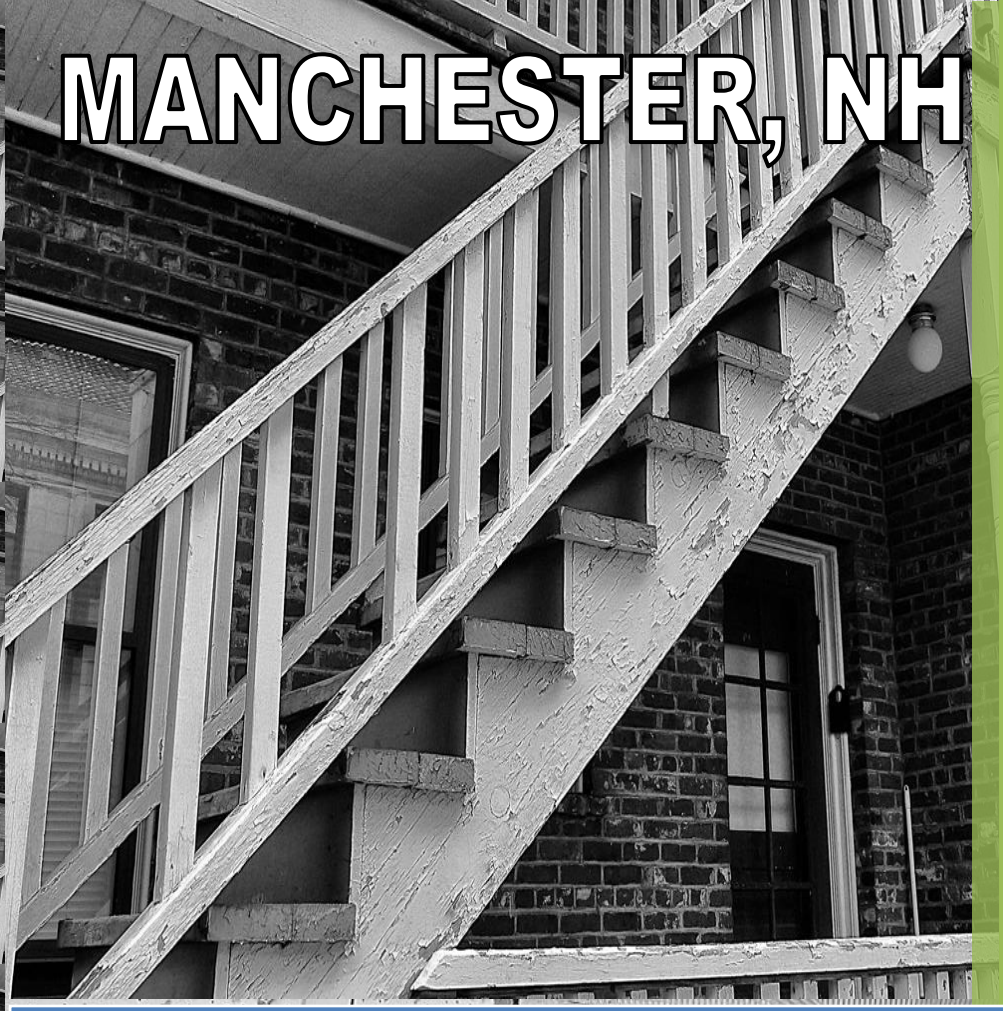
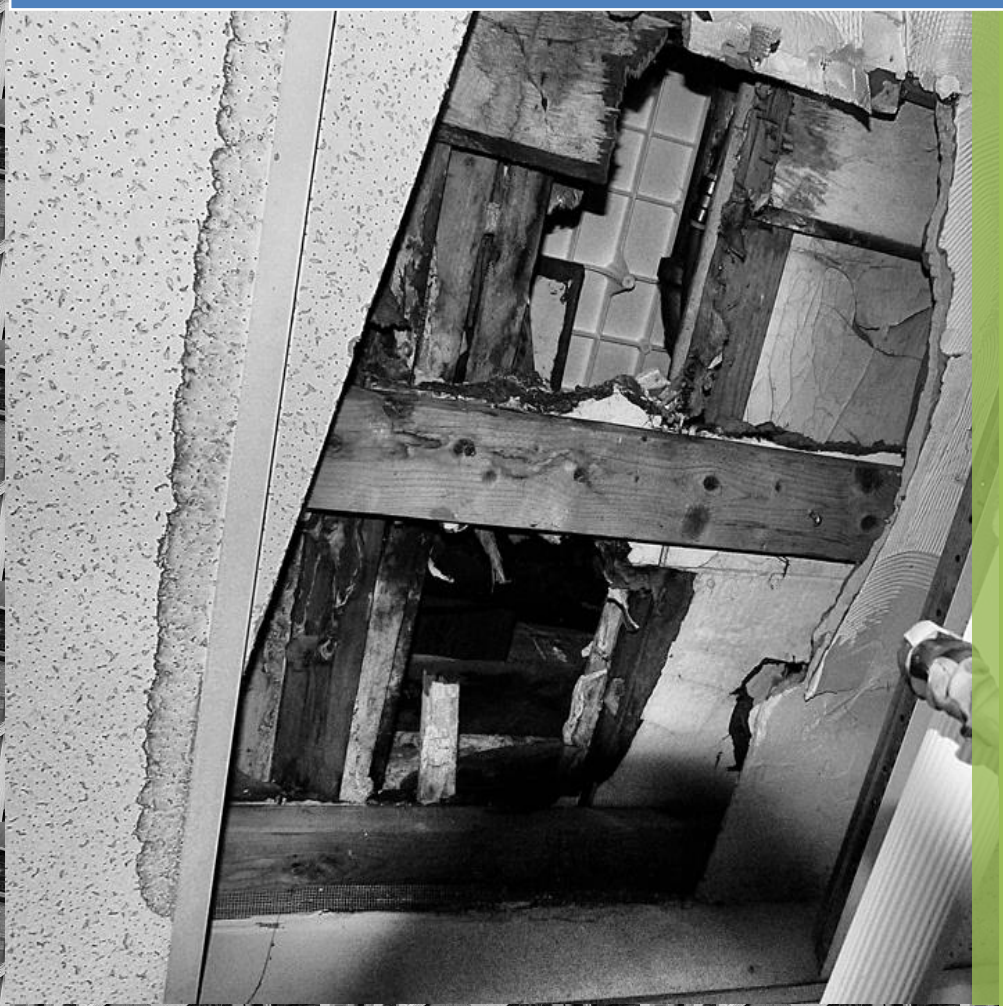


