

# **CITY OF NORWICH**



## **CONSOLIDATED ANNUAL PERFORMANCE EVALUATION REPORT (CAPER)**

**Program Year 2018 (PY44)**

**September 1, 2018 – August 31, 2019**

## CR-05 - Goals and Outcomes

### Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

CDBG funds and Return of Loan were utilized to maximize benefits to property owners by matching them with Lead Hazard Control Funds. The City worked closely with the Building department and Blight Officer to provide the incentive for negligent property owners to comply with requirements.

Additionally, we were able to continue providing funds to the Housing Authority to install the next phase of ductless split units to elderly housing residents.

### Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Administration	Administration	CDBG: \$	Other	Other	2	2	100.00%	2	2	100.00%
Creating a Suitable Living Environment	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	3397	3807	112.07%	575	575	100.00%

Creating a Suitable Living Environment	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	5000	1214	24.28%	100	0	0.00%
Creating a Suitable Living Environment	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	CDBG: \$	Public service activities for Low/Moderate Income Housing Benefit	Households Assisted	25	0	0.00%			
Creating a Suitable Living Environment 2	Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	21000	23680	112.76%	575	575	100.00%
Creating a Suitable Living Environment 2	Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	250	15	6.00%			
Creating a Suitable Living Environment 2	Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$	Buildings Demolished	Buildings	5	3	60.00%			
Decent, Affordable and Safe Housing	Affordable Housing Public Housing	CDBG: \$	Rental units rehabilitated	Household Housing Unit	110	65	59.09%	32	24	75.00%

Decent, Affordable and Safe Housing	Affordable Housing Public Housing	CDBG: \$	Homeowner Housing Rehabilitated	Household Housing Unit	50	76	152.00%	9	15	166.67%
Decent, Affordable and Safe Housing	Affordable Housing Public Housing	CDBG: \$	Homelessness Prevention	Persons Assisted	0	26		0	26	
Decent, Affordable and Safe Housing	Affordable Housing Public Housing	CDBG: \$	Housing for Homeless added	Household Housing Unit	0	0		0	0	
Decent, Affordable and Safe Housing	Affordable Housing Public Housing	CDBG: \$	Housing for People with HIV/AIDS added	Household Housing Unit	0	0		0	0	
Decent, Affordable and Safe Housing 2	Affordable Housing Public Housing Non-Homeless Special Needs	CDBG: \$	Rental units rehabilitated	Household Housing Unit	18	18	100.00%	0	0	
Decent, Affordable and Safe Housing 2	Affordable Housing Public Housing Non-Homeless Special Needs	CDBG: \$	Homeowner Housing Rehabilitated	Household Housing Unit	15	1	6.67%	0	1	
Decent, Affordable and Safe Housing 3	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted		238				

Decent, Affordable and Safe Housing 3	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	CDBG: \$	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	350	122	34.86%	55	11	20.00%
Decent, Affordable and Safe Housing 3	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	CDBG: \$	Homeless Person Overnight Shelter	Persons Assisted	0	0				
Decent, Affordable and Safe Housing 3	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	CDBG: \$	Homelessness Prevention	Persons Assisted	250	34	13.60%	45	29	64.44%
Economic Opportunity	Public Housing Homeless Non-Housing Community Development	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	750	457	60.93%	165	0	0.00%
Economic Opportunity	Public Housing Homeless Non-Housing Community Development	CDBG: \$	Jobs created/retained	Jobs	10	8	80.00%			

Economic Opportunity	Public Housing Homeless Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	5	1	20.00%			
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**Table 1 - Accomplishments – Program Year & Strategic Plan to Date**

**Assess how the jurisdiction’s use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.**

Creating a suitable living environment - funds were obligated to sidewalks in a low/mod heavily traveled pedestrian area. This was completed this program year but funds were not expended due to an issue with Davis Bacon paperwork on the contractor's behalf.

Decent Safe and Affordable Housing - we were able to successfully match CDBG and HUD Lead Hazard Control funds to maximize benefit to low/mod residents of the City. The City was also able to continue energy efficient ductless mini-splits at Rosewood Manor Norwich Housing Authority units.

