior residents have been helped, so more programs to our youth
65	All are needed
66	.
67	.
68	.
69	Increase Manchester Employment Opportunities - employment rate is low;
70	.
71	.
72	.
73	.
74	No
75	.
76	Increase Manchester Employment Opportunities - employment rate is low;
77	.
78	.
79	.
80	.
81	.
82	.
83	.
84	.
85	.
86	.
87	.

88	.
89	.
90	No
91	.

**Question 7:** Please describe significant issues that have not been addressed by the strategies listed above.

Observation	Response
1	.
2	None
3	Preparedness for climate change; working toward renewable energy
4	Racism; Transportation (Buses); Immigration; Sexism/Equal Rights
5	Communication of events/resources needs to be improved/consolidated
6	Creating and sustaining green spaces, community gardens
7	.
8	I do not see that affordable housing has been addressed and homelessness is a side effect of lack of housing; A more robust public transit system with more frequent service could expand the area where affordable housing could be built
9	.
10	.
11	.
12	Homelessness and affordable housing have not been addressed in the City
13	Homelessness/people sleeping in parks; I don't feel safe in parks
14	.
15	.
16	Need to hold slum lords accountable; Rent is so high, but housing seems substandard.
17	.
18	.
19	Homeless sleeping in public parks
20	Shielded school bus stops for kids
21	.
22	Not enough affordable housing
23	Drug enforcement
24	Help to the homeless
25	.
26	Increase the feeling of safety
27	.
28	.
29	Homeless; employment; drug problem
30	Opioid epidemic

31	.
32	.
33	Improve combat to homelessness
34	.
35	.
36	More LGBTQ awareness
37	.
38	.
39	Implement free daycare to allow mothers to work
40	.
41	Landlord-tenant law is not being followed
42	.
43	.
44	Living Income
45	Panhandling; homeless on the streets, parks and woods.
46	None
47	Bicycle and Pedestrian connections to jobs and services.
48	Improve public transportation
49	.
50	Prioritize environmental elements in every program across the City; Increase recycling
51	Parking
52	.
53	.
54	Improve customer service in MTA; Free transportation for the elderly and disabled; More affordable medicine.
55	.
56	Support to families well being and structure
57	.
58	.
59	Garbage disposal; Substance abuse
60	Substance abuse
61	.
62	Develop social capital; Community Schools; More Public Transportation
63	More housing units
64	.
65	Employment requirements for any assistance programs
66	Homeless shelters
67	Move over from transportation system focused on cars.
68	State should redistribute fair share of responsibilities in dealing with social problems
69	Safety feeling in City Parks; Substance abuse
70	.
71	.

72	.
73	.
74	.
75	.
76	Equity in schools
77	Improve cleanliness and orderliness; improve infrastructure
78	.
79	.
80	.
81	Youth learning support programs
82	.
83	.
84	.
85	.
86	.
87	.
88	.
89	Generate jobs to the homeless
90	Programs to fight addiction
91	.

**Question 8:** What issues do you see arising in the 2020-2024 time frame?

Observation	Response
1	.
2	Drug related crimes
3	.
4	Homelessness; Public transportation
5	Higher rents; More isolation of those in housing high rises; Transportation challenges; More connections schools/communities; Food insecurity
6	If we don't provide rehab and transportation support, Elm St will drive business down
7	.
8	.
9	.
10	.
11	More homelessness and drug abuse if we go into a recession
12	Increase of homelessness and lack of resources for them
13	Drugs; homelessness; gang activity
14	.
15	Youth homelessness: 10% of student population is homeless

16	Mental and behavioral health; Support refugees and immigrants; high rates of suicide and divorce among law enforcement and first responders.
17	-
18	Continued battle against homelessness, drug use.
19	Night club shootings
20	-
21	-
22	Sustainable employment
23	-
24	Increase in crime
25	-
26	-
27	-
28	-
29	Homeless; drug problem
30	-
31	Increase in homelessness
32	-
33	-
34	-
35	-
36	Increase of children in vulnerability
37	Violence
38	Drug abuse
39	-
40	Education; Affordable housing
41	Affordable college tuition; Opioid problem
42	Increase of low-moderate income seniors
43	Lack of affordable housing for senior citizens
44	Foreign born getting preference in service provision
45	Homeless
46	Safety
47	Further extension of the housing crisis. Lack of housing causing a health issue or outbreak.
48	Sidewalk snow plowing
49	-
50	Environment; Recycling
51	Increase in homelessness
52	-
53	-
54	Repurpose old buildings for the homeless; Allow for the creation of shared housing

55	More people in need.
56	Diversion of funding from community projects
57	-
58	-
59	-
60	-
61	-
62	Climate change impact on utilities
63	Housing issue
64	High rents; Homelessness; Neglected children
65	Affordable housing; Employment requirements for assistance programs
66	-
67	-
68	Increase traffic congestion; Expansion of Vocational Technical High School
69	Affordable housing
70	Increase in homelessness
71	-
72	-
73	-
74	Affordable housing
75	-
76	-
77	Lack of workforce availability
78	Increase in homelessness; Lack of affordable housing; Elderly vulnerability
79	-
80	More homelessness
81	-
82	-
83	-
84	-
85	-
86	-
87	-
88	-
89	-
90	-
91	-

**Question 10:** Are there any Priority Needs listed above that you believe are no longer relevant going forward in 2020-2024?

Observation	Response
1	.
2	None
3	.
4	.
5	None
6	.
7	.
8	.
9	.
10	No
11	.
12	.
13	No
14	.
15	.
16	.
17	.
18	.
19	None
20	.
21	.
22	No
23	No
24	.
25	.
26	No
27	.
28	.
29	Access to Supportive Services that Target Refugees
30	No
31	.
32	.
33	.
34	.
35	.
36	.
37	.
38	.
39	.
40	.

41	No.
42	.
43	No
44	Access to Supportive Services that Target Refugees
45	.
46	.
47	Plan for a city-wide roll out of ADUs
48	.
49	.
50	No
51	.
52	.
53	.
54	.
55	Provide Youth and Summer Recreation Programming
56	.
57	.
58	.
59	.
60	No
61	Implement Various Planning Studies
62	.
63	Direct funds to infrastructure improvements
64	.
65	.
66	.
67	.
68	.
69	No
70	.
71	.
72	.
73	.
74	No
75	.
76	.
77	.
78	.
79	.
80	Education
81	No

82	.
83	.
84	.
85	.
86	.
87	.
88	.
89	.
90	No
91	.