A Report on Substandard Housing Conditions



Granite State Organizing Project

May 7, 2014

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Substandard Housing Conditions in Manchester, NH

Executive Summary

The Granite State Organizing Project (GSOP) is a grassroots coalition of groups working for economic justice in south central New Hampshire. The exploration of housing conditions began in 2008, when we began hearing concerns about poor housing conditions from our affiliated church congregations who were assisting resettled refugee families. Over a five-year period starting in 2009, GSOP staff and volunteers visited residents in the center city area of Manchester, and documented their living conditions. We learned that those poor conditions were not limited to the refugee community. What we found were people living in substandard, unhealthy and sometimes dangerous conditions. The intent of this report is to bring attention to the conditions that we found.

We examined public records at the City of Manchester Building Department, and the Tax Collector's Office. We researched the dangers of exposure to lead, cockroaches, bedbugs, and rodents. We conducted tenant interviews and took pictures. We met with landlords, building code enforcement officers and elected officials to discuss the problems associated with substandard housing conditions and possible solutions.

Key Findings

It is possible to provide decent housing at an affordable cost in Manchester. In fact, most center city building owners strive to do just that. However, a small but significant number of owners, who own multiple buildings and control large numbers of apartments, are responsible for substandard conditions in several hundreds of Manchester apartments.

The consequences of deteriorating inner city housing stock are far reaching. The tax base suffers, the city's livability and reputation is hurt but most importantly, children and families forced to live in these conditions suffer consequences that may last far past their tenancy in a bad building. Deleterious effects of substandard housing can include: childhood lead poisoning and the neurological damage that results in lifelong learning disabilities; danger of death and injury due to malfunctioning smoke detectors; lost sleep due to bed bug infestations; inappropriate use of pesticides and other chemical treatments by both property owners and tenants and more.

