

City of Manchester Neighborhood Revitalization Strategy Area

The City of Manchester received HUD approval of its neighborhood revitalization strategy as described in the Consolidated Plan regulations at Sec. 91.215(e) (2). As such, the following information is provided in accordance with the criteria established for submission of the proposed strategy.

Purpose

“The Department [HUD] seeks to create communities of opportunity in distressed neighborhoods by stimulating the reinvestment of human and economic capital and by economically empowering low-income residents.”

In 1995 the City of Manchester received a designation as a federal Enterprise Community (EC). This designation and the resulting programs and activities significantly impacted on the core inner city of Manchester, turning that area around at a critical time in its history. The strategies funded and implemented through the designation were comprehensive in nature encompassing a wide range of programs and activities aimed at the resolution of a myriad of problems afflicting the EC residents. The “partnering in problem-solving” which occurred between the public and the private sector, lending institutions, local non-profits, community organizations, and residents brought significant success. These urban revitalization efforts made a profound difference in the lives of hundreds of families in the Enterprise Community. Despite the effectiveness and impact of those programs however, the City is now faced ten years later, with new issues, problems and challenges that are both similar and different to those that were the motivators for the establishment of the Enterprise Community. This is not because of any ineffectiveness or programmatic failings of the EC. Rather, it is due to the fact that many new residents have come to take the place of those that have been able to improve their standings in life and find economic self-sufficiency as a result of the EC Programs. The success of the EC Programs have contributed towards the City’s attractiveness to a new wave of urban poor emigrating into the community with their own specific and unique issues and needs.

Manchester’s overall quality of life is touted as being highly desirable with the City enjoying a positive business environment, significant job opportunities, low crime rates, affordable housing and geographically located for easy access. However these positive aspects aside, the City is still facing many challenges particularly in the proposed Neighborhood Revitalization Strategy Area, which will require a concerted and comprehensive effort on the part of the City and other stakeholders to overcome.

Manchester’s comprehensive network of social services and significant job market has been an attraction to many low-income families and individuals from other parts of the state, particularly from smaller rural towns lacking such services or job opportunities. The City’s comparatively cheap housing costs have also caused an influx from neighboring Massachusetts of its poorer residents seeking more affordable housing.

Adding to the resulting increasing demands on the City's social and educational services and housing inventory, has been the recent migration into the community of many new immigrants and political refugees. Manchester is designated as the State's reception center for immigrants, which increasingly has meant, political refugees. Two agencies have been involved in the re-settlement process, The International Center and Lutheran Services with the City having little if any say in the decisions made relative to the number of immigrants directed here. The recent arrivals, predominantly refugees from underdeveloped nations, bring with them new issues that prevent them from quickly assimilating into the community or into the workforce. In addition to the language barriers, the trauma experienced by the refugees coming from war torn countries and the hygiene and health issues, which most have to deal with, the cultural learning curve is more complex and profound. Even the most basic of concepts and common household conveniences such as indoor plumbing, thermostats and gas pilot lights are completely foreign and pose significant challenges. Many are fearful or not trustful of government or bureaucracy making it more difficult to assist them with the programs and services already in place. Further, most of these refugees have no experience of written language and although the City has been operating self-sufficiency programs such as those offered in the Enterprise Community so successfully these new challenges necessitate revised programs and methodologies being setup.

Given the above conditions and current situation, the City in partnership with the many non-profit agencies advocating for the City's poorer residents believe it is necessary and appropriate to "re-tool" and develop new programming to address the particular needs of our new residents. The City's ability to adequately address these needs is of course also closely related to its ability to provide sufficient funding for programming and services without unduly burdening the taxpayer. This becomes a challenge as much of the new demand on the City's services is beyond the control of the City's decision-makers. As an example, relative to the refugee emigration issue, the City had requested a three-month moratorium on the City's intake of new refugees so that the City could develop appropriate procedures and protocols to deal with the influx. However, it already had been superseded by the need to place an additional 200 persons with relatives already in residence in Manchester. The need for placement does not appear to be short-lived.

A review of the data of the census blocks chosen for the Strategy Area indicates that several of the block groups now have a greater poverty level than existed previously in at the inception of the original Enterprise Community area. This suggests a decanting or migration of the inner city problems and highlights the need and opportunity to address the cycle of poverty head-on. In an effort to react to these new challenges, the City seeks to enlarge the initial area of the EC to encompass adjoining areas demonstrating a need for assistance. We propose continuing with the model of programming used in the EC so successfully but also adding other activities and programs to reflect the different needs and issues of the current population of the proposed strategy area.