**Question 11:** Please describe significant issues that have not been addressed by the Needs listed above.

Observation	Response
1	.
2	.
3	We need to build agency in diverse communities; Housing first to help people address substance abuse
4	Racism; Sexism/Equality
5	.
6	Sustainability; clean energy; self-suficiency; green building and green spaces
7	.
8	Transportation; responding to climate change issues; Making Manchester more resilient; tree planting; more parks
9	Workforce development; Ever growing homeless population
10	.
11	.
12	.
13	Opportunities for Refugees, elderly population, and youth
14	.
15	Youth homelessness
16	Veteran's Park needs public restroom facilities that are as nice as Livingston Park
17	.
18	.
19	.
20	.
21	.
22	.
23	None
24	.

25	-
26	-
27	-
28	-
29	Drug problem; homelessness
30	-
31	-
32	More free activities for kids
33	-
34	-
35	-
36	-
37	-
38	-
39	-
40	-
41	More activities for kids; children food insecurity
42	-
43	-
44	-
45	-
46	-
47	The need for an efficient and predictable planning approval process for new housing; Please allow more density of housing through ADU's and development of RDV districts. Homegrown housing businesses and employ local low/mod populations. Invest CDBG funds in small developers building ADUs.
48	More need for homeless shelter; affordable housing
49	-
50	Care for the environment and sustainability
51	Safety of disabled and elderly residents; Increase youth education on negative effects of substance abuse
52	-
53	-
54	Free MTA fares for the elderly and disabled; More affordable medicine.
55	No need for more needs.
56	Respect for God and the Country
57	-
58	Public hearings should not be dominated by few people.
59	Affordable housing.
60	More youth summer programs involving arts and sports.
61	-
62	Adapt Nashville business incubator model to assimilate refugees and immigrants

63	Allow the development of ADUs
64	More programs to prepare youth and children become self-sufficient adults
65	.
66	.
67	.
68	Educate State governmental officials on necessary support the City needs to keep providing services not expected from other municipalities
69	.
70	.
71	.
72	.
73	.
74	.
75	.
76	Create community based programs and services in schools; increase school funding
77	Hold absentee landlords accountable; Financial education programs; Make more land available for affordable housing construction
78	.
79	.
80	public health insurance
81	.
82	.
83	.
84	.
85	.
86	.
87	.
88	.
89	.
90	.
91	.

**City of Manchester Consolidated Plan  
Summary of Consolidated Plan Agency Survey**

The City of Manchester receives an average of \$2.3 million dollars from the Department of Housing and Urban Development (HUD) in Community Development Block Grant, HOME, Emergency Solution Grant and other funds. These funds will be used by the City to conduct a 5-year Strategic Plan to improve on areas such as economic development, healthy neighborhoods, home ownership and affordable housing development, health and human services, strategies for the homeless, recreational opportunities, infrastructure, planning and public management, and education and skills development.

To gather input and engage the partnering agencies and non-profits in this planning process the City of Manchester has advertised three focus group discussions. The input gathered from these focus groups will be used in an effort to help the CIP staff determine Manchester's needs and generate specific strategies for the action plan.

In addition to the three focus groups, a survey was created for the different agencies and non-profit institutions that provide different types of services in Manchester. The results of the survey are identified and summarized in this report.

The survey consisted of ten questions which included both open ended and multiple choice questions. A total of eighteen surveys were filled out by agency staff.

**Question 1: Name of the Agency?**

The survey had response rates from fourteen different agencies.

Observation	Response
1	Amoskeag Health
2	Boys & Girls Club of Manchester
3	Big Brothers Big Sisters of New Hampshire
4	City Year New Hampshire
5	FIT/NHNN, Inc.
6	Health Care for the Homeless
7	Manchester Housing and Redevelopment Authority
8	Manchester Community Music School
9	NeighborWorks Southern New Hampshire
10	St. Joseph Community Services, Inc.
11	NH Human Trafficking Collaborative Task Force
12	Manchester Health Community Resources Center
13	Manchester Community Resources Center
14	Manchester Community Resources Center
15	Manchester Community Resources Center
16	Manchester Community Resources Center
17	Manchester Community Resources Center
18	Holy Cross Family Learning Center

**Question 2: What are the greatest challenges and highest priority issues that you have dealt with in the last five years?**

In summary of this question and its responses, the greatest challenges and highest priority issues were:

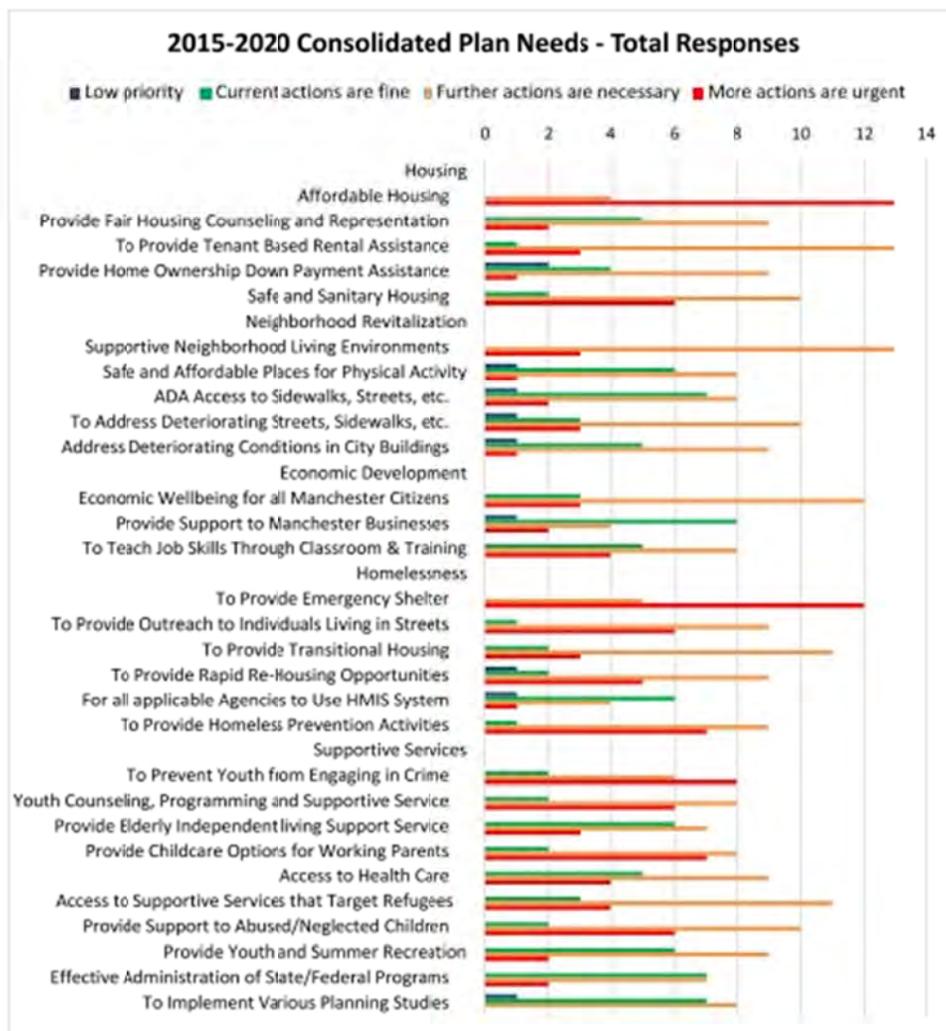
- Substance abuse and other underlying social impacts on youth (e.g. abuse, neglect, poverty, lack of care, education)
- Lack of affordable housing and shelters
- Insufficient resources to face demand for services (e.g. shelter space, enough meals, survivor support)
- Management of uninsured patients
- Interpretation services
- Services that are not reimbursable (e.g. case management)

