

Executive Summary

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

1. Introduction

The City of Norwich, CT hereby submits the Fiscal Year (FY) 2014-2015 Consolidated Annual Action Plan to the U.S. Department of Housing & Urban Development (HUD).

This is the fifth year of the City's 5-year Consolidated Plan. This Annual Action Plan is an implementation strategy for FY 2014-2015 designed to address the City's priority community development and housing needs as identified through its Citizen Participation process. In accordance with HUD regulations under Title 24 of the Code of Federal Regulations (24 CFR), the City receives Consolidated Plan Grant funds under the Community Development Block Grant (CDBG) entitlement program.

The annual allocation from the U.S. Congress to the City of Norwich is \$814,280. The City receives approximately \$75,000 in revolving loan income through the *Property Rehabilitation Loan* program. However, the City disburses these "return of loan revolving funds" directly to Property Rehabilitation projects prior to using any Property Rehabilitation entitlement funds. In addition, we anticipate projects may "fall-back" as a result of project de-obligation. Since we cannot predict or estimate these additional funds we have not included the number as part of our annual allocation. However, the City will reallocate any funds using the proper procedures located within our Citizen Participation Plan. This process is in compliance with 24 CFR, part 91. The City of Norwich will utilize these funds to address the following priority needs that are specific to the Consolidated Plan:

- Provide Safe, Decent, Affordable Housing
- Support Public Service Programs Promoting Self-Sufficiency, Health & Safety
- Upgrade Facilities that Serve Low Income Populations & Neighborhoods

All available funds budgeted for FY 2014-2015 are targeted to meet the needs of very low-to-moderate income residents, including but not limited to residential rehabilitation, energy conservation, temporary homelessness assistance, job training, assisting individuals with limited English proficiency, access to youth development activities, enhanced safety supports for protected populations, wellness supports, and improving facilities that serve very low income neighborhoods.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The City will continue its focus on the 3 pinnacle priorities and objectives during the next year. We will work to (1) Provide Decent Affordable Housing by managing programs that stabilize neighborhoods through the promotion of code improvement and energy efficient housing; (2) Create a Suitable Living Environment by focusing on activities working to address quality of life issues that encourage collaboration and foster a sense of community on a city-wide scale; and (3) Expand Economic Opportunities for Low-to-Moderate Income Residents by supporting programs that increase self-sufficiency and residents' stability.

To achieve those objectives, the Office of Community Development has chosen outcomes that adequately measure the impact of our proposed activities:

| <u>KEY OUTCOME MEASUREMENTS</u> |
|--|
| #/% Units become Code Compliance |
| #/% Reduction in Blight/Abandoned/Vacant |
| #/% Increase in Property Values |
| #/% Reduction of People with a high cost burden |
| #/% Increase in Tax Revenues |
| #/% of jobs created or retained |
| #/% of participants improve employment |
| #/% of participants increase financial self-sufficiency |
| #/% of participants sustain financial self-sufficiency |
| #/% of participants who become permanently housed |
| Reduce #/% of repeat occurrences of domestic violence |
| #/% of disabled residents increase level of independence |

| |
|---|
| #/% of Youth experience personal growth |
| #/% of Youth gain employment |

In some cases, these outcomes extend the outcomes already tracked by each subrecipient. We believe these outcomes will directly measure stabilization within the target areas, the neighborhood and the community as a whole.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

In PY 2013 (formerly PY 39), subrecipients have been successful year-to-date in achieving goals based on needs defined in the Community Development Needs chart. Those goals included:

| Activity | Annual Goal | 2nd Qtr |
|---|--------------------|---------------------------|
| Fire Station/Community Facility Projects | 1 | 1 |
| Operating Cost Homeless Prgrm - Rapid Rehousing & Shelter | 60 | 70 |
| Youth Services | 111 | 98 |
| Employment/Training | 160 | 110 |
| Rehab; Single-Unit | 8 | 2 |
| Rehab; Multi-unit | 14 | 4 |
| Public Housing Modernization | 22 | 0 |
| Removal of Architectural Barriers | 3 | 0 |
| Battered and Abused Spouses | 100 | 41 |
| English for Speakers of Other Languages | 25 | 22 |
| Norwich Police Department – Cameras | 12 | 12 |
| Economic Development/Job Creation | 10 | 3 |

The Fire Department continued efforts to stabilize an historic fire house in a targeted LMI Census tract. The building is also to be used as a community facility and at present, has hosted a series of neighborhood meetings. This winter was the first year shifting shelter efforts towards a more permanent solution. While shelters were made available to a percentage of the population, the City focused efforts on providing rapid re-housing and shelter diversion assistance to 70 Norwich residents who were or at risk of becoming homeless. 98 youth participated in a multitude of organized activities centered on positive development, educational growth and incarceration diversion. Norwich currently has a 9.0% average

unemployment rate. In order to reduce that rate, jobs and a talented workforce are required. In PY 39 to date, 110 individuals participated in training and education programs. The Economic Development Program completed policies and procedures and funded 3 positions.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The City of Norwich's Citizen Participation Plan is available online at:

<http://www.norwichct.org/communitydevelopment> and is available to citizens by request. The citizen participation process follows HUD's guidelines and regulations to afford all citizens, particularly those living in low income neighborhoods and other special needs populations, with the opportunity to participate in CDBG planning.

As excerpted from the CPP, the City of Norwich followed the following process:

ANNUAL ACTION PLAN PROCESS

As part of 24 CFR Part 91, the City of Norwich is required to develop an annual Action Plan that details the projects to be undertaken with CDBG funds for the upcoming year. The following steps must be taken with the development of the *Annual Action Plan*.

1. A Request For Proposals will be published in the local newspaper in January for applicants eligible to apply for CDBG funds. Funding applications will be made available to the public at the Office of Community Development and on the Community Development page on the City website; www.norwichct.org. Staff will review the applications received by the application deadline in March for compliance and eligibility. Categories may be limited if the CDAC chooses to focus funds on activities identified as great needs
2. The CDAC will hold a workshop with members of the Norwich City Council at a time to be determined between the RFP publication and the due date
3. The CDAC will hold at least two meetings open to the public after the applications are due but prior to deliberations. At least one public hearing will be in the evening and at least one public hearing will be in the afternoon. These two general public meetings will be held at Norwich City Hall or in public place that is accessible to all residents and all applicants will be notified of the hearings by the Office of Community Development.
 - (a) An additional public hearing will take place at the meeting of the Norwich City Council prior to the date the City Council is scheduled to vote on expenditures for the Annual Action Plan (Action Plan). Notice for all public hearings will be published a minimum of 14 days in advance.

- (b) The City will consider any comments or views of citizens received in writing, or orally at the public hearing(s), in preparing the final consolidated plan. A summary of these comments or views, and a summary of any comments or views not accepted and the reasons therefore, shall be attached to the final Action plan.
4. After the public hearing and discussion, City Council will adopt a Resolution approving the Action Plan.
 5. The Office of Community Development will provide technical assistance to groups representing persons of low-and moderate-income that request such assistance in writing applications in response to the City's Annual Request for Proposals.
 6. The Office of Community Development will prepare a draft of the Annual Action Plan. The draft will be made available for a 30-day citizen comment period prior to implementation. The availability of the draft Plan will be published in the *Norwich Bulletin* at the beginning of the comment period. A summary of any comments received at the public hearing and during the comment period will be attached to the Action Plan.

This is a draft Annual Action plan and no Citizen's comments have been submitted to date.

Additional information on Citizen Participation from the PY 2014 allocation process is available under section "AP-12, Participation" on page 12 of this document.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

Citizen's comments will be included in the appendices once the draft period has been completed.

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

Section 415 also page 15 to participate in community events that are run by minority organizations and groups. By being available at community-wide events, we will ensure that outreach to at-risk community members increases. It is less intimidating and will make us more approachable.

PR-05 Lead & Responsible Agencies – 91.200(b)
AP-10 Consultation 91.100, 91.200(b), 91.215(f)
Agency/Entity responsible for preparing/administering the Consolidated Plan

| Agency/Entity | Name | Department/Agency |
|--|--|-------------------|
| 1. Residents | Touch-A-Truck, National Night Out, The Weekly Farmer's Market and Family Day. | |
| 2. Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (going forward). | is in the community with such agencies as the Thames Valley Council for Community Action (TVCCA), Southwestern Council on Alcohol and Drug Dependency (SCADD), and others concerned with the needs of the community through ongoing involvement with organizations concerned with community issues and activities. City staff members are aware of the full spectrum of housing and community development needs and have thus been able, with their community partners, to develop a variety of programs to meet identified community needs. | |

Table 1 – Responsible Agencies

Result of the survey with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

The survey was released in English and translated into the 3 predominant languages of the area – Spanish, Haitian-Creole, and Chinese. The survey was also distributed at the two CDBG funded English as a Foreign Language programs.

Requirements for funding human services, by the Office of Community Development Board for the Development of this Consolidated Plan was formulated with input from public hearings, application of the 5-Block Coalition as the Applicant's staff provided Homelessness to meetings with affected groups, a needs survey and consultations with public and private organizations concerned with community development in Norwich. Research sources included Developmental Advisory Board, HUD and HUD's consultation with the Office of Community Development and the approval by the Office of Community Development. The Committee members are actively involved in the assessment and determination of community development needs, and the economy of the Community Development Advisory Committee (CDAC) and the Norwich City Council are continually involved in public meetings and hearings throughout the year. They are aware of issues affecting Norwich's special needs populations. At least one public hearing to obtain resident input will be held prior to the final year of a situation and lead based (a)st hazard control programs. Translators and staff attend multiple community events as well as religious and other events as well as association meetings to provide services programs. Program Assistant: Wayne Sharkey, Lead/Rehabilitation Officer: Jacquie Barbarossa, assist office in working with organizations such as disability network of last year on subject to intake/outreach coordinator. A short biography and additional information is available in Homeless and Other Special Needs Activities (9-22-00) disabled populations.