Our recommendations include: more stringent code enforcement, a review of City and State lead policies and enforcement, review of criteria for the issuance of a CoC, creation of an Office of Tenant Services, more resources for City code enforcement and the establishment of a Manchester Housing Commission to study the deteriorating housing stock and make appropriate recommendations.

The actions we recommend to improve the quality of housing in Manchester will have the crucial short term benefit of improving the lives of the people who live in the center city, as well as the long term benefit of improving, and enhancing the overall image and reputation of our state's largest city.

Substandard Housing Conditions in Manchester, NH

Introduction

The Granite State Organizing Project (GSOP) is a grassroots coalition of religious, community, and labor organizations working for economic justice in south central New Hampshire. GSOP brings community members together to mount campaigns for positive changes and to develop local leadership to shape decisions that will affect the quality of life in our towns and cities. GSOP addresses issues in the areas of housing, education, employment, health care and immigrant and refugee rights.

Over a five-year period, beginning in 2009, GSOP staff and volunteers visited people living in apartments in center city Manchester and documented the conditions with which many families were living. Shocked by what we were seeing, we held tenant rights and responsibilities workshops, we attempted to help people file complaints about housing code violations with their landlords and with the City of Manchester; and we met with building code officials.

On one occasion, in the summer of 2011, the GSOP Executive Director and a volunteer witnessed a building owner attempting to rent an apartment in a building that was clearly posted as condemned and unsafe by the Manchester Health Department. Two units in the building were occupied, despite a kitchen floor that was falling into the basement, visible cockroach and bed bug infestations and the presence of unknown types of feces scattered throughout the hallways and vacant apartments.

Over the course of these years, GSOP staff and volunteers talked with numerous tenants about how they ended up living in these conditions or why they stayed. Most shared stories about family or medical crises, loss of jobs and inability to afford anything better.

GSOP believes that having a low income should not mean having to live in dangerous or unhealthy conditions. We have done research on property owners who own some of the most dilapidated buildings in Manchester. Our goal in writing this report is to bring attention to the sorts of conditions we found, especially to the persistent problem of childhood lead poisoning in Manchester, as well as, to the broader issue of substandard housing in the City.

Background

In 2008 and 2009, GSOP began exploring housing conditions in Manchester. Some of our affiliated church congregations were assisting resettled refugees, and this included visiting them in their homes. Congregants came to us with concerns about the housing conditions they were seeing in the center city.

Members of GSOP's Manchester chapter began to document housing problems. We visited tenants in their apartments, interviewed them, and took pictures of what appeared to be obvious housing code violations. We discovered pest infestations (mice, rats, bed bugs, and cockroaches), non-working or nonexistent smoke detectors, open fuse boxes, exposed wiring, and apartments with only one electrical outlet. We found holes in walls, ceilings, and floors; and windows and doors that did not open or could not be closed. We found children living in apartments with flaking and peeling paint, possible lead hazards.

These conditions are not limited to the refugee community. Many low-income residents of Manchester are living in substandard, unsafe and unhealthy conditions. Most of the families we spoke with report paying rents of between $650 and $1000 per month. Most of the tenants we spoke with had no knowledge of City housing codes or complaint procedures. Many did not even know the name of their landlord, as the rent was often paid to a post office box or collected by an agent.

Landlord Registration

In 2009, after numerous meetings with City code officials, legal assistance attorneys, many tenants, key property owners and landlords, we concluded that a small but important first step would be to effect a policy change that would require owners of rental properties to register with the city. They would provide a local name, address, and telephone where they could be reached in the event of an emergency and for the service of legal notices. At that time, absentee landlords owned a number of the most dilapidated buildings in the city, often with no local agent, and were particularly hard to reach when there were serious problems with their rental properties. Some landlords were elderly people who had retired to warmer climates and were no longer able to manage their properties. Some were speculators who had no connection to Manchester.