Observation	Response
1	Our greatest challenge is managing the care of the uninsured, managing the expenses related to interpretation for our diverse patient population (over \$500K per year), and the complex social needs of our patients who require many enabling services like case management that are not reimbursable services.
2	There has been more demand of services than we have room to accommodate. More demand for transportation services for youth. Increase childhood trauma and higher levels of poverty in our community.
3	Over the past five years, we have experienced a growing portion of our youth clientele experiencing the impacts of substance misuse in their families, homes and/or neighborhoods. Impacts include more youth living in families in transition or homelessness, more youth living with a grandparent or relative caregiver, more youth having experienced trauma and toxic stress from abuse and/or neglect, and more youth who have had a parent in jail or prison. Studies show that these impacts can lead to chronic illness, diminished academic performance, and longer term issues such as higher dropout rates, reduced capacity to maintain employment, increased likelihood of substance misuse and even early death. Our highest priority has been to provide mentors to these youth and provide ongoing support and resources to them and their families.
4	Education - supporting systematically under-resourced schools in Manchester to promote student success academically and socioemotionally; the increase of socioemotional needs of students due to adverse childhood experiences
5	Lack of affordable housing. Lack of unrestricted operating funds.
6	Lack of affordable housing; currently, lack of emergency shelter in Manchester
7	Residents with Mental illness/alcohol and drug related issues
8	The need for education intervention, behavioral support, knowledgeable trauma response for youth
9	All time low vacancy rates and diminishing for sale inventory
10	When we feed more people than we are funded for, we call the excess meals served "uncompensated meals" for which we must fund raise for.. In the last 5 years, our uncompensated meals increased by 42%. Also, low unemployment makes it challenging to recruit new drivers.
11	unaffordable, unsustainable housing for survivors of sex and labor trafficking in "urban" areas that allow them access to the resources they need
12	Access to mental health; Low income housing; Inadequate school budget; Adult education; State funded programs; access to transportation
13	Housing; Job market; Poverty
14	Affordable housing; lack of affordable after school programs and childcare for working parents.
15	Affordable childcare; affordable housing; language barriers; lack of transportation
16	Livable wages.
17	Affordable housing; Immigrants are having difficulty finding a job due to language barrier
18	Funding and sustainability of programming

**Question 3: Are these issues reoccurring?**

All eighteen respondents answered this question. Every response pointed that all the issues described in Question 2 are reoccurring.

**Question 4: How would you rate each of the following priority needs which are identified in the 2015-2020 Consolidated Plan?**



Most needs identified in the previous Consolidated Plan are still viewed as important for the City in the next 5 years. It is notable the perception as High Priority to goals related to homelessness issues as well as safe and sanitary housing.

Based on previous responses and inputs during public hearings, needs related to the combat to substance abuse and more public transportation are also described as very important for the next five years.

**Question 5:** Are there any needs that are not included in the list above that should be added?

Some significant needs not listed in previous assessment include:

- Access to dental care
- Access to mental health programs
- Daytime locations for homeless to stay
- Expand services to address adverse childhood experiences

Observation	Response
1	Access to dental care that is affordable, particularly for the uninsured
2	The West side of Manchester is under-served with Nonprofit services especially youth agencies.
3	Not at this time.
4	safe daytime locations or drop-in facilities for homeless individuals; home ownership incentives or programs for low-income families; expanding youth support to encompass all adverse childhood experiences and trauma
5	Food, supportive services braided with housing
6	Housing First programs - high priority; Infectious disease prevention (syringe exchange, etc)
7	.
8	Programs for veterans, youth and the elderly that support community, mental health and trauma support.
9	.
10	Reduce food insecurity for individuals who are housebound.
11	No
12	Better access to reliable, timely transportation
13	Providing job training in growth industries through partnership with employees
14	Free or affordable dental assistance for adults.
15	No
16	.
17	No
18	.

**Question 6:** Other than lack of funding, what other barriers are present in addressing these identified needs? (e.g. Language, transportation, other)

Some significant barriers to address City needs include:

- Access to transportation
- Lack of affordable housing
- Underrepresentation of effected populations and minorities
- Language barrier

Observation	Response
1	Language, transportation, safe and affordable housing to stabilize at risk individuals, including many children and pregnant women
2	Transportation and food insecurity.
3	For our program, transportation can be a barrier that we do our best to reduce. If clients cannot reach our office for enrollment interviews and meetings, we are flexible to find places they can access to conduct those pieces of our service, including home visits, where possible. This does come at a cost, in terms of staff time, meaning it can impact how many youth we can enroll and match with mentors. However, it is a challenge to grow our site-based programming in the city (which would require transporting groups of students after school to local businesses or colleges) because we cannot find affordable transportation options.
4	Underrepresentation of effected populations or lack of voice within community decision-making; community awareness of underlying reasons behind homelessness and the stigma associated with drug use, mental health and homelessness; lack of collaboration overall among organizations (some bright spots); language barriers; culturally specific supports for families of new Americans and agencies; interacting with those populations
5	Vacancy rates, developers/landlords willing to work with low-income/homeless
6	Mental Health and SUD symptoms, Language, transportation, low systems navigation literacy, overly complex systems
7	Access to gan information for residents or persons in the city without Internet access
8	Access, community awareness, better integration of services across providers
9	Identifying future development opportunities that are feasible
10	.
11	Access/awareness - sometimes individuals who need the services most do not know what is available, where or how to access it safely
12	Encourage more integration of neighborhoods; More "green" spaces
13	Language barrier; Transportation; Affordable and safe housing for young workforce, low income families and seniors; Job opportunities that provide a living wage
14	Language barrier; Transportation; Lack of childcare; housing issues
15	Lack of life skills; lack of affordable after school programs