Economic Opportunity - Norwich Works provided numerous training and job matching opportunities to low income residents which resulted in employment.

**CR-10 - Racial and Ethnic composition of families assisted**

**Describe the families assisted (including the racial and ethnic status of families assisted).**

**91.520(a)**

	<b>CDBG</b>
White	356
Black or African American	140
Asian	0
American Indian or American Native	3
Native Hawaiian or Other Pacific Islander	0
<b>Total</b>	<b>499</b>
Hispanic	49
Not Hispanic	450

**Table 2 – Table of assistance to racial and ethnic populations by source of funds**

**Narrative**

Norwich has a diverse community and efforts are made to reach out to all nationalities. The Community Development office attends numerous outreach events and provides information to residents. We are an active participant in the Global Cities initiative in Norwich.

**CR-15 - Resources and Investments 91.520(a)**

**Identify the resources made available**

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	995,312	847,632

**Table 3 - Resources Made Available**

**Narrative**

Norwich matches property rehabilitation funds with Lead Hazard Control funds to maximize benefit to our residents. Additionally we utilize Return of loan funds to assist in funding the Rehabilitation Program.

Norwich Housing Authority also invested in their project.

**Identify the geographic distribution and location of investments**

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
City-wide	100	100	City-wide

**Table 4 – Identify the geographic distribution and location of investments**

**Narrative**

Norwich runs a City-wide program for the Property Rehab program. All public facilities are conducted in eligible census tracts. Sidewalks were granted funding in the Greeneville section of Norwich.



## **Leveraging**

**Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.**

## CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	45	11
Number of Non-Homeless households to be provided affordable housing units	55	29
Number of Special-Needs households to be provided affordable housing units	15	1
<b>Total</b>	<b>115</b>	<b>41</b>

Table 5 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	45	11
Number of households supported through The Production of New Units	0	0
Number of households supported through Rehab of Existing Units	41	39
Number of households supported through Acquisition of Existing Units	0	0
<b>Total</b>	<b>86</b>	<b>50</b>

Table 6 – Number of Households Supported

**Discuss the difference between goals and outcomes and problems encountered in meeting these goals.**

Norwich Rapid Rehousing and Shelter Diversion fell short of their estimated numbers this year. However, the return on the investment is still good as all of these families/individuals were either sheltered or remained housed.

We anticipated additional rental units but had more single family which increases the unit rate. Over-all we are very satisfied with the production in this area.

**Discuss how these outcomes will impact future annual action plans.**

Clearly there is a need for property rehabilitation/lead abatement in Norwich so we anticipate continued funding.

We will require a more realistic estimate from our sub-grantees on the number they will be able to serve.

**Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.**

<b>Number of Households Served</b>	<b>CDBG Actual</b>	<b>HOME Actual</b>
Extremely Low-income	49	0
Low-income	12	0
Moderate-income	0	0
<b>Total</b>	<b>61</b>	<b>0</b>

**Table 7 – Number of Households Served**

**Narrative Information**

The numbers of households served does not include other leveraged funds from Norwich Housing Authority in which an additional 6 units were completed.

## **CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)**

**Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:**

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

Norwich Community Care Team, a group made up of 19 agencies that provide services across an array of disciplines, provided temporary rapid re-housing vouchers to allow individuals to remain housed instead of being accepted into a shelter. Individuals received counseling and financial self-sufficiency information as they worked to increase personal stability. Sheltering is a temporary solution and has proven to be less cost effective than permanent housing. This program worked to reduce the single/individual population needing shelter and increase permanent housing opportunities. Another program managed by TVCCA offered the same service, but targeted families needing shelter and permanent housing opportunities.

A number of activities and services were funded to help the needs of the homeless and other special needs populations. Overall, these services addressed the high priority of reducing homelessness and the threat of becoming homeless. This year, the allocations to alleviate homelessness included working with the Continuum of Care to ensure that Emergency Shelter Grant funds provide stability to those that are transitioning from a shelter to their own apartment; energy assistance; meals; food staples; and counseling.