A multi-pronged approach will be focused on programs and activities that impact on the physical environment of the area as well as the individual residents. A central neighborhood infrastructure program which reconstructs the streets, sewers, sidewalks

and adds new street lighting for improved safety and street trees for aesthetics and improved air quality will be a major focus and receive significant funding for the next several years. Park facilities within the proposed strategy area will be rehabilitated and/or developed. The city wide first time homeowners program will continue with a focus on the proposed strategy area; a 1-4-unit housing rehabilitation program as well as a locally funded lead hazard removal program will be offered and a business façade program will be implemented to complement the City's existing Business Revolving Loan Program.

Services and activities aimed at the individual will focus on an addressing of the common traps associated with the working poor (and those aspiring to work) and help them achieve self-sufficiency. Through personal self-investment and from asset building that will come from the homeownership and business entrepreneurial programs the beneficiaries of these programs, the area residents, are more likely to become stakeholders in their neighborhood. Such a stake in the neighborhood being viewed as a key and necessary component for successful revitalization as espoused by HUD.

Boundaries / Location

Consistent with requirements as identified by HUD, the City has selected an area of the City that forms cohesive, primarily residential, and contiguous neighborhoods made of up households with the highest concentration of low-mod income residents in the City. All of the census tracts/block groups selected to be included in the Strategy Area fall within the upper quartile percentage of households possessing incomes below 80% of median family income for the City as noted in the 2000 Census. A visual depiction of this area is provided on Map 2 following this section and an identification of the census tracts/ block within its boundaries are provided as well. The specific percentages of low-moderate income populations of each of the block groups/ census tracts are shown in Table 1.

In the determination of the boundaries of the proposed strategy area, data relative to health needs, crime reports, building code violation data, beneficiary reports of CDBG programs, poverty indicators such as the USDA free school lunch program and settlement information of newly arrived refugees was reviewed and analyzed. Additionally, input received from the public's participation in forums such as the public hearings, information from neighborhood canvassing and personal observations of staff and partnering stakeholders was taken into consideration leading to a local consensus that resources should be directed to this proposed area.