16	Being sure funds are not used without results; Conferences with big lunch spreads don't help those intended.
17	Helping Manchester residents get ready to work
18	Language barriers; affordable transportation

**Question 7:** How do you or your organization deal with these issues/barriers?

Agencies and non-profits face the previously listed barriers by:

- Partnering with other agencies
- Strategically planning new investments
- Searching for other sources of funding
- Negotiating better conditions with contractors for needed services
- Providing case management support

Observation	Response
1	We work with as many of the local agencies and programs as we can to advocate for our patients, but the available options are slim, and the waiting lists are long. We provide as many wrap-around services and interpretation services as we can.
2	We have a fleet of buses but will need to expand in the coming year. We are adding 4,700 sq. feet to the Union St. Club to assist with our current waiting list. We would like to explore opportunities on the west side. At not cost to the City of Manchester.
3	Currently, we have worked out a discount with Grace Limousine company to provided discounted bus transportation to one of our workplace mentoring programs. However, we would like to operate more of this type of program in the city if transportation issues and costs were not a factor.
4	City Year collaborates with many youth-serving organizations to provide a holistic web of support for students and to connect students/families to existing resources; educate our staff and AmeriCorps members of the issues to reduce the stigma and promote understanding
5	People have lost vouchers to move into the community, leaving little turnover in our affordable housing units
6	Case management support
7	Communication with other organizations to let them be aware help is needed
8	We've created a substantial network of partnerships to help break through these barriers
9	Constantly looking at (even unconventional) properties for redevelopment.
10	Yes, we provide home delivered meals, report on change of status, and also provide transportation.
11	We have some limited funding to assist with housing and other stabilizing needs, we support clients to seek state benefits and work with housing programs, we support individuals while they're on housing waiting list
12	Case management resolution effects; Coordination of services; Outreach

13	Work with clients on ESL skills, basic computer skills, job search and assistance with barriers to employment; Provide resources and information for gainful employment; Offer summer youth programs for youth 15-24 that provides paid employment and a guided work experience.
14	We teach life skills, job readiness activities, job coaching and provide assistance to our clients to find the resources they need.
15	Helping to teach necessary skills to enter workforce; Assistance in finding childcare; Assistance in filling out housing applications; teaching how to ride the bus
16	We try to assist each individual with a very personalized service.
17	Our organization help them get ready to work by teaching skills
18	Provide rides and find ridesharing for those living close to each other

**Question 8:** Do you or your organization have any special needs?

Some special needs described include:

- High costs for staff parking
- Lack of affordable housing for employees
- Emergency shelter during winter
- Lack of resources to deal with clients that suffer from mental health issue
- Finding reliable sources of funding

Observation	Response
1	Affordable parking for our staff- we are currently paying over \$100k a year just in parking for two of our downtown clinics
2	-
3	Not at this time.
4	Continuing to find ways to support parents of students end the cycle of poverty; 70% of our members move to NH to do our program so affordable housing options for national service members while serving
5	Working with the homeless, extremely low-income
6	Emergency housing for our clients now that the cold weather is here and there is now a shortage of emergency beds in the City
7	Many residents with Mental Health issues, that need more guidance
8	Funding is an ongoing concern. As an organization we need greater community awareness
9	-
10	-
11	victims/survivors of human trafficking have a variety of other needs which are made worse when they do not have safe, stable housing - such as mental health, access to healthcare, safe social connections, transportation, access to food, support caring for their children while they access education or go to work
12	Continued access of funding; Marketing services

13	.
14	.
15	N/A
16	.
17	.
18	.

**Question 9: What can the City do to help you or your organization?**

Some suggestions on how the City could support agencies' activities include:

- Increase transportation options
- Continued funding
- Incentivize affordable housing developments in the City
- Help promote and educate staff and public on the services agencies and non-profits have available