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

Norwich participates in the Coordinated Access Network (CAN). A CAN provides people facing housing crises a single access point to community resources. All continuums of care (CoC) must establish a comprehensive and standardized coordinated access system for shelter, prevention, rapid rehousing, transitional housing, and permanent supportive housing. (A CoC is a geographical administrative unit through which HUD funds are distributed. Each CoC serves as an area's lead agency for community-wide initiatives related to homelessness.)

In a CAN, the 2-1-1 Infoline serves as the gateway to a streamlined process for helping clients facing homelessness. The 2-1-1 Infoline is a single telephone source for information about community services, referrals to human services programs, and crisis intervention. The 2-1-1 website ([www.211ct.org](http://www.211ct.org)) also provides information for individuals and families facing homelessness, including information about mortgage and rental payment assistance programs.

Southeastern CT is ahead of the rest of the country in ending homelessness. Locally, our CAN is ranked

first in the state as far as identifying homeless people and connecting them to a resource. NHS lead the way by being the first agency in the region to have shelter diversion and rapid rehousing funds. This was made possible through the CDBG grant. Our CAN has also formed a task force to address homelessness amongst youth and a transitional housing program is converting its space to be able to house homeless youth. We are very progressive as a region. NHS is an active participant in all CAN activities

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after 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); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs**

The State of Connecticut mandates that discharges from foster care, health care, mental health facilities and the Department of Corrections be done in such a way as to minimize risk of homelessness. The Continuum of Care partners ensure that the proper steps are taken with regard to discharge planning. The following narrative is from the Continuum of Care Application:

#### Foster Care

Connecticut has built in an Independent Living Program that offers young people a continuum of independent living services along with specialized case management to ensure a successful transition to productive community life. The Community Housing Assistance Program provides youth aging out of Foster Care with a subsidy to cover living expenses.

#### Health Care

The two local hospitals, Lawrence and Memorial (New London) and Backus Hospital (Norwich) verbally confirmed that current discharge practice includes providing case management services. With the exception of extreme situations, local hospitals do not discharge into emergency shelters, the street or HUD McKinney–Vento funded beds. The New London Hospitality Center had 7 respite shelter beds funded by L&M Hospital for homeless people discharged from the hospital. These beds are monitored by Community Health Center medical staff.

#### Mental Health

The State of Connecticut Department of Mental Health and Addiction Services have policies in place that dictate that every attempt shall be made to verify discharge housing arrangements. Clients are not discharged into emergency shelters, the street or HUD McKinney–Vento funded beds.

## Corrections

The State of Connecticut Department of Corrections continues to complete an Offender Accountability Plan for each inmate, program outline and expectations during the entire time of incarceration. A standardized discharge plan is completed with inmates at the end of sentence, addressing issues including housing, identification and community resource needs. The Department has significantly increased staffing and the number of halfway house beds for parole and community services and contracts for a wide range of residential services in the community.

**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**

There are multiple levels of homelessness and multiple activities used to reduce and potentially end homelessness. We have virtually ended homelessness amongst veterans, we have no chronically homeless families, meeting the Zero 16 challenge. The City is adjusting its current strategy to end homelessness by increasing permanent housing solutions through temporary rental subsidies and other means. The City closed its winter overflow shelter in 2013 to expend resources on the strategies of rapid re-housing and shelter diversion. (Shelter services were provided by the regional, state funded shelter, the New London Homeless Hospitality Center under the HUD mandated process of coordinated access to shelter.) 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 Norwich Human Services, the United Way, 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 Partnership 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 Partnership is now a sub-

continuum of care as it has merged with the Balance of State Continuum for better efficiencies.

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. Norwich was the first to implement the Community Care Team model which is a recognized state best practice and is incorporated into many towns Ten Year Plans for coordinating care within this population.

## **CR-30 - Public Housing 91.220(h); 91.320(j)**

### **Actions taken to address the needs of public housing**

The Norwich Housing Authority received funding from the regular allocation and again through the recapture and reallocation process. They were able to install ductless split heating/cooling systems in 14 units. These units are typically electric heated and paid for by the elderly tenants. This provides a much needed break in costs to the elderly as well as provides an energy efficient heating/cooling system to them.

