

CITY OF NORWICH
COMMUNITY DEVELOPMENT BLOCK GRANT • APPLICATION FOR FUNDING
PUBLIC SERVICES
PROGRAM YEAR 2023 (PY 49) • SEPTEMBER 1, 2023 – AUGUST 31, 2024

Agency: Norwich Human Services
Program: Norwich Works

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COMMUNITY DEVELOPMENT BLOCK GRANT • APPLICATION FOR FUNDING
PUBLIC SERVICES**

PROGRAM YEAR 2023 (PY 49) • SEPTEMBER 1, 2023 – AUGUST 31, 2024

DUE: Friday February 10th, 2023 AT 4 PM AT 23 UNION STREET, NORWICH, 2ND FLOOR

Office of Community Development
23 Union Street, 2nd floor • Tel (860) 823-3770 • Fax (860) 823-3715

E-mail addresses:

sphelps@cityofnorwich.org (Sydney Phelps, Community Development Director)

teurtis@cityofnorwich.org (Tianne Curtis, Program Assistant)

PART I: GENERAL INFORMATION

AGENCY: Norwich Human Services Department, Adult & Family Division

LEGAL NAME
(if different from Agency) _____

ADDRESS: 100 Broadway, Ste 212
Norwich, CT 06360

E-MAIL: kmilde@cityofnorwich.org

EXECUTIVE DIRECTOR: Katherine Milde

CONTACT NAME AND TITLE: Katherine Milde, Director of Norwich Human Services

TELEPHONE: 860-823-3700 x 3481

AGENCY FISCAL YEAR: 07/01/2023 06/30/2024
Begin End

PROGRAM OR PROJECT NAME: Norwich Works

CDBG REQUEST & AWARD AMOUNTS:

	REQUEST	AWARD
UPCOMING FISCAL YEAR (This Request) (September 1, 2023 – August 31, 2024)	\$ <u>70,000</u>	\$ _____
CURRENT FISCAL YEAR (Prior Year Award) (September 1, 2022 – August 31, 2023)	\$ <u>60,000</u>	\$ <u>60,000</u>

The information contained herein and attached as exhibits hereto is, to the best of our knowledge and belief, true, correct and complete and that the City of Norwich can rely upon these statements in determining whether to fund this project. We certify that the Agency Board of Directors has approved this application.



EXECUTIVE DIRECTOR/DEPT. HEAD

Katherine Milde
Printed Name
02/06/2023
DATE



PRESIDENT, BOARD OF DIRECTORS

John L Salomone
Printed Name
2/8/23
DATE

PART II: PROGRAM INFORMATION

A. INTRODUCTION/AGENCY INFORMATION

A1. Brief history:

Norwich Human Services is a department of the City of Norwich and is comprised of three divisions: Adult & Family Services; the Youth, Family, & Recreation Division; and the Rose City Senior Center. The mission of the Department is to enhance the quality of life for all Norwich residents by providing opportunities and services that promote health, social and emotional well-being, and economic empowerment. We recognize that people must have their basic needs met, gainful employment, social and recreational activities, and mental health supports to achieve optimal health and a sustainable level of independence. Our three Divisions collaborate to assist individuals and families in reaching their maximum potential.

A2. Hours of Operation:

Our office hours for the Adult & Family Division which houses Norwich Works are 8:30a–4:30p, Monday through Friday.

A3. Number of Staff:

There are 22 full-time staff throughout the Human Services Department, and 6 full-time staff in the Division which houses Norwich Works.

A4. Contact for Nondiscrimination Compliance:

Brigid Marks, Director of Human Resources for the City of Norwich. 860-823-3786.

A5. Recipient of Federal Funding exceeding \$500,000?

Yes.

B. STATEMENT OF NEED

B1. Identifying Need:

A significant number of Norwich residents are underemployed or employed at wages that are not sufficient for housing and basic needs in Norwich. This grant addresses the problem of wages earned by working people being too low and helps those who are not working find employment, particularly those facing housing insecurity.

The recently updated ALICE report by the United Way¹ details several alarming indicators for cities across CT and, in particular, Norwich. This report, which was updated in 2018, states that Norwich has a poverty rate of 14% with a population of 40,378. Additionally, a full 40% of Norwich households meet the definition of being an ALICE household. ALICE stands for Asset Limited Income Constrained and Employed. These are households, which despite working, do not earn sufficient income to be able to afford to live in the town.