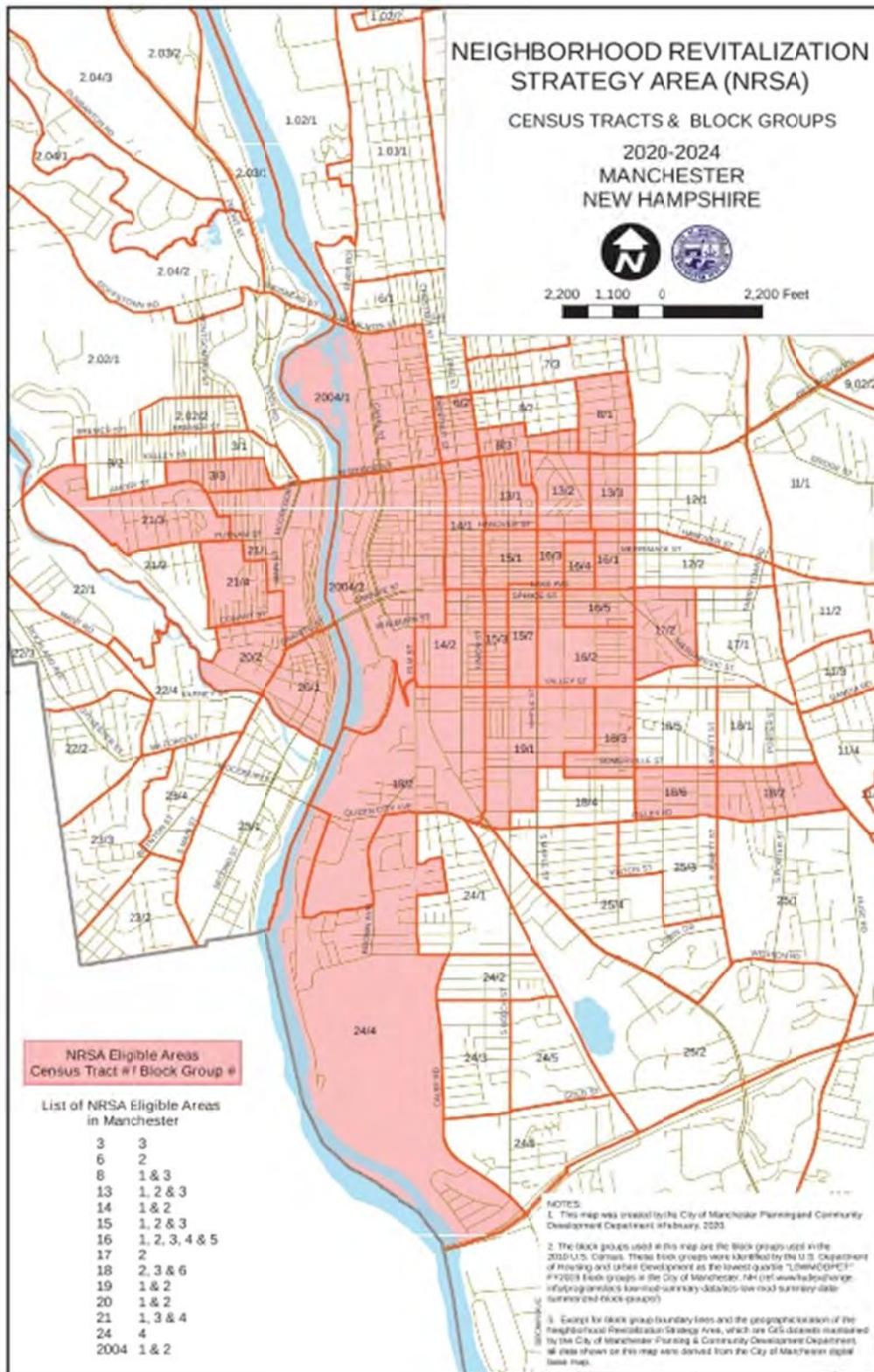
Observation	Response
1	We would love to meet with the mayor about long-term space planning needs
2	Assist with transportation and space on the West side
3	We hope the city will continue to invest in making and sustaining mentoring matches for as many Manchester youth as possible. We appreciate that city officials have recognized the need to not only address ongoing issues in our city as they arise, but also focus on supporting preventive programming that mitigates the impact of these societal issues on youth and allows them to reach their fullest potential so that they can go on to become community leaders one day.
4	recognize the critical role we play in supporting the increase of socioemotional needs of students that teachers and school staff alone can't meet because of the rise in adverse childhood experiences and trauma; help create a pipeline of job opportunities to keep our City Year graduates working within the community to continue support students and their families
5	More affordable housing and supportive services
6	We are currently working to connect with the School District (through the Health Department) to educate staff about services available through our program
7	.
8	Help promote the community services we offer to those who most need them (i.e. music therapy for trauma survivors).
9	Notification of tax delinquent or other vacant properties
10	Continue our funding so that we can continue providing services.
11	meet with us and some of our clients in order to understand their needs and how they interact with (or struggle to) various systems/offices in the city.
12	Continued support with funding; Advertise services

13	.
14	.
15	Implementing more before and after school programs; More ESOL classes.
16	Continue partnering with us and supporting the assistance we provide to the community.
17	Continue supporting our organization
18	Continue supporting HCFLC with CIP funding

**Question 10: Other Comments?**

Observation	Response
1	.
2	.
3	Thank you for making this planning process open and collaborative, and for all you do for the residents of Manchester.
4	.
5	.
6	The Health Department has been a great partner!
7	.
8	Awareness will also help us make connections with individuals who can donate to programs
9	.
10	.
11	.
12	Smaller class sizes; Consider Boston Rail System
13	.
14	.
15	.
16	.
17	.
18	.

Grantee Unique Appendices



Neighborhood Revitalization Strategy Area (NRSA) - FY2020

TRACT	BLKGRP	Track#/Block#	LOWMOD	LOWMODUNIV	LOWMODPCT
3	3	3/3	905	1,060	85.38%
6	2	6/2	355	530	66.98%
8	1	8/1	805	1,210	66.53%
8	3	8/3	495	610	81.15%
13	1	13/1	450	565	79.65%
13	2	13/2	1,015	1,710	59.36%
13	3	13/3	420	645	65.12%
14	1	14/1	670	855	78.36%
14	2	14/2	980	1,245	78.71%
15	1	15/1	930	1,015	91.63%
15	2	15/2	575	715	80.42%
15	3	15/3	860	1,050	81.90%
16	1	16/1	450	670	67.16%
16	2	16/2	975	1,345	72.49%
16	3	16/3	745	985	75.63%
16	4	16/4	770	820	93.90%
16	5	16/5	575	920	62.50%
17	2	17/2	770	1,130	68.14%
18	2	18/2	485	770	62.99%
18	3	18/3	725	960	75.52%
18	6	18/6	445	650	68.46%
19	1	19/1	1,235	2,010	61.44%
19	2	19/2	315	535	58.88%
20	1	20/1	830	1,005	82.59%
20	2	20/2	710	1,060	66.98%
21	1	21/1	1,285	1,475	87.12%
21	3	21/3	835	1,430	58.39%
21	4	21/4	885	1,210	73.14%
24	4	24/4	1,295	2,730	47.44%
2004	1	2004/1	790	1,140	69.30%
2004	2	2004/2	815	1,320	61.74%

NRSA Calculation	
Average LM/LM Universe	70.10%
Average LM/LM Percent	71.90%

S:\CIP\NRSA\2020-2024

## Consolidated Plan – NRSA 2020-2024

### Consultation

Four public hearings for the City's 2020-2024 Consolidated Plan and 2020 (HUD FY 2019) Annual Action Plan were held by City Community Improvement Program (CIP) Staff:

- Manchester Community Resource Center, 434 Lake Ave. (NRSA neighborhood) on Monday, September 16, 2019 at 6:00 p.m., and on Monday, March 9<sup>th</sup>, 2020 at 6:00 p.m.;
- Hope Tabernacle, 222 Cedar St. (church community center and winter emergency overflow shelter) on the east side, on Tuesday, January 21, 2020 at 6:00 p.m.;
- Kelley Falls Community Center, 431 Kimball St (public housing community center) on the west side, on Wednesday, January 22, 2020 at 6:00 p.m.

A Legal Notice for all public hearings was published in the Union Leader on September 9, 2019, January 17, 2020 and February 28, 2020 (please see Legal Notices in AD-25 Attachments Citizen Participation Comments). The Legal Notice published on April 10, 2020 also confirmed the 30-day public comment period which took place April 17, 2020 through May 17, 2020.