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

The City used the Continuum of Care and the Southeastern Connecticut Coalition to End Homelessness, 2 Neighborhood Revitalization Zones (NRZs) and 10 block-watch organization meetings as opportunities to speak to residents.

In addition to those agencies, the following organizations were represented at the table or played a roll in creating the 5-year plan:

- State of Connecticut, State Legislative Offices
- State of Connecticut, Department of Health
- State of Connecticut, Department of Children and Families Eastern Region
- Southeastern Connecticut Council of Governments
- Norwich Housing Authority
- Thames Valley Council for Community Action
- Thames River Family Program
- Norwich Community Development Corporation
- Norwich Arts Council
- Fannie Mae Connecticut Partnership Office
- NAACP
- Disabilities Network of Eastern Connecticut
- Literacy Volunteers
- Area Food pantry Consortium
- Martin House
- Madonna Place
- Big Brothers Big Sisters
- Bethsaida Community Inc./Katie Blair House
- Backus Hospital
- Southeastern Connecticut Partnership to End Homelessness
- SCADD
- Women's Center
- Norwich faith-based organizations
- Habitat for Humanity of SECT
- United Way
- Local realtors and developers, both for-profit and non-profit

Identify any Agency Types not consulted and provide rationale for not consulting – N/A

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

| Name of Plan | Lead Organization | How do the goals of your Strategic Plan overlap with the goals of each plan? |
|--|--|--|
| 10-Year Plan to End Homelessness | Connecticut Coalition to End Homelessness (CCEH) | Plan focuses on Housing, Providing Safety-Net and Increasing Employment Opportunities & Income. These are an overlay to Provide Decent Housing, Create a Suitable Living Environment, Provide Economic Opportunities |
| City of Norwich Plan of Conservation and Development | City of Norwich Commission on City Plan (CCP) | The POCD establishes zoning and building policies that relate to transportation and housing. Keeping transportation and housing development in proximity of each other allows for greater benefit/support of LMI populations and 3 overarching priorities of CDBG. |
| City of Norwich Strategic Plan | Norwich Community Development Corp. (NCDC) | Strategic Plan focuses on using economic development to stabilize community interests of commercial and residential properties, as named within the Plan of Conservation and Development. |

| | | |
|--|--|--|
| <p>Comprehensive Economic Development Strategy</p> | <p>Southeastern Connecticut Council of Governments (SCCOG)</p> | <p>The document provides detailed information regarding economic and demographic trends in the region. The CEDS strategy helps stakeholders prepare strategies for the next 5-10 years, which promotes synergy among multiple development drivers. Categories include: Demographics, Labor Force, Employment Opportunities, Personal Income, Gross Domestic Product, Industry Linkages, Business Development, Housing, Quality of Life, Transportation and Infrastructure.</p> |
|--|--|--|

DRAFT

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation

Summarize citizen participation process and how it impacted goal-setting

As previously stated on pages 4 and 5, the City of Norwich's Citizen Participation Plan is available online at:

<http://www.norwichct.org/communitydevelopment> and is available to citizens by request. The citizen participation process follows HUD's guidelines and regulations to afford all citizens, particularly those living in low income neighborhoods and other special needs populations, with the opportunity to participate in CDBG planning.

In keeping with the aforementioned participation plan from pages 4 and 5, the City of Norwich held two public meetings prior to the CDAC's deliberation:

- March 24th, 3:45 P.M. at 23 Union Street
- March 26th, 3:45 P.M. at 23 Union Street

A notice was posted in the Norwich Bulletin (regional newspaper) of the request for citizen's comments during a 30-day comment period. The ad ran on April 16, 2013 (see appendix).

The City of Norwich is scheduled to provide two opportunities for the public to comment at a Council meeting prior to the Council's final vote on the recommended allocation

- Anticipated May 5th, 7:30 Council Chambers, City Hall
- Anticipated May 19th, 6:30 Council Chambers, City Hall – followed by a vote of the Council.

Public notices of the hearings, deliberations and the vote will be published in advance in the Norwich Bulletin (regional newspaper), the Norwich Town and City Clerk's Office and online at www.norwichct.org. Comments received from public hearings will be in the appendix. A notice regarding the final Council decision will be posted online at www.norwichct.org. Information will also be sent to the Norwich Bulletin and the New London Day through a press release.

From application creation, to monitoring, to close-out of programs, the CD office continues to engage community-members at all levels of the CDBG process. Public service groups remain heavily engaged in discussions. The development of the PY 2014 application and the focus on outcomes is a result of these conversations.

In addition to the organizations mentioned under *AP-10 Consultation*, question 2 on page 9, the City used Neighborhood Revitalization Zones (NRZ) and 10 block-watch organization meetings as opportunities to speak to residents.

Expected Resources

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

Introduction

Priority Table

| Category | Program | CDBG Funds | Leveraged | Use of Leveraged Funds |
|-----------------|--|-------------------|------------------|--|
| Admin | Administration | \$162,856.00 | N/A | Salaries/Fringe; General Operational |
| PS | Norwich Community Care Team - Shelter Diversion/Re-housing | \$30,000 | \$24,000 | Shelter diversion; transportation to shelter; hotel stays; utility bills; beds; moving costs |
| PS | Norwich Works | \$34,233 | \$17,553 | Job training; transportation; salaries; outreach |
| PS | TVCCA - Homelessness Prevention | \$20,000 | \$12,000 | rental assistance (pass-thru to household) |
| PS | Norwich Adult Ed | \$10,000 | \$0 | N/A |
| PS | Safe Futures | \$5,000 | \$13,350 | salaries; special assistance to victims; general operation - insurance/computers/phones |
| PS | Our Piece of the Pie | \$30,000 | \$441,550 | salaries/fringe; vehicle expenses; general operation - insurance/computers/phones; professional fees |
| PS | Norwich BOE - Bridges | \$50,000 | \$377,400 | salaries/fringe; general operations; professional services |
| NPS | Disabilities Network | \$15,000 | \$13,000 | salaries/fringe |

| | | | | |
|--|--|-----------|-----------|--|
| NPS | Public Safety - Greenville Cameras | \$40,000 | \$0 | N/A |
| NPS | Public Safety - Fire Equipment Storage Facility | \$110,000 | \$11,750 | Survey, architectural drawings, site plans |
| NPS | Habitat for Humanity - Rehab of 6 Clairmont Cour | \$25,000 | \$130,100 | legal; architectural & engineering, survey, environmental testing, construction/clean-up |
| NPS | Property Rehabilitation | \$64,000 | \$700,000 | salaries/fringe; construction costs; lead abatement; healthy homes related interventions |
| Misc. | Unallocated Amount - anticipated RFP in Fall 2014 | \$218,191 | \$0 | N/A |
| Legend: Admin=Administration; PS=Public Service; NPS=Non-Public Service; Misc - Miscellaneous | | | | |

Table 2 - Expected Resources – Priority Table

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

In addition to the sources and uses listed above and referenced in section AP-38 “Projects”, the following resources are made available to assist the City of Norwich in addressing the needs identified in the strategic plan:

| Program | Federal Funds | State Funds | Local Funds (non-CDBG) |
|---------------------|----------------------|--------------------|-------------------------------|
| CDBG | \$801,926 | \$784,659 | \$94,886 |
| Section 8 | \$4,145,298 | \$226,244 | \$0 |
| NSP | \$0 | \$189,314 | \$0 |
| CoC | \$0 | \$1,238,000 | \$34,280 |
| Lead Hazard Control | \$882,000 | \$0 | \$25,000 |
| Total | \$5,829,224 | \$2,438,217 | \$8,267,441 |

The Norwich Housing Authority receives approximately \$4.5 million in federal and state housing choice voucher related revenue. The City of Norwich Human Service Department does not receive McKinney-Vento funding.

The City, however, is a partner in the Southeastern Connecticut Continuum of Care, which does receive this and other funding. It is projected that the Continuum will receive \$1.2 million of related funding. The residents of Norwich will receive direct benefits from these funds, but with only a percentage of the total dollars being allocated within our community. In addition to the City’s CDBG funding for property rehabilitation, the City of Norwich continues to manage a

| | | | | | | | |
|---|---|---|------------------------|-------------------------------|------------------------|----------------------|--------------------------|
| | 3-year federal Lead Based Paint Hazard Control program (LBPHC) grant for approximately \$2.1 million. The LBPHC funds are used in conjunction with the CDBG funded Rehabilitation Program. We anticipate spending \$882,000 in PY 2014. | | 2013 - YTD | Perm. Housed | 30 | 24 | 80% |
| 1.2 | TVCCA - In-Place Prevention | | 2014 | Perm. Housed | 45 | | 0% |
| | If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan - N/A | | | | 30 | | |
| | Discussion | | MULTI-YEAR GOAL | | 455 | 380 | 38% |
| Decent Housing with Purpose of New or Improved Affordability (DH-2) | | | | | | | |
| N/A | | CDBG; Lead; Muni; | 2010 | Safe/Code Comp | 30 Units | 30 Units | 100% |
| | | Private | | Decrease HCB | 25 | 27 | 108% |
| | | | | Energy Efficient | 25 | 27 | 108% |
| | | | 2011-Units | Safe/Code Comp | 28 | 21 | 75% |
| | | | | Decrease HCB | 25 | 21 | 75% |
| | | | | Energy Efficient | 25 | 21 | 75% |
| | | | 2012-Units | Safe/Code Comp | 24 | 17 | 71% |
| | | | | Decrease HCB | 22 | 17 | 72% |
| | | | | Energy Efficient | 22 | 17 | 72% |
| | | | 2013-Units YTD | Safe/Code Comp | 22 | 6 | 27% |
| | | | | Decrease HCB | 22 | 6 | 27% |
| | | | | Energy Efficient | 22 | 6 | 27% |
| Decent Housing with Purpose of New or Improved Availability/Accessibility (DH-1) | | | | | | | |
| | Specific Objective | Source of Funds | 2014 Units Year | Performance Indicators | Expected Number | Actual Number | Percent Completed |
| DH1.1 | Hospitality Center (2013 changes focus from shelter to housing- 6 program and renamed the Community Care Team) | | 2010 | Temp. Housed | 60 | 58 | 97% |
| 2.2 | Habitat for Humanity- 6 program and renamed the Community Care Team) | CDBG; federal; state; CDBG; Private; Municipa | 2011 2014 - Units | Temp. Housed | 60 | 56 | 93% |
| | | | | Safe/Code Comp | 1 | 1 | 100% |
| | | | | Decrease HCB | 45 | 30 | 67% |
| | | | | Ref. Addl Service | 60 | 48 | 80% |
| | | | MULTI-YEAR GOAL | | | | % |
| Decent Housing with Purpose of New or Improved Sustainability (DH-3) | | | | | | | |
| DH3.1 | Disabilities Network of Eastern CT | CDBG; private | 2011 | Handicap Ramp | 3 | 3 | 100% |
| | | | 2013 | Handicap Ramp | 45 | 51 | 100% |
| | | | 2014 | Handicap Ramp | 3 | | 0% |
| | | | | Ref. Addl Service | 50 | 51 | 102% |
| | | | | | | | % |