The NH Legislature passed the Landlord Registration Act in 2010. The law mandated a $1000 fine for failure to register. That fine was repealed in 2011. Without a penalty for noncompliance, the statute has been ineffective and to the best of our knowledge, Manchester has ceased enforcement of this law. Currently there is a bill in the state legislature that would enable municipalities to impose a fine of $500 for noncompliance with the landlord registration requirement.

Findings

Not much has changed since we began our investigations. Some property owners have left the business; some have entered it. Some dilapidated buildings we were watching have been improved and some have deteriorated further. In this report we've chosen to focus on a few local landlords who own a substantial number of rental units. These are not small investors trying to keep up the maintenance and stay afloat in a bad economy. These are medium to large landlords who have apparently chosen property ownership and management as a career.

Property ownership is often difficult to trace. Most of the owners on whom we focus operate through (often multiple) property management companies, owning a variety of properties under different names and holding companies. One of the largest owners of rental units is certified by the state of NH as a remover of lead paint. Unfortunately, in recent years children living in buildings owned by this owner have been found to have elevated levels of lead in their blood.

We know that it is possible for rental property owners to maintain their buildings adequately and provide safe housing because most owners in Manchester do just that. The owners we have chosen to highlight in this report do not. They represent a significant problem for the City, as they control hundreds of inner city rental units. The presence of these run down, infested buildings can make a block look undesirable. A large concentration of such properties can bring down a whole section of the community.

Manchester is New Hampshire's largest city, with a population of about 110,210. The city has colleges, hospitals, libraries, museums, and a thriving art community. The center city area should be a desirable one in which to live. It's within walking distance of downtown restaurants and shops, near a variety of parks, and close to the Verizon Center. Yet it is not desirable. Decay and neglect seem to have been tacitly accepted as a permanent condition of the area.

Deteriorating buildings predominate on some blocks in this part of the city. The owners are doing minimal upkeep on their buildings, while tenants live in substandard conditions. Most tenants we spoke with are afraid to speak out or file a formal complaint, fearing retaliation from the landlord. Even a leaky roof over one's head is better than no roof at all. People may stay in substandard housing because they feel they have no choice, or they may move from building to building, seeking relief from poor conditions. Because of low incomes or poor credit history, the only options for housing that are available to them may look exactly like where they already live.

The consequences of deteriorating inner city housing stock are far reaching. The tax base suffers, the city's livability and reputation is hurt but most importantly, children and families forced to live in these conditions suffer consequences that may last far past their tenancy in a substandard building:

- Children who are lead poisoned are more likely to suffer neurological damage that results in lifelong learning disabilities and, therefore, they may be unable to work and become productive members of the community.

- Malfunctioning smoke detectors and the lack of carbon monoxide detectors make a family more vulnerable to injury and death by fire or poisoning.

- Families plagued by bed bug infestations lose sleep; adults become less productive at work and children miss school days.

- The inappropriate use of pesticides and other chemical treatments by both property owners and tenants can be ineffective against bed bugs and cockroaches and harm the health of families by exposing them unnecessarily to toxins.

- Those with asthma may see their symptoms intensify if their home is infested with roaches or affected by black mold that grows because of the presence of moisture from water leaks.

- Children who have to move frequently have been shown to experience stress and anxiety, with lower success rates in school and difficulty forming relationships with teachers.

Severe Childhood Lead Poisonings in Manchester During 2013

Of all the environmental health consequences that children in substandard housing are exposed to perhaps the most tragic and the most preventable is lead poisoning.

2013 was a particularly bad year for childhood lead poisonings in Manchester. The severity and complexity of the 2 incidences described below illustrate the failure of our current code enforcement system and lead poison prevention programs.

In 2013 a young child was poisoned by lead-based paint at a boarding house facility that caters to families but offers less than ideal living conditions. As an example, there is no functioning kitchen in this boarding house. This fact means that families are unable to cook healthy meals for their children. It is extremely important to provide healthy, mineral rich meals to children that have been poisoned by lead-based paint and the lack of a functioning kitchen hampers the ability to do so.