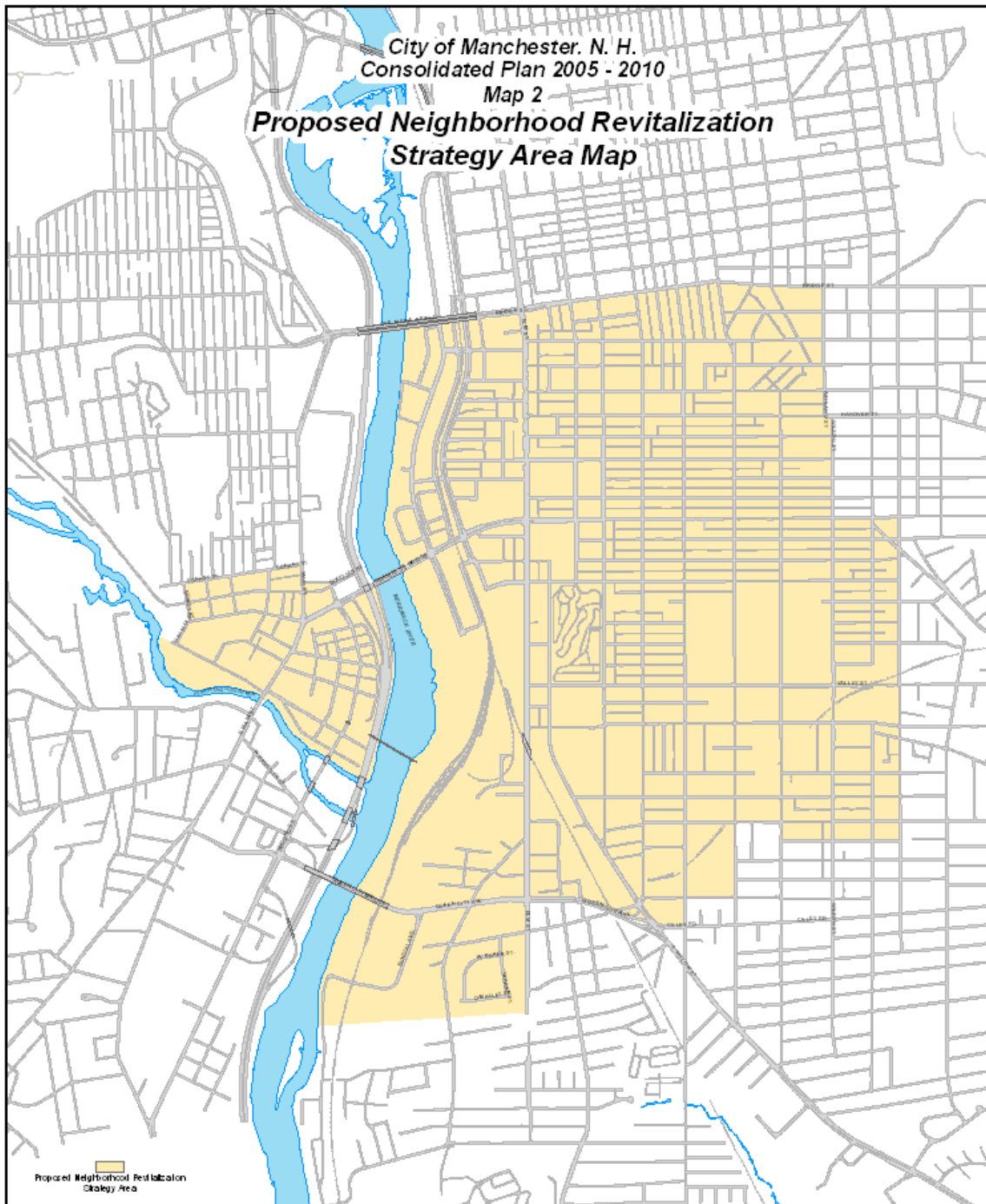
The proposed NRSA was extended to capture those neighborhoods that absorbed the 'spillover' of the growth of the City's disadvantaged. This includes the area roughly bounded by Bridge Street to the north, Ashland and Belmont Street to the east and Cilley Road to the south. The boundary then captures the Elmwood Garden area westerly to the Merrimack River, crossing the Queen City Bridge northward to include the area formerly known as 'The Squog' up to Conant Street. It is appropriate that this neighborhood be included as children living here attend the Bakersville Elementary School on Elm Street with area residents meeting all eligibility criteria. Density in this area is comparable to that of the inner city with the circa 19th century multi-family housing primarily

constructed on 50 ft. by 100 ft. lots fronting narrow streets and without benefit of green space, street trees or play yards. Additionally, this area is about to be impacted by a significant civil engineering /highway project that will create a new full on/off ramp for Interstate 293 with construction anticipated commencing in 2006. For an area already in distress and suffering from disinvestment, the neighborhood business section /commercial strip within this area is primed to capitalize on the benefits that would accrue from the NRSA designation.

Detailed description of proposed Neighborhood Revitalization Strategy Area:

More precisely, the proposed Neighborhood Revitalization Strategy Area is bounded by Bridge Street to the North from the Merrimack River easterly to Ashland Street, south to Hanover Street, south along Wilson Street to Lake Avenue, east to Belmont Street capturing the triangle at the foot of Massabesic Street, south along Belmont Street to Clay Street, west to Lincoln Street, north to Somerville Street, west to Maple Street, south along Maple Street to Shasta Street, west to Beech Street, south to Cilley Road, and west as Cilley Road meets Queen City Avenue, along Queen City Avenue to Elm Street, south to the end of Elm Street (a dead end), following a line westward at rear of O'Malley Street to the Merrimack River, following the River northward past the Queen City Bridge and turning westerly onto the West Side just north of Bass Island, following the Piscataquog River to a point near the intersection of Winter Street and Granite Street, northerly along Granite Street and Quincy Street to Conant Street, eastward the length of Conant Street to Main Street, south to Douglas Back Street, east to Douglas Street, south along Second Street, to Granite Street and the Granite Street Bridge, following the River north to the Notre Dame Bridge, east to Bridge Street and the point of beginning.

City of Manchester, N. H.
Consolidated Plan 2005 - 2010
Map 2
**Proposed Neighborhood Revitalization
Strategy Area Map**



0 0.05 0.1 0.2 0.3 0.4 0.5 0.6 Miles

NOTES:
1. This map created by the City of Manchester Planning & Community Development Department (Manchester) on 16 April, 2005.
2. Colors for the proposed neighborhood revitalization strategy areas, where not given, were displayed by hand. All geographic data shown on this map were derived from the City of Manchester digital base map.