| | | | | | | | | |
|--|--|---------------|-----------------|-------------------------|------|------|------|---|
| | | | | | | | | |
| | | | MULTI-YEAR GOAL | | | | | % |
| Suitable Living Environment with Purpose of New or Improved Availability/Accessibility (SL-1) | | | | | | | | |
| SL1.1 | Safe Futures (formerly known as Women's Center/Domestic Violence; beginning 2012, reporting focus shifted to trackable engagements only) | CDBG; Private | 2010 | Access to Service | 1700 | 1528 | 90% | |
| | | | 2011 | Access to Service | 1700 | 1643 | 97% | |
| | | | 2012 | Access to Service | 50 | 55 | 110% | |
| | | | | Safety Plan | 40 | 50 | 125% | |
| | | | | Improved Safety | 40 | 44 | 110% | |
| | | | 2013 | Access to Service | 100 | 41 | 41% | |
| | | | | Safety Plan | 75 | 41 | 55% | |
| | | | | Improved Safety | 60 | 33 | 55% | |
| | | | 2014 | Access to Service | 85 | | 0% | |
| | | | | Safety Plan | 75 | | 0% | |
| Improved Safety | 60 | | | 0% | | | | |
| | | | MULTI-YEAR GOAL | | | | % | |
| Suitable Living Environment with Purpose of New or Improved Affordability (SL-2) | | | | | | | | |
| SL2.1 | | | 2010 | | | | % | |
| | | | 2011 | | | | % | |
| | | | 2012 | | | | % | |
| | | | 2013 | | | | % | |
| | | | 2014 | | | | % | |
| | | | | MULTI-YEAR GOAL | | | | % |
| Suitable Living Environment with Purpose of New or Improved Sustainability (SL-3) | | | | | | | | |
| SL | | | 2012 | N/A | N/A | N/A | | |
| 3.1 | Our Piece of the Pie | CDBG; State | 2013 | Youth Complete Training | 25 | 11 | 44% | |
| | | | | Youth Attain Employment | 15 | 4 | 27% | |
| | | | 2014 | Youth Complete Training | 15 | | 0% | |

| | | | | Youth Attain Employment | 15 | | 0% |
|---|------------------------------|-----------------------|------|--|-----------------|---------------|-------------------|
| 3.2 | BOE - Bridges | City; State; CDBG | 2013 | Youth Improve Knowledge | 45 | 45 | 100% |
| | | | | Youth increase/maintain skills | 45 | 45 | 100% |
| | | | 2014 | Youth Improve Knowledge | 45 | | 0% |
| | | | | Youth increase/maintain skills | 45 | | 0% |
| 3.3 | Greeneville Cameras - Police | City | 2014 | Cameras Installed | 4 | | 0 |
| 3.4 | Norwich Fire Department | City; federal | 2014 | Storage facility for emergency equipment | 1 | | 0 |
| MULTI-YEAR GOAL | | | | | | | % |
| Economic Opportunity with Purpose of New or Improved Sustainability (EO-3) | | | | | | | |
| Specific Objective | | Source of Funds | Year | Performance Indicators | Expected Number | Actual Number | Percent Completed |
| EO3.1 | Norwich Works Job Training | City; CDBG | 2010 | Trained | 150 | 365 | 243% |
| | | | 2011 | Trained | 150 | 365 | 243% |
| | | | 2012 | Trained | 150 | 156 | 104% |
| | | | 2013 | Trained | 75 | 110 | 147% |
| | | | 2014 | Trained | 29 | | |
| 3.2 | Adult Education | City BOE; CDBG; State | 2010 | Assisted | 30 | 20 | 67% |
| | | | 2011 | Assisted | 30 | 20 | 67% |
| | | | 2012 | Assisted | 30 | 23 | 92% |
| | | | 2013 | Assisted | 25 | 22 | 73% |
| | | | 2014 | Assisted | 30 | | 0% |
| MULTI-YEAR GOAL | | | | | | | % |

Single/Multifamily Rehabilitation/Energy Efficiency/Handicap Accessibility for Families

Rehabilitation work. A total of 32 units will receive lead funding and 22 of those units will also receive rehabilitation funds. Improving property values and lowering housing cost burdens aid residents in preserving scarce resources. This also helps to protect and maintain our affordable housing stock.

Leveraging skills and funding from outside sources is what makes CDBG funds the most impactful. At the same time, Norwich understands the need to support homeownership opportunities at all income levels. In PY 2014, the City will fund Habitat for Humanity in the rehabilitation of a single-family owner-occupied home. The homeowner will be at or below 50% AMI.

Lastly, the City will continue efforts to improve housing accessibility options. Providing handicap access to houses aids residents who would otherwise be restricted from leaving their home. Due to the financial burdens associated with assisted living and nursing homes, many Norwich residents are aging in place. They have little to no mortgage left and are choosing to remain in the property. In many cases, the property is not handicap accessible and residents find themselves unable to leave unless fully assisted. Last year, one recipient had not left the house in 2-years. Another required multiple family members to physically carry them out of the house to go to doctor's appointments.

| Priority Need | 5 Yr. | 10 Yr. |
|-----------------|-------|--------|
| Renters | | |
| 0 - 30 of MFI | 265 | 3 |
| 31 - 50% of MFI | 70 | 5 |
| 51 - 80% of MFI | 60 | 3 |
| Owners | | |
| 0 - 30 of MFI | 75 | 0 |
| 31 - 50% of MFI | 75 | 3 |
| 51 - 80% of MFI | 75 | 8 |

● **English as a Second Language**- Adult Education will receive funding to increase the level of service offered to those in need of English language skills. Until individuals attain proficiency in English, the likelihood of escaping poverty is low. Madonna Place will partner with Norwich

Adult Education to provide access to ESL classes for parents lacking childcare. An ESL certified teacher employed by Adult Ed will go to Madonna Place, where free childcare will be offered. Parents can take the English class at Madonna Place and benefit from free educational and childcare services at the same time. This will allow people who need English instruction but cannot access it due to childcare concerns to take their class.

● **Job Training** – Access to employment opportunities is a barrier to financial self-sufficiency.

● **Homeless Services**- Based on a paradigm shift centered around impacting the most at-risk populations, this year's program will change its focus from a winter homeless shelter to providing permanent housing opportunities. The Norwich Community Care Team, a group work in fast-food establishments. The majority of participants have been parents of young children. In the future, the program hopes to expand to address other well-paid skills such as auto and computer repair and other areas identified as high-need. A course in lead safe work practices for the construction trade will also be supported by the Office of Community Development

Development. This assistance will not exceed more than 3-months per CDBG regulations. Sheltering is a temporary solution and has proven to be less cost effective than permanent housing. This program will work to reduce the

population needing shelter and increase permanent housing opportunities.

Youth Related Activities – Youth represent the future for Norwich. The City is proud to continue the support of programs that train and place disenfranchised youth into career path opportunities. The program trains youth on customer service skills and aids in obtaining a G.E.D. while providing support to employers that hire these youth.

In addition, Norwich Board of Education will work to increase or maintain satisfactory learning in Language Arts. These students are in 2nd, 3rd, 4th and 5th grade. Students will show increased knowledge in subject matter as a result of having access to added tutor-like education.

- **Domestic Violence Prevention** - There has been a surge in domestic violence in Southeastern Connecticut over the last several years. As a result, the City has invested in programming to assist victims of domestic violence by addressing this issue at the time of the incident, providing support services during the criminal court cases and providing crisis intervention as well as on-going support. To increase accessibility of service, the program will operate an office out of Backus Hospital’s emergency room.

- **Public Safety** - The success of the initial install of four public safety cameras in Greenville has led to an opportunity to positively impact quality of life in the area. In a short time, the cameras have worked to reduce responses to criminal activity and has decreased the time it takes to resolve criminal cases. Therefore, the City will once again invest CDBG funds for the installation of 4 high resolution cameras.

In addition, the City of Norwich will fund the construction of a storage facility that will house emergency response equipment used by the Norwich Fire Department. This facility will ensure equipment is well protected from vandalism, misuse and reduce premature aging. This equipment services several LMI areas.

