

**PROPOSAL
REDEVELOPMENT & MANAGEMENT
43, 45, AND 51 OLD DOVER ROAD
RFP 24-02**



**A 96-Unit, Service-Enriched,
100% Affordable Housing Community**



City of Rochester, NH

Redevelopment of 43, 45, and 51 Old Dover Road

RFP 24-02

**PROPOSAL FORM
CONTACT INFORMATION
RFP # 24-02**

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Executive Summary

Introduction

Rochester’s success in attracting new business and industries, stimulating the local workforce pipeline, and creating thriving communities, requires rental housing that accommodates all ages and household types with low- to moderate-income levels.

Cochecho Riverside Residences¹ is a 96-unit mixed-income community that is 100% “budget-friendly”. Budget-friendly means that rents² will be 30% of certified household income³ and residents will benefit from service-enriched programs that promote community, self-sufficiency, and performance on the job. Although our proposed redevelopment concept consists of two phases, further due diligence, market study, NHHFA⁴ Scoring Criteria, environmental conditions, financing, and final City approvals will determine unit count, income bands, phasing, and timeline.

	<u>Phase 1</u>	<u>Phase 2</u>
Phase Year	2024	2025
Units	64	32
% Tax Credit Financed	100%	100%
Units for income qualified up to 60% AMI	51 (80%)	25 (80%)
Units for income qualified up to 50% AMI	13 (20%)	7 (20%)
1-Bedroom	30%	30%
2- and 3-Bedroom	70%	70%

With a workforce of more than 900, Catholic Charities is the largest social services and housing nonprofit in New Hampshire with 22 service locations extending across all communities and corners of the state. We manage 563 mixed-income living units. This includes 7 senior housing and health care centers, 5 independent- and assisted-living communities, 22 supported housing units for veterans and 11 supported housing units for at-risk mothers and their children. We provide 11 social service programs that focus on helping people become self-sufficient, improve employment stability, mental health, food and financial security.

Development Concept

As proposed, Cochecho Riverside Residences consist of three structures; one 3-level multifamily building, one 4-level multifamily building, and a single level community center. The residential buildings are sited to the west (rear) boundary line, about 300 feet from Old Dover Road. Total building footprint is approximately 10.0% of the 7.17-acre former Public Works property. The maximum lot coverage (including parking) is less than 30%. Our plan includes green spaces, gathering areas, walking paths, and landscaped buffers for screening. We will engage and collaborate with the Rochester Men’s Softball League, local residents, Rochester’s Parks & Recreation, and City officials on the future needs and opportunities of the adjacent Riverside Park ball field.

¹ Cochecho is the original spelling of the word, which means “rapid foaming water”.

² Includes water, sewer, and electricity allowance.

³ Households must meet eligibility requirements.

⁴ New Hampshire Housing Finance Authority

Efficient & Healthy Buildings

All structures will have fire-suppression systems, Energy Star-rated insulation, lower U-factor windows, air sealing, in-unit high-efficiency heating and cooling systems, improved building ventilation, and indoor water use reduction appliances.

Property Management

Catholic Charities, through a wholly-owned property management entity, CCONH Housing Management, Inc., will serve as the property manager. Onsite staff will include a Resident Services Coordinator, Occupancy Specialist, building maintenance, and support from Catholic Charities' in-house compliance, accounting, social services, health services, and community engagement teams.

Project Funding

All of the proposed 96 rental units will be designated income qualified for individuals and households earning up to 50% and 60% of the area median income (AMI). Both of the project's construction phases will utilize low-income housing tax credits for the project's equity. Tax exempt bonds and conventional debt will serve as the primary debt. Low-income housing subsidies, grants, forgivable and low-interest subordinated debt will be applied for the remaining funding gap. Catholic Charities will be providing initial pre-development funds.

Ownership Structure

Catholic Charities will serve as the project Developer and Sponsor. Evernorth will serve as the tax credit syndicator. Evernorth's tax credit investor fund and Catholic Charities, through a single-purpose wholly-owned subsidiary, will have ownership interests in the project. The partnership period will have a term of 15 years as per LIHTC regulations. Catholic Charities will then acquire the property from the partnership, maintain it as an affordable (budget-friendly) living community, and continue managing the property.

Community Engagement

By engaging with stakeholders throughout the process, we envision a successful project that meets the needs of the community, is financially sustainable, and contributes positively to the overall well-being of its residents and the surrounding area.