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

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 were 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."

### **Actions taken to provide assistance to troubled PHAs**

N/A



## **CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)**

**Actions taken 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. 91.220 (j); 91.320 (i)**

City of Norwich plans to work to remove barriers to affordable housing and the financial impact of efforts to protect public health and safety by taking actions to reduce costs or provide off-setting financial incentives to assist in the production of safe, high quality, affordable housing. To mitigate the impacts of these barriers, the City:

- Applied and/or wrote letters of support for State and federal funding to gap finance affordable housing production and rehabilitation of existing affordable housing stock.
- Streamlined the environmental review process for housing developments, using available state categorical exemptions and federal categorical exclusions, when applicable.
- Improved the permit processing and planning approval processes to minimize the delay in housing development in general and affordable housing development in particular.
- Continued to provide rehabilitation assistance and homeownership assistance, and to assist in the construction and preservation of affordable housing.

The City recently completed its housing needs assessment, Plan of Conservation and Development and Comprehensive Plan which identifies an inventory of sites with residential development, including sites that would be rezoned/upzoned to higher density development or redevelopment. This expanded inventory of mixed use and multi-family sites could facilitate the development of affordable housing.

Information about fair housing violations and remedies should be easy to find on the city's website. 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

## **Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)**

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 2018, programs that helped increase job training skills,

provide transportation to and from work, and provide permanent housing instead of sheltered housing were funded.

The City of Norwich implements a housing rehabilitation program and will continue to operate that program within the HUD Lead-Safe Housing regulations. The rehabilitation program offered through the City assists in reducing lead hazard by focusing on code compliance. The City will also ensure that educational workshops are offered, staff is appropriately trained in lead-based paint, pamphlets are distributed, inspections and assessments are conducted when required, and that contractors trained in lead safe practices are used.

In PY 2016 the City received funding of a Lead-Based Paint Hazard Control Grant through HUD's Office of Healthy Homes. Funds provide for temporary relocation for clients whose properties are in the process of having lead hazard issues addressed as well as other services that are required. As part of the partnership, the Uncas Health District and United Community Family Services provided lead hazard screenings and testing for elevated blood lead levels.

An additional staff member that specializes in community outreach for the lead hazard control program implements an extensive outreach and education program about lead hazard reduction and the availability of funds for rehabilitation. Outreach specifically targets families with young children and the minority community. The City also provides a Housing Rehabilitation program for low-moderate income residents.

#### **Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)**

The City received a Lead Hazard Control Grant from the U.S. Department of Housing and Urban Development. These funds are utilized and dove-tailed with property rehabilitation program funds and Healthy Home funds to ensure that property owners and occupants of the units are provided with a comprehensive approach to eradicating health and code issues in their home. Additionally, the Lead grant funds an Outreach Specialist who reaches out to groups and individuals in the community to provide lead-based paint hazard education and inform them of the program.

#### **Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)**

The anti-poverty strategy utilizes existing job training and social service programs to increase employment marketability, household income, and housing options. The City's anti-poverty strategy also includes direct activities that focus on job creation. In Norwich, there are a number of barriers to employment, including transportation, affordable child care, health/medical care, and even language skills.

As a means of reducing the number of persons with incomes below the poverty line and reducing employment barriers, the City coordinated efforts with other public and private organizations providing economic development and job training programs. Over the last few years, the number of public, quasi-public, and nonprofit organizations providing economic development and job training services in Norwich has increased. This includes youth programming that teaches basic jobs skills and exposes youth to paid opportunities where they are counseled in the position by case managers a

As part of job training, participants have previously been eligible to receive safety-net assistance, such as temporary transportation and child-care assistance. However, these funds are limited based on application and allocation from CDBG or other resources. There is no on-going source of funding. To stimulate business growth, Norwich has been using CDBG funds to encourage Norwich businesses to hire Norwich residents that are LMI. The strategy not only focuses on individual businesses, but works to tie in the job training programs. This way, Norwich residents graduating from the training programs have a greater chance of becoming employed.