Norwich's unemployment rate of 3.7% as of December 2022 is an improvement over past years but is still a bit higher than the rate for CT (3.1%).² This could be in part because Norwich has a very service-based economy, sandwiched between two casinos that provide restaurant, housekeeping, and other low-skilled jobs. Although people filling these jobs are working they still

¹ ALICE Report, <http://www.unitedwayalice.org/reports.php>, CT 2016 update

² <https://www1.ctdol.state.ct.us/lmi/laus/lmi123.asp>

struggle with housing, utility, and food costs. 32% of homeowners and 49% of renters in Norwich are housing burdened, which means that they are paying over 30% of their income for housing. This is a very precarious situation in which workers find themselves. Missing one day of work a week, due to illness or an accident, can disrupt their budget and lead to housing instability.

B2. Program Uniqueness:

Norwich Works is unique in that only Norwich residents are eligible for the program. This gives them an increased likelihood of being selected for training. Additionally, our program offers on-site, comprehensive, wrap-around services, such as job placement, case management, family supports, and basic needs assistance, which all help eliminate barriers to employment. While the Department of Labor may have similar offerings at the American Job Center, their programs are regional, the competition for slots is amplified, and they do not offer the plethora of local programming offered by Norwich Human Services. The Norwich Works Program embodies the goal of CDBG, “to expand economic opportunities for low to moderate income residents... [which] result in direct employment or business creation.” The comprehensive support we provide through every activity, from training to obtaining more lucrative employment, is a benefit to the client, Norwich residents, local employers, and the larger community.

B3. Addressing Community Needs:

When families are economically stable, our entire community benefits. The Norwich Works Program assists individuals with obtaining better skills so that they have increased employment opportunities which leads to less reliance on social programs, more stably housed families, and children who grow up less transient. Additionally, this program assists employers in the local economy with having well-trained employees for their workforce, thereby contributing to the quality of life for all of Norwich’s citizens and aligning with the goals of the Consolidated Plan.

B4. Waiting List?

No, our program does not have a current waiting list for services. This is a direct result of short-term ARPA funding.

C. PROGRAM DESCRIPTION

C1. General Description:

Norwich Works has been essential to the economic empowerment of our low-, extremely low-, and moderate-income residents in Norwich. Many of these people live in crisis from month to month; the opportunity to improve their employment and financial stability can have far-reaching effects in other areas of their lives such as mental health and improved outcomes for their children.

C1a. Consolidated Plan Alignment:

The Norwich Works Program is in alignment with Public Services objectives in the Consolidated Plan, specifically the “provision of necessary public services in a comprehensive and coordinated manner particularly services associated with youth, the elderly, education, employment, crime prevention, domestic violence, and transportation.” We focus on improving income through better employment opportunities and help them to navigate around barriers such as transportation. We work in collaboration with our partners, providing coordinated and collaborative services, focusing on all of Norwich’s youth and adults.

Jobs in Norwich and the region have shifted away from ones that pay a higher wage to lower-paying service industry positions. This grant remediates that issue by instilling

marketable skills within the workforce and employing them in higher-paying jobs immediately. Norwich Works also aligns with the plan by providing activities that address the quality of life and improving collaborations. Norwich Works partners with our Youth Employment Program Coordinator to provide opportunities for people between 18 and 25 years old. We also serve seniors, people with disabilities, immigrants, and minorities. The Employment Case Manager actively seeks out partnerships to find the best options for city residents in increasing their skills, employment options, and overall economic empowerment.

C1b. Collaborations/Partnerships:

Norwich Works has formed strong collaborations with community institutions such as Three Rivers Community College, American Professional Education Services (APES), Apple Rehab, and CPR Training Professionals. Additionally, we work closely with the Norwich Free Academy, Norwich Technical High School, and Norwich Adult Education. Our Employment Case Manager sits on various committees, including the Community Care Team, to coordinate care with other caseworkers and remain well-informed on key issues in the community. More of our partnerships are detailed in the outreach efforts portion of this application. Norwich Works will continue to seek out opportunities to build upon the foundations for future successes in Norwich.

C1c. Link with Local and Regional Plans:

This program supports and supplements plans of the Eastern CT Workforce Investment Board, CT Works, and the 5-year Consolidated Plan.

C1e. New CDBG Program?

No, this is not a new program but with leveraged, temporary funding from ARPA, we can expand the services available to Norwich Works participants.

C2. Service Location Details:

C2a. Location of Services: Adult & Family Services Division (100 Broadway, Ste 212, Norwich), and out in the field as detailed within this application.