Ongoing community engagement is an essential component of this project. The community possesses valuable knowledge, resources, and insight that can contribute to finding effective and sustainable solutions. The goal is to build trust, gather diverse perspectives, co-create solutions, and ensure that the voices of community members, including marginalized groups, are heard and considered. Community engagement may include public meetings, workshops, and collaborative projects with local residents, diverse stakeholders, and civic organizations. We will also remain committed to transparency, providing information and progress updates openly and frequently. This sustained effort will emphasize inclusivity, empowerment, and shared decision-making. The development, site plan, and building concepts presented in this proposal serve as starting points for reviews, conversations, planning, and final designs.

Demolition & Site Clean-Up

We will work with City officials and departments to plan and implement any demolition and removal of existing buildings, structures and equipment on the property. Assessments, site clean-up plans, and cost estimating will need to be performed to determine funding requirements and timeline.

We have reviewed the completed Phase I and Phase II Environmental reports. The results and recommendations of the Phase II ESA by Nobis Group on February 2022 will require further soil investigations. Nobis' conclusions and recommendations in Section 6.0 of the Phase II ESA include the following:

- a. "Elevated concentrations of PAHs and metals (arsenic) in soil at the site may not be suitable for future unrestricted (residential) land use. Future redevelopment of the site for residential use may require additional soil sampling (of the top 2 feet) and soil management to assess the extent of PAHs and arsenic in soil and to mitigate potential risk."
- b. "Arsenic and PFOA concentrations in groundwater may vary seasonally, therefore additional sampling (especially for PFAS) is recommended to assess average annual concentrations in groundwater at the site and to assess potential future risk."

1. Creation of Green/Recreational Space

Our proposed project will transform the former Public Works facility into a beautiful park-like, family friendly environment with green spaces and recreational areas that local residents will view as an improvement to their neighborhood. We envision views of the Cochecho River, walking paths, and lilac-inspired landscaping throughout the property. We will also work with the Rochester Men's Softball League and other stakeholders on the needs and opportunities of the Riverside Park ball field.

Our design and project teams will engage and collaborate with neighborhood residents, City officials, the Conservation Commission, and the Rochester Arts & Culture Commission to explore and create plans that benefit residents and the community with the following shared values and objectives in mind:

Improved Physical Health	Green areas, walking paths, and access to Riverside Park that provide healthy outdoor activities.
Mental Health Benefits	Green spaces, landscaping, and river viewing areas that provide peaceful and calming environments.
Social Interaction and Community Building	Recreational spaces that provide opportunities for residents to interact and build a sense of community. This may include a community garden and other gathering areas that facilitate social connections and a sense of belonging among neighbors, promoting a stronger support network. The project will include a 2,500 square foot community center with a 1,000 square foot multi-purpose room for groups and a smaller, private space (including a non-denominational chapel) for small group gatherings.

Protection of Property Values	Well-designed green spaces that enhance the aesthetic appeal of the development will contribute to the attractiveness of the neighborhood.
Environmental Benefits	A well thought out and executed plan, created through collaborations and partnerships, that contribute to environmental sustainability by improving natural habitats, air and water quality, and mitigating the urban heat island effect.
Enhanced Urban Planning and Design	A collaborative effort in the thoughtful integration of green areas to support a balanced, more walkable, and aesthetically pleasing neighborhood.
Compliance with Sustainability Goals	Sustainability goals that ensure the development is conducted in an environmentally responsible manner.

2. Size and Dimensions of the Buildings

2.1 Overview

Our proposed housing community concept is based on our understanding of the following site details:

2. The property consists of city-owned parcels located at 43, 45, and 51 Old Dover Road, tax map 0132-0036, 0136-0077, and 0136-0076 respectively.
3. The three lots comprise approximately 14.37 acres of land that include 1100 feet of frontage along Old Dover Road.
4. The parcels are zoned as Residential-2. Permitted uses within the Residential-2 Zone are delineated in Tables 18A-18E of the City of Rochester Zoning Ordinance (Chapter 275 of the City's Code).
5. The lots are located outside the City's Downtown Density Ring. Unit density should be calculated using 7500 sf. per unit.
6. A Developer Agreement with the City of Rochester may be required as part of the sale.
7. Phase I and Phase II Environmental reports have been completed. The results and recommendations of the Phase II ESA by Nobis Group on February 2022 will require further investigations. Nobis' conclusions and recommendations in Section 6.0 of the Phase II ESA include the following:
 - a. "Elevated concentrations of PAHs and metals (arsenic) in soil at the site may not be suitable for future unrestricted (residential) land use. Future redevelopment of the site for residential use may require additional soil sampling (of the top 2 feet) and soil management to assess the extent of PAHs and arsenic in soil and to mitigate potential risk."
 - b. "Arsenic and PFOA concentrations in groundwater may vary seasonally, therefore additional sampling (especially for PFAS) is recommended to assess average annual concentrations in groundwater at the site and to assess potential future risk."