The Way Home's Healthy Home Services program provided education on minimizing their children's exposure to lead hazards. Unfortunately, possibly due to repeated exposure to lead-based paint at the boarding house after the initial blood test that confirmed the poisoning, the child's blood lead level rose beyond the extremely dangerous level that requires hospitalization for chelation therapy. Chelating a child is a considered a life saving but potentially dangerous procedure. Chelation reduces the level of toxic lead in the body and can prevent further neurological damage to the child but it cannot reverse the damage already done.

After chelation a child must reside in a lead safe apartment building. This is because hospitals and public health authorities mandate that a child not be returned to the home where the poisoning occurred upon release but instead the child may only be released into a lead safe home. Affordable lead safe apartment buildings are very difficult to locate in Manchester. The Way Home began a search for an affordable, lead safe apartment for the family. Fortunately, in this case, the owner of the boarding house stepped up and offered the family an apartment in a post-1978 building.

Also in 2013, a young child with severe developmental disabilities was poisoned by lead-based paint in an older multi-family building in Manchester. The child's blood lead level was above the extremely dangerous level that requires hospitalization for chelation therapy. When a lead poisoned child from a lower income family is admitted to a hospital for chelation, it is not uncommon for the family to become homeless as a result because, as previously stated, after chelation a child must reside in a lead safe home. That was the sad situation confronting the family of the developmentally disabled child poisoned in 2013. The Way Home assisted the family with a search for an affordable lead-safe home but a diligent search failed to identify a suitable apartment.

The now homeless family lingered in the local emergency family shelter for months until they were able to locate an affordable apartment. Unfortunately the family found an apartment on their own without the knowledge of the The Way Home or the public health authorities. The apartment was not inspected for lead-based paint prior to their move in. Very soon after moving to their new apartment the child’s blood lead level was again elevated to the level that required hospitalization for a second round of chelation therapy.

Childhood lead poisonings requiring three hospitalizations for chelation therapy in one year is a very alarming statistic for the City of Manchester. GSOP, The Way Home and the American Friends Service Committee believe that this should be a wakeup call to the community, the City government and to the State of New Hampshire. We believe that now is the time to review our current housing code enforcement policies and our state lead paint legislation and enforcement policies. We believe it is again time to convene a coalition of state and local government agencies along with the myriad other concerned stakeholders to address the persistent problem of childhood lead poisoning in our communities.

Manchester Housing Code Enforcement

The City of Manchester requires every multi-unit building to have a Certificate of Compliance (CoC) issued by the Planning and Community Development Department, Office of Building Regulations (PCDD-B). The CoC must be renewed every three years. To get that CoC, the building must be inspected, and any violations that are discovered must be repaired before the CoC is issued or renewed.

Some landlords are able to put off the work for long stretches of time by failing to keep scheduled appointments with building inspectors. Some choose to pay the small fine levied for failing to keep those appointments rather than doing the actual repair work. The inspection reports in the City building files show that in some of these buildings, the same problems

repeat themselves every three years, seeming to indicate that the required repairs are simply cosmetic and fail to truly address the problem. Meanwhile, as the following case studies show, the City's housing stock continues to deteriorate.

Four Case Studies on Substandard Rental Housing, Hundreds of Families

In this report we've chosen to focus on a few local property owners who own a substantial number of rental units. Together they control hundreds of apartment units in Manchester.



Deteriorating Lead Paint Concord Street (MPBUH Holdings LLC.)

(Note: Full documentation of building inspections, violations and complaints for the following case studies are in the report Appendix. All information in the case studies is from the Manchester Planning and Community Development Department, Office of Building Regulations (PCDD-B); the Manchester Tax Collector's office; the Manchester Online Assessment Database at Vision Appraisal online; and the NH Secretary of State Business look up site.)

Case Study One: MPBUH Holdings LLC, Fair Deal Enterprises, Inc, 2MJ5 Holdings, LLC and Mohamed Mobeen



Flaking and peeling paint Concord Street MPBUH Holdings LLC

Mr. Mobeen controls at least 120 rental units in Manchester under his own name and through various corporations and trusts including MPBUH Holdings LLC, Fair Deal Enterprises, Inc, and 2MJ5 Holdings, LLC.