Demographics

Income

The proposed NRSA area has a population encompassing 22, 680 of the City's 107,006 residents with all census tract block groups selected for the strategy area falling within the top quartile of households with median incomes below 80% of the median family income (MFI). Table 1 below which is a compilation of 2000 Census data provides information by block group on the number residing in that group and the percentage of low moderate income (lmi) households. The table indicates that several of the groups chosen are extremely high in the percentage of such households such as CT5- BG2 at 99.2% and CT16-BG4 at 92.2%, one of which is in the core of the original EC designated area with the other located outside of that area. A recent Public Health Report Card authored by the City's Public Health Department has calculated that: "Over 11,000 residents live below the poverty level in the City with a total of 27, 715 residents or nearly 26% of the City population considered "working poor" or living below 200% of poverty (2000 U.S. Census). This portion of the Manchester population may be considered a community all its own and is larger, if not as large, as 97% of all other cities and towns in the State." As represented in the original EC application and still presently valid, the City "attracts a disproportionately large share of people in need of inexpensive housing and social services." It is apparent from the quantitative data reviewed that a majority of this population of Manchester's poorest live within the proposed boundaries of the strategy area.

Another indicator to gauge the level of poverty in a neighborhood is the number of children taking advantage of the USDA free and reduced school lunch program. District wide, fewer than one third of Manchester school children are enrolled in the program. Figures for the three elementary schools in the NRSA reveal though, that 81.52 % of children at Beech Street School, 71.66 % of children at Bakersville School, and 69.50% of children at Wilson Street School are enrolled in the program and that the ratio of free to reduced in these schools is almost 5:1. (MSD, October 2004)

Table 1
Manchester Neighborhood Revitalization Strategy Area
Low-Mod Block Groups
Below 80% of Median Family Income

Census Tract	Block Group	Population	% Low Mod H/H
4	2	492	70.5
5	2	258	63.9
8	3	723	66.4
13	1	588	75.3
13	2	1040	82.7
13	4	899	78.5
14	1	1281	83.3

14	2	1104	91.4
15	1	1237	73.3
15	2	635	99.2
15	3	1207	70.2
16	1	696	58.9
16	2	1105	66.0
16	3	767	76.8
16	4	680	92.1
16	5	793	73.3
18	3	1265	74.4
19	1	1690	75.2
19	2	1595	67.6
20	1	1006	78.2
20	2	1441	68.5
24	4	2178	69.3
Total		22,680	

Minorities and Ethnic Diversity

Manchester has been experiencing a significant change in its racial and ethnic makeup with its minority population going from 5.2% as reported in the 1990 Census to 12.8 % in the 2000 Census. In addition to a tremendous increase in the number of non-white residents the City has also become home to a large number of non-English speaking western Europeans. It is currently reported that 76 languages are spoken in the homes of students of the Manchester School District. Of these, the greatest number of English Language Learners (ELL) are Spanish speakers (1,074), followed by Bosnians (304), Vietnamese (117), and Arabic speakers (109). Manchester's 2,321 ELL students compare with 4,227 total for the State of New Hampshire. (MSD, 12-10-04)

The proposed strategy area is the landing place for the majority of these new city residents and the area is being transformed ethnically and culturally at a rapid rate. Census tracts 5, 14, 15, and 19 reported minority counts of 35%, 22.6%, 32.3%, and 28% respectively in the 2000 U.S. Census. A review of census tract 15 alone reveals that in 1980, 98% of residents were white, which dropped to 91% in 1990 and to 67.7% in 2000. While the City experienced waves of immigration from Latin America and Western Europe typical of the surrounding areas as reported in the last census, the most recent pattern on migration is a bit more varied and complicated. As noted, the City still attracts those from the State's rural communities looking for employment opportunities, but two new recent phenomena have impacted the City. One is the secondary migration of Latinos from neighboring states looking for job and business opportunities and more affordable housing. The number of Hispanics in Manchester has grown significantly more than doubling between the last two census reports with the 2000 Census indicating a total Hispanic population of 4,944 or 4.6%. The cost of Manchester housing is less expensive than the Boston market though the gap has been narrowing. Exceptional demand in the past year has driven prices upward, closing in on the prices of the Massachusetts market.