2.2 Unit Density Proposal

Based on the location of the property outside of the City’s Downtown Density Ring, the unit density, as per RFP 24-02, would be calculated as follows.

- 14.37 acres (625,957 square feet) / 7,500 square feet per unit = 83 units

Our redevelopment proposal is for a larger 96-unit project that would require Catholic Charities applying for a Variance of the unit density calculation. The granting of a Variance would allow us to add 13 affordable housing units to the 83 units. By adding affordable housing units:

- the housing stock for households earning up to 50% AMI and 60% AMI would be increased,
- 7,020 square feet of impervious surface for the additional parking spaces would be added, yet the maximum coverage would remain under the allowable limit,
- the project’s long-term financial viability and sustainability would be improved, and
- the density calculation would be based on 6,520 square feet per unit.

2.3 Building Size and Dimensions

The table below illustrates the size and dimensions of the proposed buildings.

	Mix	Building 1	Building 2	Building 3
Phase		1	2	1
Affordable Units		64	32	
Levels		4	3	1
Height (in approx. feet)		48	38	18
Elevator Service		Yes	Yes	N/A
Footprint (in sq.ft.)		16,333	12,663	2,500
Total Area		65,332	37,989	2,500
1 Bedroom	43.75%	28	14	
2 Bedroom	43.75%	28	14	
3 Bedroom	12.50%	8	4	
Laundry Facility Per Floor		1	1	
Community Space (in sq.ft.)				1,000
Resident Services Offices (in sq.ft.)				700
Private Gathering/Chapel				288

2.4 Efficient & Healthy Buildings

The rooftops on the multifamily buildings will be flat with parapets or a mansard design to conceal high-efficiency HVAC rooftops units and solar panels. All structures will be fully sprinkled and will include Energy Star-rated insulation, lower U-factor windows, air sealing, in-unit high-efficiency heating and cooling systems, improved building ventilation, and indoor water use reduction appliances.

Better Building Envelope This project initiative will meet or exceed the prescriptive path requirements for insulation levels for roofs, walls and

floors, lower U-factor windows, and air sealing of the applicable ENERGY STAR certified homes program for the project type and location (Homes V3 or V3.1, Multifamily V1, 1.1, or 1.2).

High-Efficiency Heating & Cooling	This project initiative will meet or exceed the prescriptive path requirements for properly sized, high efficiency heating and cooling equipment of the applicable ENERGY STAR certified homes program for the project type and location (Homes V3 or V3.1, Multifamily V1, 1.1, or 1.2).
Improved Ventilation	This project initiative will meet the requirements of ASHRAE 62.2 for multifamily buildings. The project will meet the requirements of ASHRAE 62.1 for non-apartment spaces in multifamily buildings. An Energy Recovery Ventilator or Heat Recovery Ventilation system will be installed.
Indoor Water Use Reduction	This project initiative will reduce indoor water use by at least 20 percent and specify WaterSense qualified fixtures for showerheads, lavatory faucets, and toilets as well as WaterSense qualified dishwashers and clothes washers.
Heat Island Mitigation	This project initiative will reduce the heat island impact of roofs and hardscapes by installing a combination of high-reflectance materials and vegetation-covered hardscapes and will meet ENERGY STAR qualified roofing materials and paving with a 3-year aged Solar Reflectance (SR) value of ≥ 0.28 .

3. Proposed Property Management

Catholic Charities will establish a single-purpose, wholly-owned subsidiary entity, CCNH Housing Management, Inc. to serve as the property manager. Onsite staff of the management entity will comprise of a Resident Services Coordinator, Occupancy Specialist, and property maintenance personnel.

The onsite staff will be supported by Catholic Charities, an organization with more than 77 years of property management experience. Catholic Charities' administration, finance, accounting, and compliance departments oversee asset management and adherence to local, state, federal, and payor regulations.