Mr. Mobeen also owns the Welcome Home rooming house at 286 Concord St. for which he owes the City $61,713.35 in back taxes, according to the City of Manchester Tax Collector's Office.

161/163/165 Concord Street (MPBUH Holdings LLC)



Unsafe and drafty apartment entrance at 163 Concord Street

There are 21 units. According to PCDD-B files, this building has had a problem with flaking and peeling paint since 1988, when the City began keeping records. Despite the fact that a child was found to have elevated lead levels in July 2012 while living in this building, the peeling and flaking paint is still a problem, as we discovered on a visit in December 2013 and again in March 2014.

According to the PCDD-B inspection files, apartments continue to be rented without functioning smoke detectors. According to PCDD-B files, the drop ceiling tiles are replaced in some units every few years, yet the root cause of the leak is seemingly not addressed, as the leaking shows up in numerous inspections and in tenant complaints.

144-158 Lake Avenue (MPBUH Holdings LLC)

There are 21 units in this building. City records also show that the building has needed screens and storm windows since 2009. Records also show that the building has been infested with cockroaches since 2000.

Case Study Two: Perdue Properties

Perdue Properties Inc. is owned by Mr. Scott Perdue. He controls at least 50 rental units under his own name and the company name.

197-207 Wilson Street (Perdue Properties Inc.)

There are 7 units. The building has a history of a water leak that dates back to 1996, when the file shows the first mention of a leaky second floor bathroom. A tenant complaint dated January 2014 concerns the leak from the second floor bathroom. The tenant claims that the landlord has people come in and switch the ceiling tiles, but the leaking problem continues.



Bathroom ceiling at 205 Wilson Street

A visit to the property on March 24, 2014 confirmed that despite having been awarded the CoC as recently at February 20, 2014, the ceiling problem had still not been addressed, and the unit lacked carbon monoxide detectors that are required by law.

Note: As of early March 2014, Perdue Properties, Inc. owed the City $49,094.44 in back taxes on this building, according to the City of Manchester Tax Collector's Office.

267-273 Cedar Street (Perdue Properties Inc.)

This is a 9 unit dwelling. According to PCDD-B files, this building has a history of unaddressed leaks and insect infestations. The cockroach and bedbug infestations have caused tenant complaints dating back to 2010.

Note: As of early March 2014, Scott Perdue owed the City $35,970.21 in back taxes on this building, according to the City of Manchester's Tax Collector's Office.

Case Study 3: Donald T. Jsirandanis

Mr. Jsirandanis controls at least 50 rental units in the city of Manchester as Jsirandanis, DT Living Trust; Jsirandanis Donald T. LVG T; Jsirandanis, Donald T; or Jsirandanis, Donald.



Debris behind 461 Maple Street

461 Maple Street (Jsirandanis, Donald T)

This building consists of 18 units. PCDD-B files point to a history of water leaks and a lack of functioning smoke detectors. There is peeling paint inside and outside the building. As of visits paid in March of 2014, children live in this building.

325 Amherst Street (Jsirandanis, Donald T)

According to PCDD-B files, this building has history of unaddressed water leaks, peeling paint and insect infestation. As of visits in March of 2014, families with children occupy apartments in this building, exposing them to possible health impacts.

Case Study 4: Formosa Co. LLC

Formosa also does business as Formosa Investments, LLC. Formosa controls at least 100 units in Manchester.



Flaking and peeling paint at 215 Wilson Street

215 Wilson Street (Formosa Co. LLC)

This is a 6-unit building. According to PCDD-B files, this building has a history of recurring leaks, electrical problems, and insect infestations (cockroaches and bed bugs) so severe it was referred to the Health Department in 2006. As of visits in March 2014, insects continue to be a problem and families with children live in this building.



"Repair" of bathroom ceiling at 215 Wilson Street

215 Lake Avenue (Formosa Co. LLC)

This is a 10 unit building that also houses the Formosa office. According to PCDD-B files, this building has a history of ceilings showing water damage, resulting in violations every three years at the time of the CoC inspection. The PCDD-B files note a fire in February 2005. The inspectors note that the smoke detectors always seem to need replacing. The building has a history of cockroach infestations, and an inspection by the City in October 2010 showed signs of rodents as well. A CoC was issued in 2011, but there is no receipt in the file for extermination related to the 2010 inspection. As of our last visit in March of 2014, families with children live here.