Refugee Resettlement

The second phenomenon greatly impacting on the level and types of services the City needs to provide is a result of Manchester's designation as New Hampshire's refugee settlement site. Manchester has received 4,500 refugees in the past decade. By definition, these individuals arrive under duress and present new challenges to the social service network of the City. In 2004 the City was host to 370 new refugees as compared to 199 in 2003. Of the 370 refugees received in FY2004, over 50% or 196 were children under the age of 18. These families have been placed in housing units mainly in the proposed strategy area with little if any coordination with the City. The City has been hard pressed to deal with this influx and the resulting issues and in response had requested as noted previously, a three- month moratorium on new arrivals in order to develop a proper strategy and level of services necessary to deal with Manchester's newest citizens. Again, as noted, the need to unify extended families superceded that request.

In FY2004, 88% of the refugees were of African origin: 27% from Liberia, 24% Somali Bantu and 16% from Sudan. The Somali Bantu are a rural tribe and pose a unique set of challenges, having no experience of western culture and no history of a written language. The 'starting point' for bringing Manchester's newest residents to economic self-sufficiency is such that the City's agencies and non-profit partners are at pains to secure translators to help with life and safety skills, soft skills of social and cultural understanding, and the many communication issues that are faced in daily life (e.g. when and how to seek medical care) before clients are ready for job skills training. These numbers have had an exceptional impact on the schools and health services. Many refugees arrive malnourished and anemic. While new health issues are presented to the community, the refugees have been susceptible to local environmental contaminants resulting in disproportionate reports of lead poisoning among their young children. (This issue is discussed below.) Soft skills training and conflict resolution training have already been identified as priorities in the schools and childcare venues. The diversity of the Neighborhood Revitalization Strategy Area speaks for itself. The issues that these demographics suggest highlight the need for a social service cap exemption that the approval of our Neighborhood Revitalization Strategy would bring. Such approval enables the City to 're-tool' for a comprehensive, holistic approach to service the many levels of need in the strategy area.

Housing

Historically, Manchester has offered workforce housing and rental housing units. This dates back to the rooming houses and townhouses provided for the Amoskeag Mills. The 2004 U.S. Census reports 54% of the City's housing units renter-occupied which is approximately the converse of the national statistic. The center city core, described as census tracts 13, 14, 15, 16, and 19 by the Department of Health, calculates 81.2% rental units in these tracts. 70% of the rental units pre-date 1950 and 90.5% predate 1980. The proposed NSRA captures additional census block groups and these are made up primarily of 19th Century wood-framed multi-family units. All of these older rental units that were once coated in lead paint are currently under scrutiny due to the number of children being diagnosed with lead poisoning. The incidence of cases of children with elevated blood

levels is the highest its been in over five years. Most alarming has been the number of refugee children whose blood levels have been tested on entry to the United States and who have been diagnosed with lead poisoning within months of relocation. This phenomenon has caught the attention of the Center for Disease Control in Atlanta to develop a protocol for such cases using Manchester as an example.

The City has in place a program of inspection for all rental units in the City. Certificates of Compliance must be renewed through re-inspection every three years to ensure compliance with life-safety building codes. Despite this precaution which calls out cracked and peeling paint as a violation, the City is in the throes of a lead paint removal campaign. Details of the Lead Abatement program are included in the City's Consolidated Plan 2005-2010.

In the not too distant past, the rental housing stock had suffered due to lack of maintenance as 'investor property owners' and absentee landlords 'flipped' properties in what had become a very heated market of price wars. Also, a new phenomenon in Manchester is the recent conversion of multi-family apartment complexes and tenement buildings to condominium ownership. The prospect of asset building among the lower socio-economic groups is still hopeful however although the impact of the inspection program on code compliance issues of the City's housing stock will be diminished as rental units are removed from the mix.

Crime

Community Policing made possible many of the successes of the Enterprise Community by giving residents a feeling of safety and wellbeing in the neighborhoods and the ability to use the sidewalks without fear of run-ins with drug dealers or prostitutes. Overall, calls for service dropped 22 % and criminal activity declined 62% in the EC. Presently though Public safety has re-emerged as an issue as funding has been redirected due to limited resources.