Projects

AP-38 Projects Summary

Project Summary Information

Table 4 – Project Summary

Please note, this is a summary of pages 16-23. This project summary can be used in combination with the project information listed above and the annual goals & objectives beginning on page 16.

| | | | | |
|---------------------------|--|-----------------|------------------------|-----------------|
| GOAL: | Decent Housing with Purpose of New or Improved Availability/Accessability | | | |
| PY 2013 | | | | |
| Specific Objective | Source of Funds | Programs | Assisted Number | Outcomes |

| | | | | | |
|--------|--|---|-----------------------------|----|---|
| DH-1.1 | Provide diversion from shelter to permanent housing through temporary subsidies; Continue counseling of Norwich residents that are homeless or at-risk of becoming homeless persons; | CDBG; Continuum of Care; Local Foundations; State DSS | Norwich Community Care Team | 30 | 30 are permanently housed; 60 receive referral to programs that improve oppty to be self-sufficient |
|--------|--|---|-----------------------------|----|---|

| | | | | | |
|-----------------------|---|--------------------------------------|---|------------------------|---|
| GOAL: | Economic Opportunity with Purpose of New or Improved Sustainability | | | | |
| PY 2013 | | | | | |
| | Multi-Year Objective | Source of Funds | Programs | Assisted Number | Outcomes |
| EO-3.1 3.2, 3.3 | Employment/Training: Provide training on high-need employment opportunities that increase pay level; Provide training to help improve English language skills allowing residents to increase opportunities for higher wage employment; Fund opportunities for businesses to relocate, expand or stabilize based on creating retaining FTEs; | CDBG; State; federal; local; private | Norwich Works Job Training | 75 | 75 ppl participate, 60 sustain/increase income |
| | | | Adult Education | 25 | Students demonstrate they are prepared for employment; Students demonstrate active participation in child's education |
| | | | Economic Development - Norwich Job Creation/Retention | 10 | 10 full-time jobs will be created; other funds will be leveraged to expand/stabilize businesses in Norwich. |

| | | | | | |
|----------------|---|---------------------------|---------------------------|------------------------|--|
| GOAL: | Decent Housing with Purpose of New or Improved Affordability | | | | |
| PY 2013 | | | | | |
| | Multi-Year Objective | Source of Funds | Programs | Assisted Number | Outcomes |
| DH-2.1 2.2 | Decent Housing with Purpose of New or Improved Affordability | CDBG; PHA Operating Funds | PHA Housing Modernization | 46 units | approximately 46 units will receive new roofs and gutters (when necessary) |

| | | | | | |
|--|--------------------------------------|----------------------|---------------------------------|----------|--|
| | improving overall energy efficiency; | CDBG, Lead, NSP, PHA | Property Rehabilitation Program | 22 units | 22 units become lead safe and code compliant; Properties increase in value; Decrease in Housing Cost Burden; |
|--|--------------------------------------|----------------------|---------------------------------|----------|--|

GOAL: Suitable Living Environment with New or Improved Accessibility/Availability

PY 2013

| <u>Specific Objective</u> | <u>Source of Funds</u> | <u>Programs</u> | <u>Assisted Number</u> | <u>Outcomes</u> |
|--|--------------------------------|---|------------------------|---|
| SL-1.1 Domestic Violence Prevention | CDBG; State; federal; private; | Safe Futures (formerly known as Women's Center) | 100 | Provide assistance to victims of domestic violence by addressing the issue at the time of the incident, providing support services during the criminal court cases and providing crisis intervention as well as on-going support. |

GOAL: Suitable Living Environment with Purpose of New or Improved Sustainability

PY 2013

| <u>Specific Objective</u> | <u>Source of Funds</u> | <u>Programs</u> | <u>Assisted Number</u> | <u>Outcomes</u> |
|---|--|---|------------------------|--|
| SL-3.1, 3.2, 3.3, 3.4 Youth Services - provide positive youth development, growth and employment (3 funded programs); | CDBG; State; federal; private; City Board of Education | Youth Service Bureau – Juvenile Diversion | 67 | Provide positive youth and family development through diverting youth from incarceration |
| | | Our Piece of the Pie | 85 | 35 youth receive credentials; 85 youth employed |
| | | Big Brothers Big Sisters Youth Mentoring; | 50 | Improved personal growth Social competence; Attitude |
| | | Norwich BOE - Bridges Program | 50 | 2nd-5th grade students will increase to or maintain satisfactory level in Language Arts from first to last school term; Students will show increased knowledge |

GOAL: Decent Housing with Purpose of Improved Sustainability

| | | | | | |
|--------------------|--|--|------------------------------------|-------------------------------|--|
| PY 2013 | | | | | |
| | <u>Specific Objective</u> | <u>Source of Funds</u> | <u>Programs</u> | <u>Assisted Number</u> | <u>Outcomes</u> |
| DH-3.1 | Provide opportunities to increase mobility for handicap residents living in residential properties | CDBG; Local Foundations; federal grants; private funds | Disabilities Network of Eastern CT | 3 | 3 Norwich households will gain access through installation of handicap ramps |
| | | | | | |

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AP-50 Geographic Distribution – 91.220(f)

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

Geographic Distribution

The City of Norwich, CT was settled in 1659 and has a population of 40,493 (2010). We are a mostly urban city covering 27.1 square miles. The City is located 50 miles South-West of Providence and 40 miles South-East of Hartford. As of this year, Norwich has become the largest populated municipality in Southeastern Connecticut.

According to the 2010 Census data the City of Norwich is greater than 51% low-to-moderate income in the majority of Census tracts. Regardless of this fact, program funds have been geographically targeted in two ways: (1) funds will be directed toward CDBG eligible census tracts within boundaries of the City of Norwich or (2) funds will be directed toward very-low to moderate income persons on a city-wide basis. Funds allocated under criteria (2) will be based on verification of income or based on benefit to a category of persons presumed to be very-low to moderate income (such as homeless or disabled clientele). The ultimate goal is to strengthen the economic base of the entire community.

Although most projects in the Action Plan are city-wide, some projects fall geographically within CDBG-eligible areas where very-low to moderate-income individuals are directly benefited. Therefore, those projects will meet the Low-Mod Area (LMA) national objective. It is important to note, however, that the majority of projects will be directed to meet the Low-Mod Clientele national objective (LMC).

Census Tract 6964 is home to a population of almost 5,000 residents. 36% of those residents are at or below 30% AMI and 55% are at or below 50% AMI. An estimated 30% of the total residents in this tract are considered “minority”. This Census tract contains residential and commercial properties. 79% of the residential housing stock was built prior to 1978 (48% was built prior to 1940). The age and condition of the housing stock leads to a concern for overall community safety – which includes suppressing the high potential for fire.

Census Tracts 6961 and 6968. Please note, the information listed below is listed respectively. *6961 and 6968* have a population of approximately 4400 residents and 3667 residents. 32% and 35% of residents are at or below 30% AMI and 53% and 55% are at or below 50% AMI. These Census tracts (including *6964*) also carry the highest crime rates in the City. The majority of housing units in these tracts were built prior to proper zoning laws, creating densely settled areas that may promote undesirable activities. A very high population of impressionable youth

make up 30%, 38% and 49% (the third percent is for 6964) of the population residing in these tracts. The convergence of high crime rates and a significant concentration of low-to-moderate income residents living in thickly settled neighborhoods make these areas a high need in terms of community investment. In Census tract 6968, the City will invest CDBG funds and install high resolution cameras to reduce crime.

100% of project related funds will be used to benefit low-to-moderate income populations. 80% of funds will go towards activities benefiting Low-Mod Clientele (LMC) on a city-wide basis and 20% will go towards activities benefiting Low-Mod Area (LMA) – specifically Census tract 6964.

Norwich allocates the majority of investment dollars towards Low-Mod Clientele (LMC) versus Low-Mod Area (LMA). The general demographic of Norwich residents provides for a greater than 51% LMI concentration in almost all Census tracts. As a result, the City of Norwich does not allocate investments based on geographic location as much as on the priority needs identified in the Consolidated Plan.

In any circumstance where we may need to allocate geographically, we base the decision on 3 key factors:

- a. Project supports the general protection and/or safety of residents as well as housing stock
- b. Project allows for an opportunity to improve quality of life, including improved accessibility to transportation, employers and businesses
- c. Project allows for stabilization of physical housing structures and works to reduce the overall housing cost burden

The rationale is based on an analysis of the Norwich community during the 2010-2014 Consolidated Plan process.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

| One Year Goals for the Number of Households to be Supported | |
|---|-----|
| Homeless | 60 |
| Non-Homeless | 76 |
| Special-Needs | 129 |
| Total | 265 |

Table 5 - One Year Goals for Affordable Housing by Support Requirement

| One Year Goals for the Number of Households Supported Through | |
|---|-----|
| Rental Assistance | 60 |
| The Production of New Units | 0 |
| Rehab of Existing Units | 23 |
| Acquisition of Existing Units | 0 |
| Total | 131 |

Table 6 - One Year Goals for Affordable Housing by Support Type

Discussion

Norwich will continue the funding of property rehabilitation projects that work to reduce the housing cost burden of low-to-moderate income individuals. Through the Rehabilitation/Lead Program, the City will aid homeowners in bringing properties “up-to-code” while making the home “lead safe”. Units receive energy efficiency upgrades helping to reduce utility costs which increases available income. Reduced cost burden, increase in property values and reduction in crime are a few consequential outcomes. The program will benefit 22 units of lead funding of which 18 units are also receiving rehabilitation funds.

The Norwich community works hard to reach out to homeless and those at risk of being homeless on a year-round, non-stop basis. During warmer months, residents find “homes” in unexpected and sometimes unpleasant places. During the winter months, however, housing for this at risk population becomes difficult. It has sadly become lethal over the last several years. During the next program year, the City will address the issue of homelessness by implementing a different strategy. Instead of providing temporary shelter for this most at-risk population, the Norwich Community Care Team will stabilize residents through permanent housing. CDBG funds will be used to provide temporary rental subsidies to prevent homelessness. These subsidies will not exceed 3 months. This program will benefit approximately 60 people with subsidies and 60 individuals will receive shelter assistance as well as counseling. The City will also work with programs to provide domestic violence intervention; youth education and mentoring; English language education; and job training.

All housing development partners are encouraged to work closely with the TVCCA family shelter, transitional living facilities and Norwich Human Services to identify eligible tenants to work to benefitting low-to-moderate income individuals. Please also see information in the next section under public housing.