The Resident Service Coordinator (RSC) will be on-site to assist residents in building a healthy and supportive community while also being a resource for community information that can assist residents in addressing needs that enhance their quality of life, self-sufficiency, and performance on the job. The RSC will be trained in the policies, procedures and guidelines outlined by the New



Hampshire Housing Finance Authority, informed by HUD RSC procedures and the American Association of Service Coordinator's Code of Ethics. Mental health counseling, case management and support groups, financial literacy, parenting, food insecurity, transportation, veteran, elderly and single mom support services are all areas in which Catholic Charities runs successful programs.

Collaboration with other organizations will help the RSC make recommendations to other community or neighborhood resources of need or interest to residents. The RSC will also be well versed in cultural happenings in the community and will broadcast those opportunities thru many means. Communicating programs, services, and opportunities to residents and community councils will be a priority in our efforts to make all residents welcome and feel included in the community.

A certified Affordable Housing Occupancy Specialist (AHOS) will also be onsite. This is a trained and certified position that handles the occupancy and eligibility aspects of affordable housing programs, specifically LIHTC programs. The main responsibilities of the Occupancy Specialist will consist of:

- **Eligibility Determination:** Verifying the eligibility of applicants for affordable housing programs. This involves reviewing income documentation, household composition, and other relevant factors to ensure that applicants meet the program's income and other eligibility requirements.
- **Compliance Management:** Ensuring that compliance with rules and regulations governing affordable housing programs as well as federal, state, and local housing guidelines.
- **Tenant Certification and Recertification:** Processing initial tenant certifications when a new tenant moves in and conduct recertifications periodically for existing tenants to ensure ongoing eligibility.
- **Document Management:** Maintaining accurate and up-to-date records of tenant information, income verification, and other documents related to the housing program.
- **Communication and Customer Service:** Collaborating with the Resident Services Coordinator in interacting with tenants and applicants, providing information about the housing program, answering questions, and addressing concerns.
- **Waitlist Management:** Managing waiting lists for affordable housing programs, ensuring fair and consistent application processing.
- **Reporting and Auditing:** Preparing reports and documentation for program and compliance audits.
- **Training and Education:** The Occupancy Specialist will be participating in ongoing training to stay up-to-date with changing regulations and best practices in affordable housing occupancy.

By having certified professionals managing the occupancy aspects, we can ensure that eligible individuals and families are served and supported, and the programs remain in compliance with regulations.

4. Proposed Project Funding

Our proposed housing will be non-age-restricted (general occupancy). All units will be rental and qualify as affordable in compliance with the Low-Income Housing Tax Credit program. We will apply for tax credits for each of the two phases (4% for Phase 1, 9% for Phase 2) for the equity portion of the capital stack. For permanent debt we will apply for a tax-exempt bond for Phase 1, and access conventional debt for Phase 2. Other sources of financing for gap funding will consist of subsidies and grants.

Catholic Charities has the financial and asset capacity, along with long standing relationships with financial institutions, community development authorities, and State and Federal funding agencies to ensure project financing and completion. The final capital stack and financing structure will depend on certain conditions, such as project costs (to be determined upon schematic designs), project pro forma, NHHFA scoring criteria, availability of tax credits and bond funds, application deadlines, and the final approved development program. We will work to move the development and construction periods along at the most efficient pace possible, and may consider an alternative development plan that consists of a 'single-phase', lower unit count that utilizes a 'twinning' tax credit approach.

A twinning tax credit approach is a hybrid LIHTC transaction that is structured as two related, but independently financed projects, using 9% tax credits on one portion of the project and 4% tax credits on the other portion. The development and financing model are as follows:

Units	Phase 1	Phase 2
	64	32
% Tax Credit Qualified	100%	100%
Rent limits based on household income*		
Up to 60% AMI	50 (80%)	28 (80%)
Up to 50% AMI	12 (20%)	7 (20%)
Sources of Funds		
1. Pre-Development Funding	Catholic Charities	Catholic Charities
2. Equity	LIHTC 4%	LIHTC 9%
3. Permanent Debt: Tax Exempt Bond	TE Bond	Conventional
4. Gap Funding (potential sources):		
• NHHFA Subsidy	HOME Fund	HOME Fund
• FHLBank Boston AHP Program	AHP Grant	AHP Grant
• InvestNH Municipal Per Unit Grant (if avail.)	Grant	Grant
• Community Development Finance Authority	Tax Credits	Tax Credits
• Subordinated Low-Interest Loan	Subordinated	Subordinated
• Community Development Block Grant	Grant	Grant
• USDA Grant	Public Facilities	Public Facilities
• NH Housing Trust Fund	Grant	Grant
• Affordable Housing Fund	Grant	Grant

**Rent includes water, sewer, and electric allowance based on number of bedrooms.*

5. Proposed Project Ownership Structure

The proposed project consists of two phases and will be financed in part through the New Hampshire Housing Finance Authority’s (NHHFA’) tax credit and tax-exempt bond programs. NHHFA, the IRS, and HUD have specific financing and ownership policies and this project will comply with those requirements.