The Manchester Police Department catalogs its statistics on criminal activity by ward. (See MPD graph.) Of the twelve city wards, 25% of citywide calls have come from Ward 3. Ward 3 corresponds to census tracts 4, 5, and 14. The greater number of police calls come from Wards 4, 5, 8, and 11. This area corresponds to the census block groups located in the NRSA. The Manchester Public Health Report Card confirms: "Nearly 50% of the community's most violent crimes occur within the community's most densely populated areas."

It was a remarkable transformation of the Enterprise Community to see the various facets of community policing take its toll on the perpetrators within the community. The introduction of police substations, neighborhood watch, horse and bike patrols, all played into the strategy of getting crime off the streets. Police street details overseeing the reconstruction of sewers and roads in the area created a daylong presence that disrupted the pattern of crime in the neighborhood, apparently moving it outward. Recently, prostitution has returned to the streets but beyond the original EC boundaries (location corroborated by 'stings'). Interviews/questionnaires distributed during canvassing of the proposed NRSA highlighted the following issues of concern to residents and local small business owners:

- crime and vandalism around Beech Street and Valley Street a constant problem --- buildings and cars broken into regularly

- drugs and prostitution a problem in the areas east of Maple Street
- drug activity reported in the Douglas Street area
- recurring vandalism
- store broken into
- people hiding behind parked cars
- need for more police
- “Police need more support for community policing. It really works. Use the earlier model.”

Assessment

Manchester has enjoyed an unemployment rate less than the national average, which in 2004 was 4.9%. However, according to the 2004 CEDS Annual Report, although the City has been able to add jobs many of these are in the lower paying retail sector whereas it has concurrently lost an equal number of better paying manufacturing jobs in the same time period. The City’s downtown dictates the health of the community to a large extent and determines the availability of monies to purchase services and fund investments according to its tax base. The City’s assessed valuation in 1990 was \$855,387,480. A citywide revaluation in 1991 accounted for an increase to \$3,915,849,350. In 2000, the valuation remained level at 3,831,804,250. In 2003, the number jumped to \$5,182,805,100 and it is expected to increase again in 2006 after the City undergoes another revaluation. These figures reflect the economic boon that the investment in the downtown area particularly that of the Verizon Arena has had on the local economy. It is also reflective of the concerted efforts the City has made utilizing local and federal financial resources to assist the private investment in the downtown.

However, while the economy of the downtown and the City as a whole has been on the upswing there have been several recent “blips” negating some of the successes realized. Tyson Foods with little advance notice, closed a meat processing facility in Manchester in February 2004. “This closure resulted in the layoff of 550 employees, with 416 of those who lost their jobs Manchester residents, many of whom were residents of the proposed strategy area. Efforts by a former owner of the company to continue operations were unsuccessful and the re-employment of the Tyson employee group was particularly challenging; a majority of those laid-off were low skilled immigrants with limited ability in the English language.” Tyson foods were within walking distant for many of its employees and thus its closing was a significant lost.

In addition to Tyson Foods, four other major employers needing to expand their facilities where unable to find sufficient land within the City and announced plans last year to move out of the City. Manchester does not have a ready supply of large tracts of developable land. The list includes jobs in the fields of warehousing and distribution, window manufacturing, and trucking. Interviews of business owners within the NSRA revealed more growing businesses being forced out of town in search of land for development. While the proposed new locations remain within the Greater Manchester area and would not necessarily mean a loss of employment for residents, lack of transportation for many is an issue. The City is in the process of working with the MTA,

Southern New Hampshire Transportation Planning and other nonprofit groups to develop a system of transportation that would assist city residents without transportation get to their jobs both in the City and outside of the City.

Most of the proposed revitalization area has small commercial strips or a parade of storefronts that suffer from neighborhood disinvestment. The minority population is beginning to show signs of entrepreneurship in these neighborhoods. The City has recently entertained permit applications for new ethnic (Latin, African, Bosnian, and Philippine) convenience stores. The Latino community especially has begun efforts and training for a larger economic role in the business side of Manchester life. However, financing for start-up and early stage businesses can be difficult to obtain. The City acknowledges this shortfall in financing and the City proposes access to business training, public and private revolving loan funds and façade restoration. In addition to the City's proposed efforts other organizations such as Micro Credit of NH, Amoskeag Business Incubator and Southern New Hampshire University have shown leadership introducing such desired services in the Strategy Area especially through the Latino Outreach Initiative.