It is also important to note that English as a Second Language and/or specific outreach to individuals/families with limited English proficiency is seen as an important investment in Norwich. Without basic understanding of English and the ability to communicate with everyone from neighbors, employers, emergency responders and public safety, many will remain in poverty.

Our partners in this endeavor include, but are not limited to:

- Norwich Human Services
- Norwich Area Chamber of Commerce
- Norwich Adult Education
- Eastern Connecticut Workforce Investment Board
- Norwich Community Development Corporation
- Community Economic Development Fund United Way of Southeastern Connecticut

The United Way, working with the City, has funded a "New Capacities" program. This program works directly with area employers and Electric Boat to enter those graduating from high school into a "pipeline" for training. This results in creating liveable wage jobs.

### **Actions taken to develop institutional structure. 91.220(k); 91.320(j)**

The City of Norwich's institutional structure is designed as a 6 member council, Mayor, and City Manager. The Council is elected on an at large basis every two years. The Mayor is elected every 4 years. The Community Development Office serves as the lead entity in carrying out Consolidated Plan

objectives. The Community Development Office coordinates CDBG funding and the implementation process, providing the institutional structure necessary for funding applications, private agency support, and program implementation to address established priorities. The development of the Consolidated Plan is a coordinated effort between public agencies, housing and community development groups, social service providers, faith-based organizations, and interested citizens.

City Council is responsible for calling meetings to review and approve program policies of the CDBG program, to coordinate proposed activities and funding sources, and to evaluate policies as they affect the provision of affordable housing and other necessary community development programs.

The City has also established a Community Development Advisory Committee (CDAC). CDAC is comprised of 7 residents of the City who are actively involved in the assessment and determination of community development needs and establishment of funding priorities. CDAC is an important link between the City Administration, City Council, and community residents and is vital to enhancing coordination.

The City uses non-profit organizations that are often sub-recipients administering and implementing programs funded through the City. These agencies play a key role in delivering services to the public and providing programs essential to the community such as homeless services, youth programs, and special needs services. The City of Norwich will continue to work with non-profit agencies in carrying out Consolidated Plan strategies.

Private entities can effectively support the delivery of programs and services by offering additional resources that can be leveraged to supplement existing services or fill in gaps. The City of Norwich will continue to seek additional funding sources for housing and community development activities when possible. The City will also continue the following efforts in enhancing coordination as it relates to housing and community development:

Consultation with housing and social service providers; Encourage service providers to work together as a collective group as opposed to separate entities; Participate in regional discussions to address housing problems; Participate with SCCOG; Work with New London on the development of a HOME consortium; Re-establish the Neighborhood Investment Groups and initialize efforts in neighborhoods not currently addressed; and Allow for public comments at each meeting held by CDAC.

The City of Norwich's Department of Human Services will also continue the excellent collaborative efforts to bring together social service providers, non-profit housing providers, health and mental health professionals, youth development program providers and others. The intention of this effort is to use this network of providers to spin off a task force effort and expand the role of this group to provide a more effective delivery of resources.

**Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)**

The City of Norwich has developed strong relationships with regional partners to ensure good coordination between public as well as private housing agencies. In 2018, the City continued these relationships by participating in the Coordinated Access Network (CAN).

A CAN provides people facing housing crises a single access point to community resources. All continuums of care (CoC) must establish a comprehensive and standardized coordinated access system for shelter, prevention, rapid rehousing, transitional housing, and permanent supportive housing. (A CoC is a geographical administrative unit through which HUD funds are distributed. Each CoC serves as an area's lead agency for community-wide initiatives related to homelessness.)

Nineteen agencies participate in the CAN network. These agencies represent a broad mix of public, private and social service agencies covering topics from housing to employment. In a CAN, the 2-1-1 Infoline serves as the gateway to a streamlined process for helping clients facing homelessness. The 2-1-1 Infoline is a single telephone source for information about community services, referrals to human services programs, and crisis intervention. The 2-1-1 website ([www.211ct.org](http://www.211ct.org)) also provides information for individuals and families facing homelessness, including information about mortgage and rental payment assistance programs.