Each of these buildings has a long history of dilapidation and neglect. They were bought as neglected properties, and that is the condition in which they remain. Each of the current owners has seemingly done only the bare minimum of upkeep required to get a CoC.

Safe, Affordable Alternatives to Substandard Rental Housing

By way of contrast with the neglected and unsafe apartments described above, we researched property owners who maintain their properties adequately and still manage to provide safe, affordably priced rental apartments.

307 Manchester Street, owned by Linda Tee Vachon

This is a 9 unit building. The building does not have a history of neglect or disrepair, though there does seem to have been a fire in 2007. Building department records show that throughout the timeline of Ms. Vachon's ownership she's worked steadily to improve the condition of the building. The last CoC inspection was done in 2010, and there were two minor violations repaired before the CoC was issued.

52 Myrtle Street, owned by Regions First, LLC.

This is building has 3 apartments and rental rooms. In 2000 the building was owned by a landlord who neglected its condition. It was sold in 2003 to people who worked steadily to improve it. After a fire in 2010 the building was sold to the current owners, who have repaired all of the fire damage and passed all inspections without any problems.

499 Beech Street, owned by 1st Lighthouse Holding, LLC.

This is a 16 unit building. It was bought at foreclosure by 1st Lighthouse. The prior owners had allowed the building to fall into a state of neglect, and were operating without a CoC. The City had taken the prior landlords to court four times as a result. In July of 2012 the building was in some disrepair. The new owners bought the building in October and got all of the necessary permits and did the work. Their first CoC inspection resulted in 9 violations. Within 30 days all the work was done and the CoC was issued.

These buildings are markedly different than the buildings in the first part of our study. Each one needed some work when purchased, but the work was done and subsequent inspections resulted in very small numbers of violations. The building files for the buildings in our earlier case studies all show multiple violations at every inspection.

Moving – A Costly Business

Most of the families we encountered in our neighborhood visits reported paying somewhere between $650 and $1,000 a month.

One might wonder, "If the conditions are so terrible, why don't they move?"

Moving requires paying a security deposit and the first month's rent. Utility companies add deposits or charges for the moving of their services. Landlords charge fees for rental applications.

A move for a family paying $1000 a month could cost as much as $3000, when deposits, fees, and missing work time are factored in.

According to the National Low Income Housing Coalition's 2014 report on housing costs, a tenant needs to be earning a wage of $20.23/hour in order to sustainably afford a 2 BR apartment in Manchester, NH. A tenant earning minimum wage needs to work 2.8 full time jobs in order to be able to afford that same apartment. It is clear from this data that low-wage workers are living at regular risk of homelessness due to the high cost of rental housing. In light of this, it is extremely important to ensure that the relatively affordable rental housing that does exist in the city be maintained at safe and decent standards.

Another cost to moving is the emotional toll it takes on individuals and families. Moving is usually found in the top ten lists of stressful life events for both adults and children. A study published by the American Psychological Association in 2010 found that adults who moved frequently as children had fewer quality social relationships. They also reported lower life satisfaction and psychological well-being. There is some evidence that moving frequently as a child may have long term health effects, including a shorter life span.

Conclusions

Enforcement of building codes in Manchester is not adequate to ensure safe and healthy homes for low-income tenants. The 24 known cases of childhood lead poisoning that occurred in Manchester in 2012 evidence this. There were 74 cases statewide. The Manchester Building Code references lead hazards and although flaking and peeling paint is considered a violation it does not appear that it is being enforced sufficiently to protect children. Manchester Building Code Enforcement seems to be under-resourced. Inspections are often delayed past the date of CoC expirations. Our research shows that similarly sized communities generally have 8 -10 inspectors on staff while Manchester has six.