As a recipient of HUD funds the City is required to develop a five-year plan of priority needs that are identified in the Consolidated Plan. Manchester residents and in particular, public housing residents and residents living in areas of the City eligible for CDBG monies, public and private agencies, businesses and other interested parties were invited and encouraged to attend to voice their concerns and opinions on the priority needs of the Community.

These hearings were also held in order to provide City residents an opportunity to comment on the expenditure of the FY 2020 HUD monies to be received by the City for expenditure beginning July 1, 2021. These HUD funds include Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), Emergency Solutions Grant Program (ESG), and may also include HUD Section 108 monies.

The public hearings also included discussions and citizen comments about the Manchester Continuum of Care (MCoC) and the coordination between the City and the MCoC of funds spent to support homelessness needs and services. The overall discussion topics included housing and homelessness, transportation, public infrastructure, environment, neighborhood investment and revitalization, education, public safety, recreation, economic development and social services.

In an effort to broaden public participation in the development of the Consolidated Plan the City CIP Staff sent out emails to all of the agencies on the Community Improvement Program email list encouraging their attendance and their clients' attendance at the public hearings and participation in the online survey. The City also sent out flyers to these agencies to post at their locations and neighborhoods. Encouraged by City Staff, these agencies shared the survey with their program participants many of whom were low-

moderate income persons, minority and non-English speaking persons, elderly persons, and/or disabled persons. For citizens who needed assistance completing the survey, the Staff at the Manchester Community Resource Center at 434 Lake Ave. volunteered to assist individuals with the survey (Please see attached flyers and survey results in AD-25 Attachments Citizen Participation Comments). A total of 91 participants completed the survey.

CIP Staff closed each public hearing by describing the general timeline for the budget process. In the spring 2020, the Mayor will draft a budget with potential funding amounts and the Board of Mayor and Aldermen will have an opportunity to recommend revisions to any funding amounts they believe should be different and vote on a final City budget. In accordance with the City's budget process, the public and all Consolidated Plan and Annual Action Plan public hearing participants were encouraged to submit written and oral comments to CIP Staff and Aldermen should they desire to.

#### Assessment

In 2003 the City of Manchester developed its own Community Economic Development Strategy (CEDS) and built upon those efforts in 2009 with an updated CEDS. Since that time, The Economic Development Administration (EDA) has moved away from individual municipalities creating their own CEDS and promoted regions of the State to collaborate and form single CEDS for their areas. This initiative was taken on by the Southern NH Planning Commission (SNHPC) to develop a Regional Economic Development Plan (REDP). The REDP included Manchester and the surrounding communities of: Weare, New Boston, Goffstown, Bedford, Hooksett, Londonderry, Derry, Aubur, Candia, Chester, Raymond and Deerfield.

The City of Manchester has been the focal point of the region's economic since the early 19th century. It continues to be a strong destination for regional employment with its new technology companies, along with well-established manufacturing, healthcare, education and service industry base. In addition, the successful, multi-phased approach in the development of the former Amoskeag Manufacturing complex has brought substantial new life into the local economy. The key challenge with this project is that it was originally built for a pedestrian workforce that is now mainly commuters needing well maintained streets and substantial parking. A second key challenge is the decrease in housing vacancy across the City and substantial increase in rental costs Manchester residents have faced.

The City created its Neighborhood Revitalization Strategy Area (NRSA) in conjunction with the 2005 Consolidated Plan. The need for an established NRSA arose from the positive impacts of the 1995 designation the City received as an Enterprise Community (EC). The EC designation allowed for the targeting of financial resources that funded a wide range of programs and activities to address the issues occurring in the core inner city of Manchester. The ending of the EC program gave way to the creation of the NRSA concept, which has remained virtually unchanged over the past fifteen years with the exception of the boundaries and types of problems. New census data has revealed the

need for the expansion of participating Census Tracts in both the east and west outer blocks. Also, the issues facing the residents of the NRSA have grown and required additional program capacity to include the most crucial problems plaguing the City: preventing substance abuse and youth from engaging in crime, youth counseling, programming and supportive services, provide elderly independent living support services, provide childcare options for working parents, access to health care, access to supportive services that target refugees, provide support to abused/neglected children, provide youth with Summer recreation programming and to teach job skills through classroom and training, and expand public transportation.

Businesses report that many entry-level employees living within the strategy area often lack the basic skill sets required to attain and retain gainful employment. According to both formal reports and anecdotal information, these basic skills that employees require include language proficiency, job preparedness and academic capabilities. A more skilled workforce is also needed to fulfill the job vacancies in the fields of IT, Advance Manufacturing, Healthcare, and hospitality. Businesses recognize the need to utilize creative methods to attract, train and retain employees. Business have begun partnering with the Community College System, nonprofits and WIOA to develop and fund industry specific training programs as well as supporting effective services that eliminate barrier to employment. Barrier resolution may include, but not limited to soft skills, childcare, housing, medical/behavioral health services, transportation and nutrition programs. Our non-profit partners have also expressed concern regarding the growing need to support these types of services.

The City will continue to support the Manchester Community Resource Center (MCRC) in its mission to remove these barriers to employment by providing access to ESOL programming, HiSet preparation and testing, industry specific training, childcare, housing, care coordination and additional specific programs needed. MCRC also fills the vital role of being the City's designated Community Based Development Organization (CBDO). The CBDO has similar goals in support of the City's (NRSA) initiatives to:

- develop and implement programs that are specifically designed to eliminate the barriers to employment
- improve employment opportunities
- provide job-specific training
- strengthen life skills
- improve the quality of life
- foster economic and family self-sufficiency

#### Economic Empowerment

Despite the record low unemployment rate in the State, many residents voice concern that their wages are insufficient for an acceptable quality of life. The census tracts comprising the NRSA are the most impoverished block groups in the City and account for 1/3 of the total block groups (31 out of 93). Therefore, the economic issues identified throughout the City are major impediments for the residents of the NRSA. In an effort to address these issues within the Strategy Area directly, the CBDO and their contracted partners

coordinate specific projects that promote change and achieve significant impact on meeting the needs of this segment of the community.

The Manchester Community Resource Center (MCRC) has been a long-standing stakeholder in the Strategy Area and has established working relationships with related non-profits that serve the same clientele. Within a non-threatening community resource center, MCRC's coordination of services focuses on building a strong foundation. These services assist individuals and families in fostering healthy life choices, improving access to community services, developing workplace competencies and establishing attainable personal goals that will lead to financial self-reliance, creating an appropriate level of confidence to self-advocate and ultimately breaking the cycle of poverty.