AP-60 Public Housing – 91.220(h)

Introduction

Actions planned during the next year to address the needs to public housing

Actions to encourage public housing residents to become more involved in management and participate in homeownership

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

Discussion

In order to encourage public housing residents to become more involved in homeownership opportunities, it is necessary to increase individuals earning potential. In order to purchase a home, residents must improve credit, decrease debt and save. This can only be accomplished through increasing income. This requires greater employability. To promote employment opportunities for very-low to moderate income residents, when appropriate, all subrecipients will be required to sign the Section 3 Certification which states the purpose of Section 3 and that work performed under this contract is subject to the requirements of Section 3. The documentation lists requirements for recruiting Section 3 residents, which includes: where job notices/advertisements should be listed to ensure Section 3 residents have an opportunity to apply; maintaining a list of Section 3 residents who have previously applied for job opportunities; and that the contractor must certify that vacant employment and training positions were not filled to circumvent the contractor’s obligation under 24 CFR Part 135. Contractors must sign that they will make every effort to “...comply to the greatest extent

feasible with the objectives and percentage goals established in the Section 3 Plan for Housing and Community Development Assistance of the City of Norwich.”

The opportunity to attend employment related trainings will be made available at the Norwich Public Housing Authority for residents who have related experience. Contractors will be provided with the list of individuals attending trainings in order to promote potential employment opportunities.

AP-65 Homeless and Other Special Needs Activities – 91.220(i) N/A

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Introduction

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including:

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

Addressing the emergency shelter and transitional housing needs of homeless persons

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

Discussion

The Director of Norwich Human Services and her assistant, who are both municipal employees paid by local taxes, are on the Executive Committee of the Southeastern Connecticut Regional Partnership to End Homelessness. This group is responsible for the drafting and implementing of the region's Ten Year Plan to End Homelessness. The group is also responsible for submitting the region's Continuum of Care Application to HUD for funds to address homeless prevention and supportive Housing. HUD awards an average of approximately \$1.2 million dollars annually to the various non-profits and municipal agencies listed in the Continuum of Care application for serving residents in the Norwich-New London area.

The service providers funded by the Continuum of Care grant include a wide variety of service providers. The vast array of services offered through these programs include two-year transitional housing for homeless women and women with children, a family homeless shelter, supportive housing for single adults, security deposit, rental assistance, utility assistance and food assistance programs for populations at risk for homelessness, landlord-tenant mediation programs, mobile and stationary medical care for homeless individuals and individuals with HIV, case management services, mental health services, life skills counseling and transportation for residents of supportive housing. Currently, the combined services provide 36 beds of supportive housing in the City of Norwich and 123 beds for Transitional housing.

CDBG funds administered through Norwich Department of Human Services will do several things to support homeless individuals in their quest to become housed and to prevent homelessness for individuals on the edge. Support of a winter shelter and case management services for homeless will be provided. The partners of the Continuum of Care also receive funding from the State of Connecticut Mental Health and Addiction Services, Federal PATH Funds, grants from private entities such as Pfizer, Dime Bank, People's Bank, local churches and private fundraisers.

The Norwich Public Schools uses the McKinney-Vento assistance to provide transportation to the school of origin of clients, to the staff salary for a paraprofessional who helps homeless children and to provide partial payment of a salary for the coordinator of homeless services at the Norwich Public Schools. The City of Norwich Housing Authority, Department of Human Services and Office of Community Development work closely together on retaining vouchers for residents living in subsidized complexes that have been privatizing. The local shelter, TVCCA, also administers additional vouchers to place families in permanent affordable housing. The Norwich Housing Authority managed 514 housing choice vouchers for Norwich residents in the past year.

The City of Norwich is committed to providing affordable and supportive housing for its residents in need through city departments, agencies and local non-profit agencies. The Reliance House is a local non-profit organization that provides 36 units of temporary supported housing for the homeless. It has received Community Development Block Grant funds in the past through the City of Norwich for a homeless shelter.

- The Thames River Family Program, jointly funded by HUD and the state, provides 24 units of supportive housing for homeless women and children. The jurisdiction supports the project and has provided funds for salaries, architectural costs and a youth services coordinator in previous years.
- The Martin House provides housing for mentally ill and dually diagnosed individuals. The City aids in client management and livability programming which teaches clients to become self-sufficient.
- The Flora O'Neil Apartments provides 6 transitional living apartments for formerly homeless women. The Katie Blair House offers two-year supportive housing for formerly homeless women.

The City participates in the Continuum of Care and shares services along a broad array of providers. Several members of the Continuum of Care provide Homeless Prevention Services. Catholic Charities, Bethsaida Community Inc., DCF, Child and Family Agency, Reliance House, Salvation Army, Sound Community Services, SMHA, Stonington Institute, TVCCA, Thames River Family Program, the Women's Center and Norwich Human Services provide emergency rental assistance. Mortgage assistance is provided by Catholic Charities, Child and Family Agency, Dime Bank, Liberty Bank, TVCCA and the Salvation Army. Bethsaida Inc., Catholic Charities, DCF, Norwich Human Services, Reliance House, Salvation Army, Sound Community Services, SMHA and TVCCA give utility assistance. Legal Assistance is provided by The Women's Center,

Connecticut AIDS Legal Network and Connecticut Legal Services. Counseling and Advocacy are provided by Bethsaida Inc., Catholic Charities, DCF Martin House, Norwich Human Services, Reliance House, Salvation Army, Sound Community Services, SMHA, Stonington Institute, TVCCA, TRFP, Veterans Center and the Women's Center. Federal grant funds that provide emergency funds for food and shelter are managed by the local chapter of the United Way. The Alliance for Living provides security deposits, utilities assistance, counseling and rental assistance for people with HIV and AIDS.

The City works with the Southeastern Connecticut Coalition to End Homelessness and the other providers to meet the need and connect the most vulnerable of populations with supportive services that allow individual to achieve as much independency and self-sufficiency as possible.

The Ten-Year Plan focuses on three key components – Housing, Providing Safety-Net and Increasing Employment Opportunities & Income. As excerpted below, the City will make efforts to assist in carrying out these goals and recommendations:

Goals and Recommendations

Southeastern Connecticut's plan for addressing the housing needs of its homeless citizens will involve four core elements

- Developing permanent supportive and affordable housing;
- Advancing a public policy agenda which minimizes the regulatory barriers to developing housing and prioritizes our shared goal of ending homelessness;
- Carrying a public information campaign regarding our plan to every town and city on the region;
- Assuring that agencies who provide services to homeless individuals and families prioritize the self-determination of their residents and have resources to continuously improve the quality of their programs.

Goal 1:

All homeless individuals and families will have access to safe decent and affordable housing with support services available if needed.

Measures:

1. The average stay in area homeless shelters will be reduced to less than 30 days by 2013.
2. 90% of those leaving area transitional housing programs will move on to permanent housing.
3. The number of chronically homeless individuals and families will be reduced by 70% (from 148 to 48) by January 2014.

Goal 2:

Local government policies and practices will reflect the region's commitment to ending homelessness. Southeastern Connecticut will be an active participant in state and national efforts to effect change in support of our goals.

Measure:

The Southeastern Connecticut Council of Governments (SCCOG) will adopt the ten year plan and assist with its implementation.

Goal:

Individuals and groups throughout Southeastern Connecticut will know about the Ten Year Plan and understand how they can help to end homelessness.

Measures:

1. By January 2013, at least one civic and one faith-based organization from each town will be represented on a public information planning committee promoting the Ten Year Plan.
2. By 2013, public information efforts will reach each town in the region, educating community members regarding homelessness in Southeastern Connecticut and what they can do to help end it.

There are multiple levels of homelessness and multiple activities used to reduce and potentially end homelessness. The City is adjusting its current strategy to end homelessness by increasing permanent housing solutions through temporary rental subsidies. At the same time, individuals are paired with resources that include: job training and job creation (incentives for businesses to hire LMI residents); shelters; mental health and addiction related services, financial counseling; utility assistance; and resources to reduce food scarcity concerns.

As previously mentioned, the City participates in the Continuum of Care and shares services along a broad array of providers. Homelessness Prevention Services are provided by several members including Catholic Charities, Bethsaida Community Inc., DCF, Child and Family Agency, Reliance House, Salvation Army, Sound Community Services, SMHA, Stonington Institute, TVCCA, Thames River Family Program, the Women's Center. In addition, Norwich Human Services will provide emergency rental assistance to a greater number of individuals in order to increase permanent housing opportunities. Extremely low income individuals receive free or reduced legal assistance, counseling and advocacy assistance, job training opportunities, and emergency funds for food as well as shelter support.

The City works with the Southeastern Connecticut Coalition to End Homelessness and the other providers to meet the need and connect the most vulnerable of populations with supportive services that allow individual to achieve as much independency and self-sufficiency as possible.

The Ten-Year Plan focuses on three key components – Housing, Providing Safety-Net and Increasing Employment Opportunities & Income. Please review Section 15 for relevant plan excerpts.

Case management teams will look to create a community profile to uncover city-wide needs that are not being addressed adequately or efficiently. Conversations with residents include a focus on barriers to stability as well as income, emotional, physical, and educational needs of the clients.

It is important to note that formal discharge protocols are in effect for foster care, mental health care and incarceration. A health care discharge protocol is in development. A Chafee Plan has been written by the State of CT to outline the state's plan for implementing the Foster Care Independence Act of 1999. A Community Housing Assistance Program provides discharged youth with a subsidy to cover living expenses. With few exceptions, foster care programs do not discharge youth to emergency shelters, the streets or McKinney-Vento funded

beds.

The State of Connecticut Department of Mental Health and Addiction Services (DMHAS) have policies in place that ensure every attempt is made to verify discharge housing arrangements. Clients shall not be directly discharged by an inpatient facility to an emergency shelter or the street. No patient shall be discharged from a DMHAS facility without documented evidence that discharge and aftercare plans have been made an integral part of the treatment plan.

The Department of Corrections completes an Offender Accountability Plan for each inmate. A standardized discharge plan is completed with inmates at the end of the sentence, identifying housing, identification and community resource needs. With few exceptions, the Department does not discharge youth to emergency shelters, the streets or McKinney-Vento funded beds.