The lack of resources in code enforcement allows for continued deterioration of the housing stock. We were disturbed to find that, in many buildings, the same types of violations are noted every three years at the time of CoC inspections. It seems clear that despite the fact that the violations are noted as having been repaired, serious safety hazards exist in these residences, some of which date back to the 1980's. Scrutiny of the building files seems to indicate that cosmetic repairs are being made, with no attempt to fix the underlying cause of the problem. This results in the continuing deterioration of these buildings.

The Planning and Building Departments were combined several years ago, perhaps resulting in mixed messages to department staff. It is the role of the Planning Department to encourage builders and developers; it should be the role of the building code inspectors to ensure safe housing for all Manchester residents. The Department does not have dedicated staff to address tenant rights and complaints. Tenants are not appropriately represented in the code enforcement process. There also seems to be a persistent belief that low-income tenants should feel grateful for any housing at all, or that they are primarily to blame for the substandard housing conditions in which they live.

Our current system of monitoring for lead poisoning is reactive rather than pro-active. Owners rent buildings with obvious lead hazards to families with children.

Absentee landlords are not registering with the city. This means that when serious building issues or fires occur, some landlords cannot be found and held accountable. This is a public health and safety risk.

Recommendations for City of Manchester Action:

1. The City's lead policies must be reviewed and updated. Lead paint has been illegal since 1978, yet at least 24 Manchester children were poisoned in 2012. Lead testing is not currently part of the CoC process. It should be. The presence of lead hazards should be addressed during the CoC inspection process, as well as any time there is a tenant complaint related to lead hazards. Landlords should be tasked with proper abatement of this poison prior to the issuance of a CoC and whenever hazards are discovered.

2. Fines for code violations should be increased dramatically. Failure to attend the first scheduled inspection should result in an immediate and substantial fine, issued on the spot like a parking ticket. We recommend a fine of $500.00 or more for each missed inspection. Landlords who fail to attend numerous scheduled inspections should face more serious penalties. They are wasting the time of the building inspectors and the resources of the City.

3. The City could create a "Problem Landlord Watch list." This would serve to both notify the public of chronically non-compliant landlords and hold these landlords accountable for their failure to comply. The City could also require the landlords to submit to annual inspections with higher fines for code violations during the period they are on the watch list.

4. The City should review and strengthen the criteria for issuance of a Certificate of Compliance to ensure that the CoC truly represents a decent, safe rental unit with no health or safety hazards.

5. The inspection process itself would benefit from greater efficiencies to promote landlord accountability. For example, if inspectors used tablet computers on site, they could write up and send reports immediately, and include photographs. This would save staff time, and create an electronic record that is easier to access than the paper files.

6. The City should educate the public on the building code enforcement process and take steps to ensure that the process is transparent. Complaint forms should be made available to tenants in the Planning and Community Development office along with an inspection checklist similar to that used by the code enforcement officers. Complaint forms, checklists, instructions on how to file complaints could also be provided to the public online on the City's website. Every tenant who calls with a complaint should receive a response in writing from the Planning and Community Development Department explaining whether and how the matter was addressed. This correspondence should be kept in the PCDD-B files so that a clear record of action is available to the tenant and the public.

7. The City should create an Office of Tenant Services to provide information on tenant rights and responsibilities, as well as the steps tenants can take to respond to unsafe or unhealthy housing conditions. Tenants are important consumers in the Manchester economy, and should be treated as such.

8. Establish a Manchester Housing Commission with a mandate to study the deteriorating housing stock and publish a report on its findings including recommendations for action by January 2015.

9. Should the NH legislature pass HB 1336, enabling municipalities to impose a $500 fine for non-compliance with the landlord registry, the City of Manchester should implement and enforce this penalty, thereby strengthening the effectiveness of the registry law.

10. The Planning and Community Development Dept. needs more resources to adequately enforce building codes. We recommend that the City hire three more inspectors to create a team of 9, which is more appropriate to the demands of a city the size of Manchester than the current team of 6 inspectors.

This report was authored by Susan Bruce, consultant to GSOP. The report was written in collaboration with Maggie Fogarty from the American Friends Service Committee, Rick Castillo from The Way Home, and Sarah Jane Knoy, GSOP Executive Director.