Businesses report that many entry-level employees living within the strategy area often lack basic skills. According to both formal reports and anecdotal information, these basic skills that employees require include language barriers, job preparedness and academic capabilities. The City will continue to support the Manchester Community Resource Center in its mission to remove these barriers to employment by providing ESL programming, GED preparation and testing, industry specific training, childcare and other 'designer' or needed specific programs. For example, several programs including multi-lingual driver's education have been created to address transportation issues, which often pose a barrier to employment.

Consultation

Through the Community Improvement Process the City contracts with over 40 non-profit agencies to carryout much of the social service work in the City. Each agency is interviewed annually to discuss mission, programming, trends, and future needs in light of monthly beneficiary reports of clientele. Components of the Strategy were derived from these discussions. Five Public Hearings were held within the NRSA (listing in Con Plan.) to solicit input from residents to identify and prioritize specific needs in the community and gaps in service. Four of the hearings were held in conjunction with the work of the Consolidated Plan and are detailed in that Plan. A fifth hearing was conducted in the Manchester Community Resource Center, a product of the original EC grant, to address the content of the NRSA specifically. A particular effort was made to ensure public participation from the target area by conducting a canvassing effort in the neighborhoods dropping fliers, speaking with local business owners, and leaving questionnaires at local social clubs and with interested parties who could not attend the hearing.

The City also collaborates with other service providers in the community (see listing.) There is a solid and impressive network of agency staff in this City and much cross-germination of staff serving on Boards, panels, and forums. Where common goals are

identified, resources are examined, programming is designed and funds are leveraged with private dollars to best meet the needs of the community. A few initiatives that are currently at work in the community are Weed and Seed, Community Economic Development Strategy and Odyssey Youth Rebuild.

Lenders are also on board with this strategy. Local banks have been supportive of various housing initiatives and the New Hampshire Community Loan Fund is committed to helping with business readiness, business development, and lending in the NRSA. As is the Amoskeag Business Incubator, INTERCED and Micro Credit. Significant outreach is taking place amongst the Latino community as small Latino owned businesses are creating a presence in the commercial strips of the NRSA. A recent Latino summit took place at Southern New Hampshire University resulting in the development of Vision Espana which will supplement and support the City's planned efforts in the strategy area to develop and increase minority entrepreneurship.

The City is in the process of reviewing and updating its Comprehensive Economic Development Strategy as the NRSA is being crafted. This CEDS Committee is a team of citizens, appointed by the Mayor representing various community sectors and interests including private businesses, financiers, local government, public leadership, economic and business development organizations, employment and training organizations, educational institutions, community groups, and social service organizations." The assessment of economic conditions and opportunities for economic development improvement and problems likely to be encountered has been the subject of recent committee meetings. Upon completion of the updated CEDS the City will work with this Committee to implement it within the proposed neighborhood revitalization strategy area.

Neighborhood Revitalization Strategy Benchmarks:

Physical Improvements	Year 1	Years 2-5
Street Reconstruction (300' city block)	4 city blocks	12 city blocks
Sidewalk Const./Reconst. (300' city block) completed	0 blocks programmed	8 blocks
Sewer/Storm Drain Separation (linear feet) completed	900 l.f. completed	3,600 l.f.
Street Lighting (street blocks) completed	4 blocks completed	10 blocks
Universal Access (sidewalk curb cuts)	15 curb cuts	40 curb cuts
Street Tree Planting (# trees) planted	20 trees planted	80 trees
Housing Rehabilitation (apt. units)	Program developed completed 4 units completed	20 units
Lead Hazard Remediation (apt. units) completed	30 units completed	140 units
Park Facility Rehabilitation (# facilities)	0 programmed	1 rehabilitated

Personal/Economic empowerment	Year 1	Years 2-5
Job Skill Development (individuals)	1400 Ind.	7000 Ind.
Façade Improvements (storefronts)	Program developed 4 units completed	20 unit compl.
Revolving loan pool (loans)	Program developed 2 loans	16 loans
Workforce Child Care (HH) assisted	Program developed 75 HH	400HH
Workforce Transportation (rides) Collaborative	Collaborative developed	_____ rides
Security deposits (HH) assisted	60 HH assisted	240 HH
First Time Homeowners (HH) assisted Program	150 HH assisted	600 HH
Housing Vouchers (HH) assisted	10 HH assisted	40 HH
Youth Development Programs (Individ.)	6,000 Ind.	24,000 Ind.