In addition to the Goals defined under specific activities to undertake, the City of Norwich has approved the Southeastern CT Coalition to End Homelessness recommendations to address those goals, as noted below:

The following are recommendations for the region as well as the City:

Recommendation Goal 1:

- Adopt recommendations of the statewide Reaching Home Campaign by creating 704 new units of permanent affordable and supportive housing over the next ten years:
- Prioritize the addition of 148 units of permanent supportive housing over the next three years specifically for those who are currently experiencing chronic homelessness;
- Develop 564 new units through a combination of new development and rehabilitation;
- Utilize 140 total units through the use of existing housing.
- Expand the capacity of area non-profits to develop and operate supportive housing by encouraging formation of at least one development team annually to apply to the Corporation for Supportive Housing's One Step Beyond Training Institute, or other capacity building initiatives.
- Investigate formation of a non-profit housing development corporation or collaborative whose mission would focus on the creation of permanent supportive housing in the region.
- Identify traditional and non-traditional funding resources to support the development of permanent supportive housing in the region and disseminate information to potential developers, service providers and property managers. Examples of funding resources may include the Affordable Housing Trust Fund, resources for pre-development funding such as the Corporation for Supportive Housing, the Next Step Initiative, funds from the U.S. Department of Housing and Urban Development, tax credit deals, and others.
- Build on the successful collaboration between the Southeastern CT Mental Health Authority, Sound Community Services and the New London Housing Authority to add 20 units of supportive housing to those currently being utilized by formerly homeless

individuals and families.

- Create initiatives similar to that of the New London Housing Authority in Groton, Norwich and other communities in the region.
- Identify area agencies that are willing to take on “master leases” and other models for supportive housing units developed through the use of existing housing, indemnifying private landlords who may be hesitant to lease units to individuals and families with poor rental histories or other barriers.
- In collaboration with the Regional Planning Agency, Southeastern CT Council of Governments, and the Southeastern CT Housing Alliance (SECHA), create an inventory of land and properties in the region suitable for housing development or rehabilitation.
- Increase housing production capacity by engaging for-profit housing developers in the attempt to end homelessness.
- Investigate new models to support homeless families in gaining access to permanent affordable housing including shallow subsidies (partial rental subsidies often for \$150 to \$200 month), transition in place models (transitional supportive housing programs where the tenant assumes the lease at the end of two years) and other alternative funding sources for housing subsidies.
- Prioritize funding for incentives to local landlords who make affordable units available to homeless such as small cash grants or loans for minor repairs.

Recommendation Goal 2:

- Work with the SCCOG to gain the support of every town and city in the region to contribute to the shared goal of ending homelessness.
- Where new housing production is prevalent, encourage those communities to adopt 80/20 standards which assure that market rate development includes a 20% set aside for affordable housing. In addition, support the establishment of a per unit buy out clause on affordable housing development as utilized elsewhere in Connecticut cities to allow the establishment of local affordable housing trust funds.
- Work with towns in the region to assure that supportive housing is included as an ongoing strategy for meeting their 10% affordable housing development requirements and/or other community development initiatives.
- Through SCCOG and the Regional Planning Authority, identify adjustments to current zoning regulations across the region, including density restrictions, to support the development of permanent supportive housing. Look to municipalities around the state, such as Stamford and New Haven, for initiatives that can be replicated in Southeastern Connecticut.
- Work with the Statewide Reaching Home Campaign, Housing Production sub-committee to identify ways to speed production of supportive housing in the region and to create incentives for involvement by for-profit developers in order to increase local capacity.
- Collaborate with and support SECHA efforts to preserve and develop quality affordable housing in the region.
- Expand availability of security deposit assistance to homeless families and individuals who have located housing but cannot afford to pay a security deposit. Investigate the use of non-traditional funding resources for such assistance including the establishment

of a loan pool supplemented by donations and housing court related fines.

- Advocate for the Department of Mental Health and Addiction Services to examine and include best practices in provision of treatment and substance abuse services to those who are actively using or prone to relapse.
- Advocate for the expansion of residential treatment opportunities for those struggling with addictions.

Recommendations Goal 3:

- Work through the SCCOG, United Way of Southeastern Connecticut and community leadership to launch a public education campaign throughout the region with the goal of addressing the stigma associated with supportive housing and gaining widespread support for the region's efforts to end homelessness.
- Work specifically with the faith based community to advocate in support of efforts to contribute as above, particularly in suburban towns.
- Increase public awareness at every opportunity by publicizing progress toward our goals through press releases, radio interviews, and public service announcements.
- Provide information and training to local landlords on the benefits of working with providers in housing homeless and formerly homeless individuals and families.

Information and training include:

- Information on local and state incentive programs;
- Tax abatements and how to access them;
- How supportive housing works;
- Services and interventions for tenants;
- Success of scattered site supportive housing.

The Community Development Block Grant has funded several opportunities over the last 2 program years to address issues mentioned in this question. These opportunities include: handicap accessible ramps, access to nutritional programs from which the elderly can benefit and assistance to the Southeastern Council on Alcoholism and Drug Dependency.

The City will continue to address needs of the non-homeless special needs through increasing handicap ramps categories to ensure the most vulnerable of populations are protected. This includes working with the Continuum of Care, Southeastern Mental Health Affiliates and the partner agencies affiliated with these programs and the activities mentioned previously.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Discussion

The State of Connecticut still remains the location as one of the highest state-wide housing prices. In New London County, the high prices combined with fewer jobs and lower wages creates a situation where housing choice is impaired. The City of Norwich continues to try to increase the supply of affordable housing. From 2006-2011, 123 units of affordable housing were created through City-supported projects. There are currently 200 units of mixed income in construction with an additional 116 awaiting financing approval from the State of Connecticut Department of Economic and Community Development.

In 2014-15, the Norwich Property Rehab Program will make 22 housing units lead safe and provide rehabilitation funding to 18 of those housing units. As part of the rehabilitation program, the majority of units will receive energy efficiency upgrades that include windows, heating and insulation. Units will also receive pre-construction energy audits as well as information regarding rebates on energy efficient appliances. As a result, the rehabilitation program not only improves housing stock while providing adequate housing for very-low to moderate income individuals, it also works to reduce housing cost burden.

Low wages in the region work to impair housing choice. Therefore, it requires more than just a housing rehabilitation strategy to make housing affordable. The City of Norwich has committed a significant portion of its grant to attacking the sources of poverty at the root. The job training assistance program will be augmented to train eligible applicants for higher paying jobs. Enabling people to earn living wages and retain more of their earnings by assisting them with basic needs such as education, childcare and food will improve their ability to have a choice of housing.

For existing homeowners, the City of Norwich also refers homeowners having difficulties paying mortgages to a HUD approved housing counseling service at Catholic Charities.

From a policy perspective, the City will focus on helping to support an increase in the housing and community development function in the Congressional budget resolution(s), specifically HUD related funding. Congress has already made significant funding cuts in low-income housing and related programs. We will pursue opportunities to advocate for Congress to increase appropriations back to the nominal 2010 level, at a minimum. Deep cuts decrease the availability of affordable housing. The lack of affordable housing impacts all facets of the

American economy. It is a primary driver of homelessness, prevents stability in those slightly above poverty and works to create additional health and safety barriers for low-to-moderate income people. It, in turn, increases other line-items in the National budget.

As part of pursuing these opportunities to advocate, the City will work to advocate for Housing Choice Vouchers program and to restore cuts proposed to the HOME, 202 and 811 programs. Community Development will work to educate elected officials and residents on the real impact of supportive housing and affordable housing programs. We will work with organizations such as Corporation for Supportive Housing, Connecticut Housing Coalition, Connecticut Fair Housing Connecticut Coalition to End Homelessness to help advocate for policies that not only remove barriers directly but also provide adequate resources to meet the HUD housing objectives.

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AP-85 Other Actions – 91.220(k)

Introduction

Actions planned to address obstacles to meeting underserved needs

Actions planned to foster and maintain affordable housing

Actions planned to reduce lead-based paint hazards

Actions planned to reduce the number of poverty-level families

Actions planned to develop institutional structure

Actions planned to enhance coordination between public and private housing and social service agencies

Discussion

In order to address obstacles to meeting underserved needs, foster affordable housing and reduce the number of poverty-level families, the City will focus on 3 overarching priorities and objectives during the next year. We will work to (1) Provide Decent Affordable Housing by managing programs that increase homeownership opportunities as well as promote code improvement and energy efficient housing; (2) Create a Suitable Living Environment by focusing on activities working to address quality of life issues that encourage collaboration and foster a sense of community on a city-wide scale; and (3) Expand Economic Opportunities for Low-to-Moderate Income Residents by supporting programs that increase self-sufficiency and stability of residents.

Provide Decent Affordable Housing - The City will continue to provide a Property Rehabilitation Program, which is available to both owner-occupants and investor-owners. The program anticipates performing full property rehabilitation including lead hazard reduction for 22 housing units and associated project delivery costs (partial salary and fringe benefits for Rehab/Lead Officer and Program Assistant.) The Lead Hazard Reduction Program will make units lead-safe. The program requires rents to remain accessible to low and moderate-income renters after completion of rehabilitation. The direct result of reductions in funding during 2012 required us to reduce the amount of funding given per unit from \$30,000 per single unit to \$15,000 and adjusted the repayment term from 30-years down to 15-years. This allowed us to maintain the program, have broad impact and sustain affordability for the borrower/client. We will continue with these amounts in order to maintain consistency.

The DIME savings bank continues to operate the CHAMP program. The CHAMP program offers below market rate loans to developers of affordable housing. There is a requirement that the rents remain affordable. The DIME savings bank also has a down payment assistance program where low and moderate-income client funds are matched by the bank up to \$5,000 for a required down payment.