CAN PROCESS includes an initial screening over-the-phone to assess issues and other immediate resources available. If these options do not meet the client's needs, the screener refers the client to meet with a CAN intake team.

**Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)**

As stated above, the City of Norwich plans to work to remove barriers to affordable housing and the financial impact of efforts to protect public health and safety by taking actions to reduce costs or provide off-setting financial incentives to assist in the production of safe, high quality, affordable housing. To mitigate the impacts of these barriers, the City will:

- Apply for State and federal funding to gap finance affordable housing production and rehabilitation of existing affordable housing stock - currently supporting 116 housing unit development at 50% AMI
- Continue to streamline the environmental review process for housing developments, using available state categorical exemptions and federal categorical exclusions, when applicable -

provided for CoC, Housing Authority and Property Rehabilitation Program

- Continue to improve the permit processing and planning approval processes to minimize the delay in housing development in general and affordable housing development in particular - worked with internal Planning staff to remove barriers associated with zoning/planning and building departments approvals.
- Continue to provide rehabilitation assistance and homeownership assistance, and to assist in the construction and preservation of affordable housing.

The City recently completed its housing needs assessment, Plan of Conservation and Development and Comprehensive Plan which identifies an inventory of sites with residential development, including sites that would be rezoned/upzoned to higher density development or redevelopment. This expanded inventory of mixed use and multi-family sites could facilitate the development of affordable housing.

## **CR-40 - Monitoring 91.220 and 91.230**

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

Subrecipients executed an agreement with performance requirements prior to work beginning. On-site employee interviews for construction projects were handled by the CD Office to ensure adherence to the Davis-Bacon Act. The Purchasing Agent is involved with the bidding process for non-Housing Authority infrastructure jobs. All public service programs collect information based on the HUD methodology of qualifying clients.

The CD Office conducted monitoring throughout the year for public service and construction. Public service subrecipients submit quarterly reports to the CD Office. During on-site visits, a CD staff member completed a questionnaire regarding performance measures and financial records. The questionnaire is a mix of 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.

Property owners receiving assistance certify they will maintain HUD fair market rents for the period of time required by regulation for units rehabilitated with CDBG funds. Section 504 discrimination regarding handicapped accessibility will be monitored through individual inspections by the CD Office and the Housing Department. Adherence to Davis Bacon requirements will be assured through on-site visits and interviews to any CDBG funded construction project by a member of the CD Office or the Norwich Housing Authority.

The CD 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, and in concert with the Planning Director and the Fire Marshall.

In the event of timeliness concerns, the subrecipient will be placed on a performance improvement plan in order to remedy such concerns, including a work-out schedule starting from an end date to achieve compliance with revised benchmarks.

All recipients of funds are subject to minority business as well as Section 3 outreach. This includes signing a Section 3 Certification which states the purpose and requirements of Section 3. Advertising of opportunities are in locations that increase likelihood for minority contractors to apply (public housing authority, City/State procurement websites, ESL programs, and Lead Based Paint certification trainings). 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.

**Citizen Participation Plan 91.105(d); 91.115(d)**

**Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.**

The City has adopted a Citizen Participation Plan for its Consolidated as well as Annual Action Plans and CAPER that identifies when public hearings and other consultations are to take place. This Plan was used in preparing this 2015-2019 Consolidated Plan, 2018 Annual Action Plan and 2018 Consolidated Annual Performance Evaluation (CAPER).

Consultation on the CAPER was accomplished through a variety of strategies, including coordinating responses with subrecipients and providing notices to the public regarding the draft more than 15-days in advance of submittal to HUD.

**CR-45 - CDBG 91.520(c)**

**Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.**

N/A

**Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?**

No

**[BEDI grantees] Describe accomplishments and program outcomes during the last year.**



**CR-45 - CDBG 91.520(c)**

**Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.**

N/A

**Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?**

No

**[BEDI grantees] Describe accomplishments and program outcomes during the last year.**