C2b. Frequency of Services: This is determined on a case-by-case basis, depending on client goals and services.

C2c. Hours of Operation: Our office hours are 8:30 am – 4:30 pm, Monday through Friday.

C2d. Number of Norwich Residents to be Served: 30

C3. Percentage of Grant Funds used for Administration and Salaries:

72.6% of requested funds will support the Employment Case Manager who serves as the coach and catalyst of economic empowerment for those we serve.

C4. Program Continuum:

Norwich Works demonstrates that increasing the skill level of residents and reducing barriers to employment will lead to higher wages being earned so that people can support their families in the community while increasing self-sufficiency. The entire community of Norwich benefits as families become more become and less transient, increase earnings, purchase more goods in the local economy, and increase the tax base for the City.

Inputs

1 Full-time Employment Case Manager, funded by the CDBG, will be required to administer employment services to 120 new clients annually, funding employment training for 30 using CDBG

funds. Any other inputs to support Norwich Works are in-kind and will include involvement from the Employment Case Manager's Direct Supervisor in the Adult & Family Services Division of Norwich Human Services, the NHS Administrative Specialist, and the Director of Norwich Human Services. NHS will also be providing in-kind facilities, resources, and IT equipment as needed.

Activities

Outreach Efforts: The Employment Case Manager will be targeting those who are identified in Section 3 of CR-58 and those facing homelessness for enrollment. She is active in the Community Care Team, a coalition of local partners who serve clients facing homelessness. She will be engaging with the Norwich Housing Authority, running workshops at complexes like Mohegan Commons. She is also regularly recruiting clients at Norwich Adult Education. She will be attending regular job fairs at the American Job Center in Montville, to recruit both clients and employers. The Employment Case Manager does outreach to local employers to market the program, including engaging with the local Chambers of Commerce.

Assessment of Applicants: NHS will screen 120 people for participation in the Norwich Works Program, allocating CDBG funds for 30 enrollees. People are screened for income eligibility, barriers to employment, and appropriate training opportunities.

Addressing Barriers to Employment: Auto repair/taxes/insurance, work uniforms and boots, identification, and transportation assistance are a sampling of the ways Norwich Works addresses barriers to sustainable employment. Many of these offerings are also funded through other grants held by Norwich Human Services, ensuring comprehensive support for clients. All people requesting assistance from Norwich Works will be assessed for barriers to employment and offered appropriate service.

Case Plan Development: All individuals will create a case plan with the Employment Case Manager. Case plans delineate what will be expected of the clients, as well as services provided by the Employment Case Manager. Clients are expected to update the Employment Case Manager every month with their grades and the status of course completion.

Training Program Enrollment: The Employment Case Manager, after assessing the best training option for the person, will facilitate enrollment into that program, eliminate barriers to employment and training, ensure that the student is prepared (books, uniform, transportation, childcare, etc.), coordinate with instructors, and ensure that all fees are paid. We anticipate serving 30 people with CDBG funds and other funds will support NHS's employment efforts. The maximum amount spent on training per person with CDBG funds will be \$1,800.00.

Training Programs included:

- Certified Nursing Aide at Three Rivers Community College: Cost is \$1,599. This is an 8 120-hour week program that offers evening classes. The average starting salary for C.NAs across CT is \$20.24/hour.
- Pharmacy Technician Program at Three Rivers Community College: Cost is \$1,899 (ARPA will fund the remaining amount due). This course includes an opportunity for students to participate in an optional 80-hour Pharmacy Technician Externship at multiple Hartford Healthcare Pharmacy sites or Walgreens. Pharmacy technicians earn on average \$17.55/hour.
- Phlebotomy Technician Program at Three Rivers Community College and American Professional Educational Services: Costs range from \$1,900-\$2,000. This course includes an opportunity for students to participate in an optional two-week full externship at L&M Hospital to obtain an additional 70 sticks. The full course and externship will have a total of 100 sticks, increasing their employability to be hired by Quest, Backus Hospital, or other agencies. The average starting salary in this area of CT is \$21.84/hour.
- Emergency Medical Technician at American Professional Educational Services: The cost is \$1,295. In the Norwich area, the average starting salary is \$19.24/hour. Students also

have the option to partake in a fast-track (4-week) Emergency Medical Technician course with a new partner agency, CPR Training Professionals, LLC, located in South Windsor, CT. The cost is \$1,300.