Norwich is unique in that it has its own utilities company. Norwich Public Utilities (NPU) provides electricity, gas, water and sewer to residents. We will partner using local dollars and the Connecticut Energy Efficiency Fund to help residents lower utility costs and their housing cost burden. NPU will provide energy audits and energy solutions, while working to incentivize residents to upgrade antiquated systems.

The City of Norwich continues to support efforts in the State legislature that increase opportunities to make housing affordable in Connecticut, including the HOME Connecticut Program and the CT Housing Trust Fund.

Southeastern Connecticut is home to a broad range of individuals who hail from diverse backgrounds in education, wealth, race and ethnicity. While the region is diverse, the community has the same concerns involving crime, education, poverty and infrastructure maintenance found in more densely settled regions. In those more densely populated settled regions, you will find a multitude of talented social service agencies and non-profits available to assist low-to-low-moderate income individuals. Norwich is now the largest city in New London County based on Census population data. Even prior to the increase in population, Norwich provided an inequitable amount of resources towards assisting low-income individuals. In PY 2014, programs that help increase job training skills, provide transportation to and from work, provide safety-net assistance for childcare issues, and provide permanent housing instead of sheltered housing will be funded.

Create a Suitable Living Environment – Improving quality of life has a different meaning based on what your needs are. It can begin, for some, at a young age. Learning proper behavior, language, social skills, values, attitude and work ethic early on increases the opportunities in the future. It also works to strengthen community ties and improve neighborhood safety through better communication. That is why the City is investing heavily in youth related programming, which includes: a training and job placement program for disenfranchised youth that lead into a career path; and an after school education program which will provide added tutor-like opportunities for youth.

Expand Economic Opportunity - There are a number of key methods to increase self-sufficiency and stability of residents. It can be achieved by increasing residents' income, decreasing debt or financial obligations, increasing assets and improving their ability to communicate

effectively. That is why funding English as a Second Language as well as Norwich Works job training and education programs are essential to improving the economic efficiency of LMI residents.

Provide for Decent Housing - The City will continue to address Lead Based Paint, as well as other environmental concerns in coordination with the Property Rehabilitation Program. In 2012, the CD office received another \$2.1 million Lead Based Paint Hazard Control grant for reduction of lead based paint hazards in residential properties from HUD's Office of Healthy Homes. The Office of Community Development had successfully completed a former round of funding for the same program during the last three years.

The new \$2.1 million grant will allow the Norwich property Rehab Program to increase its volume of lead safe housing unit production annually. An additional staff member that specializes full time in community outreach for the lead hazard reduction program will continue to implement an extensive outreach and education program about lead hazard reduction and the availability of funds for rehabilitation. This outreach will specifically target families with young children and the minority community.

Progress and Performance: The City of Norwich Community Development Office completed its third and final year of the 2009 ARRA funded Lead Based Paint Hazard Control (LBPHC) Grant in 2012. The program's performance was excellent, achieving a "green" designation on all HUD quarterly evaluations with numerical scores never below 95%.

| 2009 LBPHC | Category | Actual | Program Goal | % to Goal |
|-----------------------------|----------|------------|----------------|-----------|
| | Enrolled | 105 | 110 | 105% |
| | Assessed | 86 | 110 | 128% |
| | Cleared | 63 | 105 | 167% |
| | | | | |
| 2012 LBPHC (Eff. 5.15.2012) | Category | YTD Actual | Goal 3.31.2014 | % to Goal |
| | Enrolled | 77 | 83 | 93% |
| | Assessed | 56 | 63 | 89% |
| | Cleared | 31 | 47 | 66% |

As shown in this chart, we exceeded the goals of the 2009 program. Due to weather conditions and changes in HUD guidelines, we are ahead in most categories but lagging slightly in completed units for 2012. As we enter spring, we anticipate production will fall in line with the goals.

Capacity Building Efforts:

- Lead/Rehabilitation Officer providing overall project delivery and oversight

- Utilize per-diem Diversity Outreach Specialists to better assist/access underserved and limited English proficient populations
- Certified Contractor training/education
- Training/Education to property owners, renters and multiple housing/health inspectors (fire marshals, building inspectors, health inspectors)

Community Impacts: Our recently completed program has had numerous positive impacts in the community to date:

- Produced 105 newly lead-safe housing units
- Used lead funding in coordination with the Neighborhood Stabilization Program (NSP) to return foreclosed and uninhabitable/abandoned properties back to the market
- Increased property value assessments and tax revenues
- Used lead funding in coordination with CDBG to return 19 (30% of total units completed) condemned units to the market
- Conducted 58 educational/outreach events in the community reaching approximately 6500 unduplicated individuals with basic Lead Paint Hazard awareness
- “Diversity Outreach Specialists” employed to target the burgeoning populations of non-English speaking families here in Norwich (Chinese, Hispanic, Haitian). Through the use of these “Specialists” we reached underserved immigrant populations (45% of enrolled units to date); this builds community relationships and trust
- Created employment opportunities for small and minority contractors

The Community Development Department has an excellent institutional structure that is evolving on a regular basis. Programming and office functions are reviewed regularly. Friday afternoons are reserved for creative conversations with the team to discuss current concerns, potential changes and possible added opportunities. At the same time, the team works with external departments to build capacity. Building, Planning, Zoning, Assessor, Public Works, Public Utilities, Uncas Health (local health department), Norwich Human Services, and the Fire Marshall meet bi-weekly to discuss issues and refer cases. Community Development Department team members are cross-trained in each others work and communicate through bi-weekly meetings. The team consists of:

Community Development Supervisor, Gary A. Evans, has 16 years of experience creating and implementing programs that help low-moderate income individuals become financially stable and self-sufficient. He will monitor activities for all aspects of program compliance with assistance from other key staff. Mr. Evans provides technical and programmatic design, overall management, liaison with City Manager and City Council, and supervises Community Development staff.

Program Assistant, Susan Goldman, who is currently in this position, has eleven years of experience administering community development programs. Ms. Goldman has the following responsibilities: oversight of department activity budget and related ledgers, management of program income and revolving loan accounts, monitors expenditures for timeliness compliance as well as reviews submitted invoices and supporting documentation, manages daily financial

aspects of grants, including accounts receivable and payable, tracks financial aspects of all rehab/lead contracts and change orders, prepares documentation for Lead Program LOCCS draw downs, IDIS, and works with the City Accountant in the Finance Department to reconcile accounts monthly ensuring funds are not co-mingled.

Lead/Rehab Officer, Program Manager. Wayne Sharkey has extensive housing rehabilitation experience with a background in environmental construction issues. Previously, Mr. Sharkey held positions with private contractors as a project estimator and job supervisor for construction projects with a specific focus on environmental issues (lead paint, asbestos, hazmat). Mr. Sharkey is a lead paint inspector/risk assessor, licensed by the State of Connecticut and holds asbestos abatement supervisor credentials. Mr. Sharkey has been providing program management on behalf of the City for 12 years and manages rehabilitation activities for the CDBG funded Housing Rehab Program and administers the existing ARRA funded lead paint hazard control grant. In his capacity some key duties include: direction and oversight of intake and enrollment activities; coordinate/monitor work specification development; execute and monitor construction contracts/implementation; monitor lead paint hazard control work and unit production; coordinate and collaborate with program partners/sub-contractors to ensure benchmark goals are achieved; provide direction and monitor Intake/Outreach Specialist; track data and submit quarterly reports; interface with state and local entities to ensure program compliance.

The Intake/Outreach Specialist, Jacquie Barbarossa has 30 years of administrative experience, 16 years of experience in mortgage banking where she worked to qualify clients based on underwriting criteria and prepared loan closing documents and supervised staff. She has 4 years experience in Blight, Housing, and Planning & Zoning where she dealt with landlord/tenant housing issues and code requirements. She also has 22 years of experience as a bookkeeper/office manager of a small business preparing billing, payroll and federal and state reports. She has been the Intake/Outreach Specialist for the last 6 months. This position is in charge of case management services including all client intake, qualification and data management. Mrs. Barbarossa works under the general supervision of the Community Development Supervisor.

As is evidenced by staff experiences listed above, the team's knowledge is part of the institutional structure. From a management perspective, the greatest concern is losing a valued member of the team. Lack of future funding is part of the concern. Safe continues to cross-train in order to limit delivery of services that may result if lay-offs occur. The Community Development Supervisor developed a list of core duties with concurrent timelines/due dates. Staff continue to be versed and updated in the duties of their colleagues in order to simulate the impact of staff reduction.

Existing Community Development staff will continue to meet weekly to discuss opportunities to evolve the Community Development department – including Results Based Accountability (RBA) training to improve community outcomes and the creation of public-private partnerships that

stabilize the local economy.

Since July 1, 2013, the Community Development Office began working with the City Manager's Office on a number of special projects. This has allowed the CD Office to be present on economic development related activities outside of the usual scope. A key focus has been on creating measures that increase performance around community development. It also means that staffing throughout the City will begin to work more closely with Community Development.

The City of Norwich is working diligently to create opportunities for businesses to expand or relocate to the area. The well paid technology and manufacturing jobs have been significantly reduced and replaced by the need to hire low skilled, poorly paid positions within the service industry. The City is working with the business community to raise the skill level of residents in order to increase their wage scale; improve resident's ability to communicate effectively; introduce strategies that decrease monthly obligations in order to increase disposable income; and foster an environment for businesses to thrive.

The Office of Community Development is making a significant investment in job training, education for residents with limited English proficiency, energy efficiency measures designed to reduce utility bills for low-income people and job creation/retention programs to increase the living wage. We are also making significant investments to assist homeless working families to regain housing.

Due to the high number of foreclosures that has disadvantaged renters and homeowners alike, the Norwich Office of Community Development is responding to this situation by administering another round of the Neighborhood Stabilization Program. The previous program resulted in 16 new rental units in formerly abandoned and foreclosed properties. In PY 2012 and 2013 we focused on homeownership and rental for 50% AMI. The CD Office uses the Rehabilitation program as an opportunity to decrease housing cost burden through energy efficiency and aid in ensuring residents live in affordable, safe and decent housing. Without this program, many homeowners would be unable to sustain homeownership and many renters may choose to pay more in rent to ensure a safer and/or more decent housing.