Services include developing job training skills, achieving low-cost certificate programs, providing access to job search tools, maintaining a diverse employer network, coordinating ESOL classes, supporting immigrant and refugee services, accessing afterschool youth programs and childcare. The activities offered through the CBDO Special Activities are designed to assist families and individuals in attaining economic self-sufficiency and improving the overall standard of living by providing access to employment, education, supportive services and information & referral services in a multi-cultural environment.

The City also targets the census tracts within the Strategy Area to be the main recipients of HUD Lead Hazard Reduction Demonstration (LHRD) Grant program funds. This funding focuses on remediating lead hazards from units occupied by low/mod families which account for high percentages of these census tracts. In addition, the grant has set up training and contract award goals that focus on low/mod residents. First, the grant is working to achieve 6 trainings over the next 3 years which will provide Lead Abatement Contractor Training to 105 residents of the NRSA. These participants will be eligible for scholarships towards class fees and marketed to area businesses that may require this certification or training. Also, the program will be seeking to award construction contracts to eligible firms that meet the requirements to work in the program and are considered HUD Section 3 businesses. In concert with LHRD funds being targeted in this Area, the City's commitment to develop affordable housing with entitlement funds is also focused here. In an effort to promote the revitalization of the neighborhood, efforts to improve existing housing stock and create new, affordable units are all being targeted to this specific Strategy Area.

The NRSA is the target for current and future funding, but has been the target for past funding including Neighborhood Stabilization Programs I and III, CDBG and other private sources. These funding streams allowed for substantial investment in the NRSA neighborhoods including a completely rehabilitate Community Resource Center, production of more than 34 new affordable housing units, rehab of a major park, density reduction activities, infrastructure improvements, ADA curb cut-outs and neighborhood beautification projects, and the construction of Hope for NH Recovery Center. These specific activities were undertaken as a part of various neighborhood initiatives in an effort to prevent the area from slipping further into decline.

The activities previously explained focused on the revitalization of the physical neighborhood coupled with the activities being offered through the CBDO and subcontractors, to address the economic issues facing low/mod, shows the commitment of the City to address the needs of the NRSA with all funding sources. This specific area of the City has been shown to experience many challenges due to the average income being earned in these tracts.

**Performance Measurements**

**Neighborhood Revitalization Strategy Benchmarks:**

**Physical Improvements**

	Year 1	Years 2-5
Street Rehabilitation (LF)	500	2,000
Street Resurface/Paving (LF)	500	2,000
Installation of Curbing (LF)	200	800
Reconstruction of Sidewalks (LF)	600	1,200
ADA Curb Cuts and Ramps	20	80
Traffic Signal Upgrades (intersections)	0	6
Park Rehabilitation	1	4
Housing Rehabilitation (apt.units)	30	150
Lead Hazard Remediation (apt. units)	30	150

Personal/Economic empowerment	Year 1	Years 2-5
After School Programming (youth)	575	2,300
In-school support (children)	325	1,300
Childcare and Resource Center (indiv.)	100	400
Pediatric Clinic (individuals)	600	1,800

Personal/Economic empowerment (cont.)	Year 1	Years 2-5
Elder Nutrition (individuals)	300	1,200
Personal Development & Assessments	250	1,000
Coordinated Care (Inter-Agency Communications)	275	1,150
Summer Youth Employment (youth)	25	105
Job Link Services (computer lab, resources, fax, copy, job book, etc.)	325	1,300
Career Training (indiv.) (short-term career/computer training)	175	700
Adult Basic Education (indiv.) (GED Tests, Financial Literacy and Job Readiness)	100	400
Workshops & Info Sessions	1,100	4,400
RRP/Lead Abatement Training	40	156

<b>Personal Development &amp; Assessments</b> YR 1: 250 YRS 2-5: 1,000	<b>Coordinated Care/Inter-Agency Communications</b> YR 1: 275 YRS 2-5: 1,150	<b>Youth Services</b> YR 1: 25 YRS 2-5: 105	<b>JobLink</b> YR 1: 325 YRS 2-5: 1,300
<ul style="list-style-type: none"> <li>• Interest Indicator</li> <li>• Skill set Assessment</li> <li>• English Proficiency</li> <li>• Math &amp; Reading Assessments</li> <li>• Life Skills Assessment</li> <li>• Personal Goal Setting Skills</li> <li>• Eliminating Isolation</li> <li>• Self-Advocacy Skills Development</li> <li>• Prior Education</li> <li>• Foreign Transcript Evaluation</li> <li>• Cultural Adaptation</li> <li>• Drivers' License Preparation</li> <li>• Financial Literacy</li> <li>• Time Management &amp; Organizational Skills</li> <li>• Basic Academics</li> <li>• Multi-Generational approach to delivery of direct service</li> </ul>	<ul style="list-style-type: none"> <li>• Information &amp; Referral System</li> <li>• Crisis Intervention</li> <li>• Participant Advocacy</li> <li>• Housing Services</li> <li>• Medical &amp; Behavioral Health Providers</li> <li>• Fuel Assistance Applications</li> <li>• Social Security Applications</li> <li>• Vocation Rehabilitation</li> <li>• Child Care Referrals</li> <li>• Community Networking</li> <li>• Community service</li> <li>• Community Donations</li> <li>• Survivors of Domestic Violence Support Systems</li> <li>• Accessing Services through State, Community Agencies, Medical/Behavioral Health Providers &amp; school System</li> <li>• Childcare Aware Orientations</li> <li>• Landlord Tenant Right</li> </ul>	<ul style="list-style-type: none"> <li>• Temporary Employment</li> <li>• Career Exploration</li> <li>• Job Readiness</li> <li>• Workplace Competencies</li> <li>• Financial Literacy</li> <li>• Leadership Training</li> <li>• Team Building</li> <li>• Time Management</li> <li>• Alcohol, Tobacco &amp; Other Drug Awareness</li> <li>• Personal Empowerment</li> <li>• Workplace Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Job Readiness</li> <li>• Job Search Tools</li> <li>• Computer Lab</li> <li>• Faxing</li> <li>• Copying</li> <li>• Scanning</li> <li>• Notary</li> <li>• Printing</li> <li>• Job Book</li> <li>• Resume Writing Support</li> <li>• Internet Services</li> <li>• Public Telephone</li> <li>•</li> </ul>