Catholic Charities will serve as the project Developer & Sponsor. Evernorth, a nonprofit tax credit syndicator based in Burlington, VT with a 30-year history of financing affordable housing projects in Maine, New Hampshire, and Vermont, will serve as the tax credit syndicator.

Evernorth’s Tax Credit Investor and Catholic Charities, through single-purpose wholly-owned subsidiaries, will have ownership interests in the project. The ownership structure of the 2-phased project is illustrated below.

Developer/Sponsor Phases 1 and 2: Catholic Charities New Hampshire (CCNH)
 General Partner: CC Riverside Phase 1 and Phase 2 (*subsidiary of CCNH*)
 Limited Partner: Evernorth Tax Credit Investor
 Property Manager: CCNH Housing Management, Inc. (*subsidiary of CCNH*)

The partnership period is for 15 years as per regulations. Catholic Charities will acquire the property following the partnership period, maintain the property as an affordable living community, and continue providing property management services.



6. Community Engagement & Building Goodwill

Building goodwill is a priority and several thoughtful and community-oriented approaches will be implemented through engagements and collaborations with local residents, diverse stakeholders and civic organizations.

This initiative will go beyond just mere information dissemination and consultation. A sustained effort will emphasize inclusivity, empowerment, and shared decision-making. The community itself possesses valuable knowledge, resources, and expertise that can contribute to finding effective and sustainable solutions. The goal is to build trust, gather diverse perspectives, co-create solutions, and ensure that the voices of all community members, including marginalized groups, are heard, and considered.

Community engagement will consist of two phases:

- a) An initial 6-month campaign to identify opportunities for collaboration with community members, organizations, and stakeholders.
- b) A sustained community engagement program that supports positive social change, enhances community resilience, and improves the quality of life for all community members.

The Cochecho Riverside Residences will be an active participant in efforts to build community resilience and improve population health.

The methods of coordinated community engagement by the project team will vary depending on context and objectives and may include public meetings, workshops, focus groups, community events, and collaborative projects. Through these activities, the project team will work to foster goodwill and build community understanding and support of 'budget-friendly' (affordable/workforce) housing:

- a) Transparency and Communication: We will engage in open and transparent communication with local residents from the outset. We will collaborate and coordinate with the City and host public meetings or community forums to discuss the project, answer questions, and address concerns. We will keep the community informed about the progress and any changes to the development plans.
- b) Community Input: We will involve local residents in the planning process. We will seek their input on design, amenities, and features of the housing development. By listening to and incorporating local feedback, we'll be able create a more inclusive and community-friendly project.
- c) Address Concerns: We will take time to understand and address the concerns of local residents. These concerns might include traffic, parking, aesthetics, or potential changes to the character of the neighborhood. We'll work with the community to find solutions that mitigate negative impacts.
- d) Partnering with Local Organizations: We are committed to the community's well-being and will collaborate with local community organizations and nonprofits that have a positive track record in the area.
- e) Sustainable and Responsible Development: We will incorporate sustainable and environmentally friendly features into the project, ensure the development aligns with the community's values, and that the project contributes positively to the neighborhood.

- f) Economic Development: The project will create job opportunities for local residents during the construction phase and afterward. Hiring local workers helps foster a sense of ownership and pride in the development and we will work with City officials to promote those opportunities.
- g) Long-Term Engagement: Following completion and stabilization, the housing community will establish a resident advisory board to promote interaction and cohesion among residents.

Additional opportunities for community engagement and collaboration:

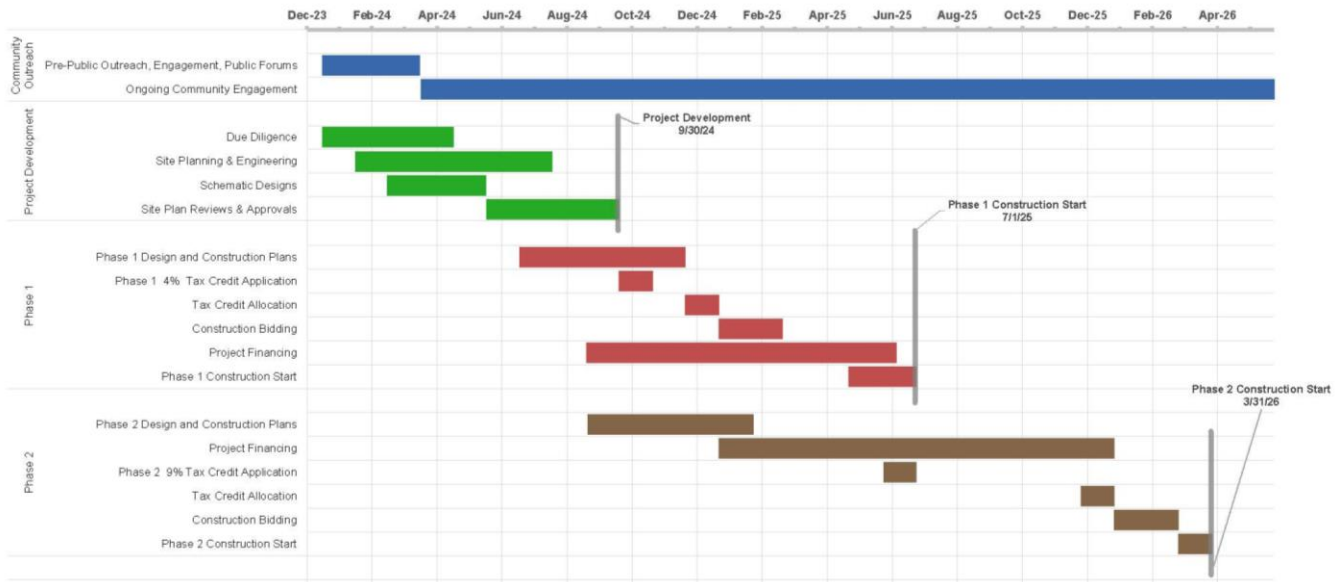
Public Listening Forums with Town Residents	Advertised by the town, in-person public forums will take place at the town hall, senior center, economic summits, and civic meeting places.
Public Information Website	We will work with Economic Development and other City officials on the development of a website for expanding the dissemination of project information and progress to the public while also collecting and responding to questions and comments.
Rochester Economic Development & Planning	The project team will collaborate with Rochester’s Economic Development and Planning Departments and Commissions on the project’s overall design, community impact, and to plan and coordinate a comprehensive community engagement initiative.
Rochester Arts & Culture Commission	<p>The new housing project and location create many creative opportunities to integrate art and culture. The project team proposes to explore collaborative opportunities with the Commission so arts and culture play an essential role in contributing to the unique identity and character of the new housing community and its location.</p> <p>The goal is to create a unique, vibrant and inclusive environment where art and culture thrive and contribute to overall well-being and sense of belonging. Onsite visual arts, events, and activities that support artists and organizations will also serve as catalysts for bringing people together, fostering social cohesion and community engagement.</p>
Riverside Park	The project team proposes to engage with and explore collaborative opportunities with the Rochester Men’s Softball League, Rochester’s Parks and Recreation Department, and the Strafford Regional Planning Commission to explore and identify opportunities for Riverside Park ball field.

Overall, we envision city officials, residents, and Catholic Charities coming together to bring affordable multi-generational housing to Rochester, and in the process, create a powerful synergy that benefits the community as a whole, fosters inclusivity, and addresses the critical need for budget-friendly housing options.

7. Timeline

The conceptual timeline below is based on: (a) an assumption of contract award announcement in December, 2023, (b) a two-phased project, (c) consideration for the City’s building and engineering timelines, and (d) LIHTC application periods, funding cycles and deadlines. We are equally receptive to a single-phase project option, which will shorten the development and construction period timeline.