The Office of Community Development will continue to invest in job training and education, a powerful tool against poverty. The components of the education and job training programs range from investment in English language skills to job training in the health sciences and other skilled trades. A local shortage of health care workers means that those trained in that area will be able to secure gainful employment and improve their financial situation. The Office of Community Development confers extensively with industry leaders and human service professionals to identify those trades with employment and earning potential. The Office of Community Development will continue to research which jobs are in demand in the region when expanding its job training program in the future.

Norwich is a member of the Southeastern Connecticut Enterprise Region (SeCter), an organization that maintains an office in New London. SeCter provides technical assistance to

entrepreneurs and operates a revolving loan fund where business owners can attain below-market rate loans.

Norwich Human Services, a municipal agency, offers free tax filing assistance for low and moderate-income families and is an official VITA site. NHS and several area non-profits also offer assistance to prevent eviction, including landlord-tenant mediation, emergency rent assistance and utility assistance.

United Community and Family Services in Norwich offers a range of medical services to uninsured individuals and those insured through Medicaid. Free OB-GYN services, including mammography, are offered to uninsured women. Foster Care Support, child abuse prevention programs, and pediatric and adult primary care services are available at the clinic.

Lastly, the City of Norwich will fund a job creation/retention program using CDBG funds. This program will work to leverage state, federal and private funds to create or retain jobs for low-to-moderate income employees.

Monitoring/Compliance

The Office of Community Development provides training to new grantees on grant expectations and requirements. The first part of the training focuses on proper recordkeeping and ensuring client eligibility requirements are met. The second component focuses on creating and managing defined outcomes that more accurately align with the 5-Year Consolidated Plan. All social service subrecipients and relevant administrators are required to attend. This ensures the employees delivering the services are aware of what needs to be achieved and the message is clear as it passes down the hierarchy.

Prior to receiving funding or work beginning, the City requires subrecipients to execute an agreement with specific performance requirements. The City of Norwich handles all infrastructure projects not administered by the Norwich Housing Authority. The Office of Community Development performs on-site employee interviews with construction personnel to ensure that contractors are adhering to the requirements of the Davis-Bacon Act.

The Purchasing Agent collaborates with the Office of Community Development regarding the bidding process for non-Housing Authority infrastructure jobs. For public service programs, the Office of Community Development requests income information based on the HUD methodology of qualifying clients.

This information is maintained by the individual grantees and is available to the Community Development Office in a redacted form for monitoring purposes. Per HUD guidelines, homeless and/or disabled individuals and clients receiving assistance as a result of domestic violence are presumed to be low-income.

The CD Office will conduct monitoring throughout the year for public service and construction. Whenever necessary, further monitoring procedures will be developed in conjunction with the initiation of new programs, as required by HUD. This will be done to help ensure long-term compliance with program requirements and comprehensive planning requirements.

All public service subrecipients are required to submit quarterly reports to the Office of Community Development and be available when requested for an on-site visit. During the on-site visit, a CD staff member will conduct a questionnaire regarding performance measures established during the training session and will review financial records. The questionnaire is a mix of yes/no questions, verifiable data requests, evidenced responses from multiple file review and anecdotal evidence. All clients receiving direct assistance will be required to submit income information per program guidelines. Clients of subrecipients will submit this information to the subrecipients who will certify that at least 51% of the population they serve are low or moderate-income.

Property owners receiving assistance will certify that they will not exceed the applicable fair market rents for the period of time required by regulation for units rehabilitated with Norwich Property Rehab funds. Specific monitoring for lead-based paint compliance will continue in the Property Rehab Program. Section 504 discrimination regarding handicapped accessibility will be monitored through individual inspections by the Community Development Office and the Housing Department. Adherence to Davis Bacon wage requirements will be assured through on-site visits and interviews to any CDBG funded construction project by a member of the Community Development Office or the Norwich Housing Authority.

The Community Development Office will seek authorization from the State Historic Commission whenever work on a historic structure is contemplated. Environmental review will be performed on all projects, as applicable, by the Community Development Office in concert with the Planning Director and the Fire Marshall.

As part of our recent HUD OHHLHC 2012 Lead Based Paint Hazard Control award, the City has been working to integrate information into a new GIS program that will allow for the tracking of lead interventions with building, fire, police, public utilities, planning and the assessor databases. This increases the opportunity to reduce code, health and safety issues that may otherwise go unnoticed and uncoordinated. As part of a change in PY 2013, The CD Office in coordination with the aforementioned departments provides homeowners with a basic maintenance checklist which they agree to follow as part of the terms of the loan.

In the event the City has concerns regarding timeliness of expenditures, the Community Development Office will place the subrecipient on a performance improvement plan in order to remedy such concerns. This plan includes a work-out schedule starting from an end date to achieve compliance, working backwards to put the project back-on-track through a series of benchmark dates.

Per HUD guidelines and in coordination with our CDBG application process, all recipients of funds are subject to minority business as well as Section 3 outreach. As stated previously in the Annual Action Plan:

“In order to promote employment opportunities for very-low to moderate income residents, when appropriate, all subrecipients will be required to sign the Section 3 Certification which states the purpose of Section 3 and that work performed under this contract is subject to the requirements of Section 3. The documentation lists requirements for recruiting Section 3 residents, which includes: where job notices/advertisements should be listed to ensure Section 3 residents have an opportunity to apply; maintaining a list of Section 3 residents who have previously applied for job opportunities; and that the contractor must certify that vacant employment and training positions were not filled to circumvent the contractor’s obligation under 24 CFR Part 135. Contractors must sign that they will make every effort to “...comply to the greatest extent feasible with the objectives and percentage goals established in the Section 3 Plan for Housing and Community Development Assistance of the City of Norwich.””

Advertising of opportunities takes place in locations that ensure exposure to and increase likelihood for minority contractors to apply. This includes but is not limited to public housing authorities, City/State procurement websites that encourage WBE/MBE contractors to apply, ESL programs, and Lead Based Paint remediation certification trainings. Many of the community based projects funded lend themselves to minority business owner opportunity criteria. In the event an unfair ratio of non-minority business owners were not responding to and/or winning bids, this office would implement requirements to ensure such contractors were fairly represented in the process. This may include additional statements promoting preference for and/or encouraging WBE/MBEs to apply.

The CD Office will continue to meet monthly and quarterly through round-table discussions with key industry leaders representing non-profit service providers & developers, the business community, utility companies and government agencies. This will ensure dialogue continues around programs that benefit low-to-moderate income individuals. The 2010-2014 Consolidated Plan produced a list of activities to be under-taken over the 5-year period. The CD Office will continue to work with the CDAC to ensure requests for proposals for CDBG applications focus on achieving those goals. The CD Office will match applications to information maintained on updated HUD tables. This will allow the CD Office to measure the timed achievement of Consolidated Plan goals.

Affirmatively Further Fair Housing

The City completed its full Analysis of Impediments to Fair Housing Choice in February, 2012. The Community Development Office developed the analysis in conjunction with multiple government, non-profit and business organizations, including but not limited to:

A number of recommendations were authorized as high priority by Council, including but not limited to the following:

1. Work with CT Fair Housing to conduct testing of sale and rental properties to identify such practices as racial steering and other violations of the Fair Housing Act at an early stage. Such testing should include controlled samples that are large enough to provide statistically significant results and findings.
2. Work with Eastern Connecticut Association of Realtors (ECAR) to provide training of real estate professionals is needed to discourage steering based on race, ethnicity, familial status, or disability, the four primary bases of fair housing complaints. This should include educating property owners who rent and educating tenants city-wide.
3. Norwich will require “affirmative marketing” of all new residential developments and buildings in order to receive a building permit, zoning, or subdivision approval. The underlying concept is to make home seekers aware of the full array of housing choices available to them. For the developer, affirmative marketing means taking special steps to promote traffic from particular racial or ethnic groups that are otherwise unlikely to compete for their housing.
4. Train key staff (including everybody who might answer the phone at the police department) to refer callers about fair housing to the designated staff person in City Hall. The designated individual should be well-versed in fair housing law and practices. At least one backup individual should be assigned to field calls for when the designated individual is not available.

Information about fair housing violations and remedies should be easy to find on the city’s website as discussed below. The proper number to call for assistance with fair housing should be listed on the “Who Do I Call?” web page under a clear heading like “Fair Housing Complaints.” However, the city should not rely heavily on the Internet because many of those who face housing discrimination may not have ready access to the Internet, be very skilled on the Internet, or read English well enough to use the city’s website effectively.

In PY 2014, the CD Office is participating in programming with CT Fair Housing. The same organization has been contracted to complete the State’s Analysis of Impediments to Fair Housing. Testing of property owners already takes place within Norwich and we will work together on issues of concern. ECAR currently provides testing and has agreed to assist us in disseminating any information to new or existing realtors, listing agents, renters, buyer or sellers to ensure an increase in knowledge around fair housing practices. The City will send a representative with marketing material to discuss fair housing concerns.

In coordination with the City of Norwich Building department, we are developing new material that reinforces fair housing practices around building units and rental properties. The City is in the process of redoing the website. Within the next 30-days, the City will be able to add contact information regarding “Who to Call” regarding fair housing complaints.

Lastly, the City is actively pursuing funding opportunities to cover additional testing, training, literature and marketing opportunities around fair housing concerns.

DRAFT

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

| | |
|---|----|
| 1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed | 0* |
| 2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan | 0 |
| 3. The amount of surplus funds from urban renewal settlements | 0 |
| 4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan. | 0 |
| 5. The amount of income from float-funded activities | 0 |
| Total Program Income | 0 |

* Please note that the City has “return of loan” funding from the Property Rehabilitation Program. These monies are directed back into the program and total approximately \$75,000.

Other CDBG Requirements

| | |
|---|---|
| 1. The amount of urgent need activities | 0 |
|---|---|