<b>Workforce Development &amp; Career Training</b> YR 1: 175 YRS 2-5: 700	<b>Adult Education</b> YR 1: 100 YRS 2-5: 400	<b>CBDO Special Activities</b> YR 1: 2,750 YRS 2-5: 11,000	<b>Workshops &amp; Info Session</b> YR 1: 1,100 YRS 2-5: 4,400
<ul style="list-style-type: none"> <li>• WIOA – Career Training</li> <li>• On-the-Job Training</li> <li>• Apprenticeships</li> <li>• Workplace Simulation</li> <li>• Job Skills Training</li> <li>• Lead Abatement</li> <li>• Certification Training</li> <li>• Job Fairs &amp; Recruitment Sessions</li> <li>• Employment Opportunities w/A Livable Wage</li> <li>• Employer Network</li> </ul>	<ul style="list-style-type: none"> <li>• HiSet Prep</li> <li>• English Language Classes</li> <li>• Professional Licensures/Certification</li> <li>• Post-Secondary Education Supports</li> <li>• OSHA Training</li> <li>• Computer Use for School Assignments</li> <li>• Basic Academics</li> </ul>	<ul style="list-style-type: none"> <li>• Youth In-School Supports</li> <li>• Youth Afterschool Programs</li> <li>• Early Childhood Development</li> <li>• Senior Meals Program</li> <li>• Immigrant &amp; Refugee Services</li> <li>• Housing &amp; Recovery Support</li> <li>• Youth Job Training</li> <li>• Pediatric HealthCare Services</li> <li>• Adult Employment Related Services &amp; Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Criminal Record Annulments</li> <li>• US Citizenship &amp; Immigration Services</li> <li>• Employment Related</li> <li>• Census Bureau</li> <li>• Housing Laws</li> <li>• Community Meetings</li> <li>• Public Hearings</li> <li>• Cultural Diversity Training</li> <li>• CDFA Tax Credits</li> <li>• Board Development</li> <li>• Executive Directors' Support Meetings</li> </ul>

## Appendix - Alternate/Local Data Sources

1	<b>Data Source Name</b> HMIS
	<b>List the name of the organization or individual who originated the data set.</b> Homeless Management Information System, managed by Institute for Community Alliances. All ESG and Continuum funded agencies within the jurisdiction enter data into HMIS.
	<b>Provide a brief summary of the data set.</b> Data collected by ESG and Continuum funded agencies providing emergency shelter, homeless prevention, rapid rehousing, street outreach, transitional housing, permanent supportive housing, veterans housing.
	<b>What was the purpose for developing this data set?</b> Mandated by Hearth Act and Continuum NOFA
	<b>How comprehensive is the coverage of this administrative data? Is data collection concentrated in one geographic area or among a certain population?</b> The data is comprehensive across Manchester and is collected and input by all funded agencies working on homeless services, shelter and housing projects.
	<b>What time period (provide the year, and optionally month, or month and day) is covered by this data set?</b> July 2018 to April 2020
	<b>What is the status of the data set (complete, in progress, or planned)?</b> Continually updated
	2
<b>Data Source Name</b> New Horizons Shelter	
<b>List the name of the organization or individual who originated the data set.</b> New Horizons for New Hampshire	
<b>Provide a brief summary of the data set.</b> 2014 demographic data collected by the City's main shelter's daily census.	
<b>What was the purpose for developing this data set?</b> To track and record demographic data on the shelters clients.	
<b>Provide the year (and optionally month, or month and day) for when the data was collected.</b> 2014	
<b>Briefly describe the methodology for the data collection.</b> Inake interviews.	

	<p><b>Describe the total population from which the sample was taken.</b></p> <p>962</p>
	<p><b>Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed.</b></p> <p>Homeless individuals who were provided shelter; 962 respondents were surveyed.</p>
<b>3</b>	<p><b>Data Source Name</b></p> <p>2019 Point in Time Count</p>
	<p><b>List the name of the organization or individual who originated the data set.</b></p> <p>Manchester Continuum of Care</p>
	<p><b>Provide a brief summary of the data set.</b></p> <p>HUD mandated point in time count in January.</p>
	<p><b>What was the purpose for developing this data set?</b></p> <p>To estimate the number and extent of homelessness in the City.</p>
	<p><b>Provide the year (and optionally month, or month and day) for when the data was collected.</b></p> <p>January, 2019</p>
	<p><b>Briefly describe the methodology for the data collection.</b></p> <p>Outreach workers and volunteers surveyed persons sleeping on the streets or other places not meant for human habitation from 2:00 am - 5:00 am in January.</p>
	<p><b>Describe the total population from which the sample was taken.</b></p> <p>Persons sleeping on the streets or other places not meant for human habitation.</p>
	<p><b>Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed.</b></p> <p>Persons sleeping on the streets or other places not meant for human habitation.</p>
<b>4</b>	<p><b>Data Source Name</b></p> <p>MCoC HMIS Report-First Time Homelessness</p>
	<p><b>List the name of the organization or individual who originated the data set.</b></p> <p>Harbor Homes</p>
	<p><b>Provide a brief summary of the data set.</b></p> <p>HMIS report of Manchester CoC first time homeless as reported into HMIS by homeless service providers</p>
	<p><b>What was the purpose for developing this data set?</b></p> <p>To review data on first time homelessness in Manchester.</p>

	<p><b>How comprehensive is the coverage of this administrative data? Is data collection concentrated in one geographic area or among a certain population?</b></p> <p>Data is collected on all individuals or families seeking homeless shelter or housing.</p>
	<p><b>What time period (provide the year, and optionally month, or month and day) is covered by this data set?</b></p> <p>10.1.18-9.30.19</p>
	<p><b>What is the status of the data set (complete, in progress, or planned)?</b></p> <p>In progress.</p>
5	<p><b>Data Source Name</b></p> <p>2019 Manchester CoC Housing Inventory Count Report</p>
	<p><b>List the name of the organization or individual who originated the data set.</b></p> <p>HUD report with data provided by the Manchester CoC</p>
	<p><b>Provide a brief summary of the data set.</b></p> <p>This data was collected for a point of time in January 2019.</p>
	<p><b>What was the purpose for developing this data set?</b></p> <p>The purpose of this data is to illustrate the CoC's available bed count on a particular day.</p>
	<p><b>How comprehensive is the coverage of this administrative data? Is data collection concentrated in one geographic area or among a certain population?</b></p> <p>This data is concentrated in Manchester and reflects available beds of shelters.</p>
	<p><b>What time period (provide the year, and optionally month, or month and day) is covered by this data set?</b></p> <p>A day in January 2019</p>
	<p><b>What is the status of the data set (complete, in progress, or planned)?</b></p> <p>Complete</p>