CATEGORY	TASK	START	END	COLOR	Start	Blue	Red	Green	Brown
Community Outreach									
	Pre-Public Outreach, Engagement, Public Forums	1/1/24	3/30/24	Blue	1/1/24	90	0	0	0
	Ongoing Community Engagement	4/1/24	5/31/26	Blue	4/1/24	791	0	0	0
Project Development									
	Due Diligence	1/1/24	4/30/24	Green	1/1/24	0	0	121	0
	Site Planning & Engineering	2/1/24	7/30/24	Green	2/1/24	0	0	181	0
	Schematic Designs	3/1/24	5/30/24	Green	3/1/24	0	0	91	0
	Site Plan Reviews & Approvals	6/1/24	9/30/24	Green	6/1/24	0	0	122	0
Phase 1									
	Phase 1 Design and Construction Plans	7/1/24	11/30/24	Red	7/1/24	0	153	0	0
	Phase 1 4% Tax Credit Application	10/1/24	10/31/24	Red	10/1/24	0	31	0	0
	Tax Credit Allocation	12/1/24	12/31/24	Red	12/1/24	0	31	0	0
	Construction Bidding	1/1/25	2/28/25	Red	1/1/25	0	59	0	0
	Project Financing	9/1/24	6/13/25	Red	9/1/24	0	286	0	0
	Phase 1 Construction Start	5/1/25	7/1/25	Red	5/1/25	0	62	0	0
Phase 2									
	Phase 2 Design and Construction Plans	9/2/24	2/1/25	Brown	9/2/24	0	0	0	153
	Project Financing	1/1/25	12/31/25	Brown	1/1/25	0	0	0	365
	Phase 2 9% Tax Credit Application	6/2/25	7/1/25	Brown	6/2/25	0	0	0	30
	Tax Credit Allocation	12/1/25	12/31/25	Brown	12/1/25	0	0	0	31
	Construction Bidding	1/1/26	2/28/26	Brown	1/1/26	0	0	0	59
	Phase 2 Construction Start	3/1/26	3/31/26	Brown	3/1/26	0	0	0	31



8. About Catholic Charities, Our Experience and Business Activities

Catholic Charities envisions a future where vulnerable people are protected and supported, family life is preserved and strengthened, and all are cared for with compassion and respect. We strive to provide person-centered services to strengthen New Hampshire families and build independence.

Since in 1946, Catholic Charities has built a better quality of life for hundreds of thousands of individuals and families. Each year, our programs serve nearly 1-in-12 NH residents of all ages, backgrounds and beliefs.

Today, and with a workforce of nearly 900, Catholic Charities is the largest social services and housing nonprofit in New Hampshire with 22 service locations extending across all corners of the state. Our housing includes 22 supported housing units for veterans and 11 supported units for mothers and their children. These programs offer family-oriented transitional housing that helps veterans and mothers avoid homelessness, get back on their feet and build self-sufficient futures with stable housing and employment. There are also 531 units of mixed-income senior housing with services and supports. Catholic Charities operates seven communities that offer independent living, assisted living, and a wide range of services such as short-term rehabilitation, long-term care, memory support, respite care, and palliative care.

We own and manage a senior mixed-income housing and health care community in nearby Dover, and our Rochester district office (we operate 9 across the state) is located on Grant Street, approximately one mile from the Old Dover Road project location. Catholic Charities' St. Charles School is also located on Grant Street, adjacent to our district office.

Our operating revenues consist of State and Federal program and service fees, USDA funding, operating grants, contributions, private-pay for services, and rental payments.

We use the Apricot Social Solutions nonprofit database platform to integrate our services and programs. Apricot is used for income verifications, case management, secured record-keeping, and to streamline data collection for reporting and performance dashboards. For veteran and young mothers in supportive housing, program staff use Apricot to educate clients and track their progress toward stability in employment, finances, and housing. We've developed our Life Plan assessment tool, which measures various social determinants of health and helps our clients and residents set personalized and achievable long-term goals. Program and counseling staff also use Apricot as a resource to develop meaningful relationships with clients and residents, working together in constructive and empowering ways that promote individual dignity and a determination to achieve self-sufficiency.

Apricot is used to collect and analyze data to improve our programs and services, measure performance, and ensure compliance with State, Federal, and institutional regulations.

Based on the data, we achieved the following impacts in 2022:

- 4,879 rides provided by volunteers through our CareGivers Caring Rides program so homebound and isolated seniors didn't miss their doctors' appointments.
- 3,141 mental health counseling sessions provided to individuals, helping them gain the skills necessary to better cope with difficult situations.
- 1,963 engagement sessions between Our Place program counselors and expecting or new parents, most of whom live in low-income settings.
- 836 instances where veterans, struggling to get by on a daily basis, received clothing, food, and other basic assistance needed through CCNH's Liberty House's community pantry.
- 672 documented occurrences when a CCNH client achieved a significant goal – getting a stable job, establishing a savings account or graduating trade school, through the agency's Life Plans program.
- 481 individuals in financial crisis received emergency assistance from Catholic Charities which allowed them to keep the electricity on, ensure safe housing, and get transportation needed for a job interview.
- 16.2 million pounds of food and 13.7 million meals were distributed through 400 partner agencies all over New Hampshire. The New Hampshire Food Bank, a program of Catholic Charities, serves as the only food bank in the state, working to provide nutritious food and resources to the hundreds of thousands of New Hampshire residents that are food insecure.

OUR BUSINESS ACTIVITIES

Anyone in New Hampshire can access our wide range of services and extensive community network – which help individuals and families at any stage of their struggle to build more stable lives. Our business activities consist of the following:

- Community Services** Includes case management, financial literacy training, community referrals, and online support groups. In 2022, 2,847 individuals were provided with direct support, 48 online support groups were conducted, and 201 towns and cities were directly served.
- Mental Health Counseling** In 2022, 2,752 teletherapy and in-person counseling sessions were conducted.

Shelter for Mothers & Children Many pregnant and single mothers have no place to call home because of domestic violence, substance use, mental health or other challenges. In 2022, New Generation provided 8,012 resident-nights of shelter for single mothers and children. There were 86 children who transitioned to safer, more stable and supportive home environments, and 43 families became more self-sufficient through New Generation's aftercare services.

Veteran Support & Housing Liberty House provides substance-free housing and assistance around everyday needs to help veterans regain their independence and build stable futures. Assistance includes food, clothing, and other essential needs. There are also veteran-oriented resources, educational workshops, and support networks. In 2022, 35 residents were served through our sober transitional living program. Seventy-one (71%) percent of residents achieved a major goal in securing meaningful employment, and 194 additional veterans were provided with assistance with basic needs.

Senior Support Services We provide programs that meet the needs of seniors, helping those who live independently gain better access to community resources, avoid isolation and food insecurity. In addition, our senior living communities throughout the state provide compassionate care for those who may require extra support.

Housing & Healthcare Services: Catholic Charities operates seven residential communities across the state, including Manchester, the Seacoast, Lakes Region, Southern New Hampshire and the North Country. We offer independent living, assisted living, and deliver a wide range of services, including short-term rehabilitation, long-term care, memory support, respite care, and palliative care.

CareGivers: Through a robust volunteer network, CareGivers provides seniors living on fixed incomes with food delivery, transportation to medical appointments, and emotional support so they can continue to live independently in their own homes and know that they are not alone. CareGivers operates in Greater Manchester, Greater Nashua and the Lakes Region.

Monadnock at Home: Monadnock at Home enriches the lives of seniors in the Monadnock Region by providing expanded social opportunities and access to service providers and volunteers who assist with basic home maintenance needs, grocery and medication delivery, transportation to medical appointments and more. Services are available to local seniors through a nominal membership fee.

Parenting & Pregnancy Education Catholic Charities' Our Place program provides pregnancy and parenting education. In 2022, 139 children transitioned into healthier and safer environments. Every parent in the program became more confident in their parenting skills and 98% improved their parenting and child development knowledge.

Food Distribution	The NH Food Bank distributes millions of pounds of food annually to more than 400 partner agencies – food pantries, soup kitchens, homeless shelters, senior centers, afterschool programs and more – and in turn, feeds thousands of households statewide. The Food Bank addresses the root causes of hunger through innovative programming, such as culinary job training, mobile food pantries, nutrition education, SNAP outreach and incentives and more. The program is committed to empowering people with the skills and resources to not only consistently access nutritious food and resources, but also become more self-sufficient and improve their overall quality of life.
Special Education for Children	St. Charles School is a full-time licensed private special education provider serving public school students, grades K-8, who display severe emotional disturbances and other forms of behavioral impairments. St. Charles School supports inclusion of and accommodations for students of all backgrounds, racial and ethnic groups, disabilities, economically disadvantaged, and including limited English proficiency.

9. Option Agreement Proposal

Catholic Charities proposes a purchase price of \$5,000 per approved unit (\$480,000 based on 96 approved housing units) and to negotiate with the City of Rochester a mutually agreeable Developer Agreement and Option Agreement. The final price, terms, conditions, final unit count, and timeline will be subject to site conditions, environmental assessments and mitigations, site clean-up, market study, due diligence, construction financing, municipal and Commission approvals, and the ongoing needs of the Riverside Park ball field.

10. Concept Site Plan & Building Schematics

Page #	DRAWING
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21	Concept Site Plan
22-23	Phase 1, 4-Level Multifamily Floor Plans
24-25	Phase 2, 3-Level Multifamily Floor Plans
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27	4-Level Building Rendering
28	3-Level Building Rendering
29-32	Concept Apartment Floor Plans