- EKG Technician at Three Rivers Community College and American Professional Educational Services: Costs range from \$850-1,159. The average starting salary in Connecticut is \$17.74/hour.
- CDL-A & B Training: Costs range from \$1,245-4,100. Price is dependent on the class students wish to pursue and whether they choose the fast-track option. This training program is offered by Affordable CDL Training School in Colchester. The average starting annual salary in Connecticut is \$62,663 for CDL-A and \$55,400 for CDL-B.
- Bartending Certification at the Connecticut School of Bartending in Norwich: Cost is \$550. The jobs surrounding Norwich are very heavily weighted toward the service industry. The training program is very short and inexpensive but opens the potential for someone to earn \$121.00/hour., although bartenders' tips vary.

Job Placement: The Employment Case Manager also does outreach to local employers to create pathways for Norwich Works graduates. Additionally, the team at Norwich Human Services works to find other viable solutions for increasing income for those not selected for Norwich Works' training dollars. We can provide referrals to Adult Education, assist clients with accessing services with our partners and using job search engines, or even help writing a resume.

Outputs

30 trained and employed Norwich residents, all trained clients will be employed at a higher wage than onset. One standout student successfully completed Phlebotomy Tech via Three Rivers Community College with an A. She is a single mother who aspired to be a Phlebotomist, earned her Certification, and now works for Hartford Health Care at multiple sites.

Outcomes

Short Term:

- 120 people assessed, 30 people enrolled in training programs

Interim Term:

- 26 clients graduate from training
- 120 people assisted with transportation or other barriers to employment

Long Term:

- 60 people employed without job training
- 28 employed after training

Measuring Success:

In our Department-wide Quarterly Reports, we capture the following data points: # of extremely low income; # of very low income; # of low/moderate income; # of Female Head of Household; # of Handicapped Persons; # of people screened for employment services; # of clients enrolled in job training; % people completed job training; % people obtaining employment after Norwich Works; Average Client Income at Intake; Average Client Income at Discharge; # of clients who report being homeless; # of clients on ECTC; # of clients on JRI.

OUTCOME: People Gain Employment				Finish
<i>Long Term Outcome: Attain Employment</i>	2021 Actual	2022 Estimated	2023 Anticipated	
Total Number of Participants:	20	30	30	
Total Number of Participants Achieving Outcome:	15	25	28	
Percent Who Achieved Outcome:	75.0%	83.3%	93.3%	
<i>Interim Outcome: Graduate from Training</i>				
Total Number of Participants:	22	30	30	
Total Number of Participants Achieving Outcome:	20	25	26	
Percent Who Achieved Outcome:	90.9%	85.7%	86.7%	
<i>Short-Term Outcome: People Enroll in Training</i>				
Total Number of Participants:	30	30	30	
Total Number of Participants Achieving Outcome:	22	29	29	
Percent Who Achieved Outcome:	73.3%	93.3%	93.3%	
<i>Output: People Screened for Program</i>				
Total Number of Participants:	40	200	120	
Total Number of Participants Achieving Outcome:	30	200	120	
Percent Who Achieved Outcome:	100.0%	100.0%	100.00%	

E. FUNDING QUESTIONS

E1. Leveraged Funding:

We have Federal dollars available through ARP 07 (\$175,000 over the next few years) to enhance direct service to clients.

E2. Project Completion without CDBG Funds:

If we do not receive the funds requested from CDBG, we will have to eliminate the Employment Case Manager, negatively affecting the number of residents who can be served through this program.

E3. Items for Elimination:

With partial funding, we would have to reduce the hours of our Employment Case Manager, which would reduce the number of people receiving training under this program.

F. OTHER

F1. Program Uniqueness:

Norwich Works is unique in that only Norwich residents are eligible for the program. This gives them an increased likelihood of being selected for training. Additionally, our program offers on-site, comprehensive, wrap-around services, such as job placement, case management, family supports, and basic needs assistance, which all help eliminate barriers to employment. While the Department of Labor may have similar offerings at the American Job Center, their programs are regional, the competition for slots is amplified, and they do not offer the plethora of local programming offered by Norwich Human Services. The Norwich Works Program embodies the goal of CDBG, "to expand economic opportunities for low to moderate income residents... [which] result in direct employment or business creation." The comprehensive support we provide through every activity, from training to obtaining more lucrative employment, is a benefit to the client, Norwich residents, local employers, and the larger community.

F2. CDBG Continuation?

F2a. Yes, this program is a continuation.

ADDRESSING THE NATIONAL OBJECTIVE

Does your program:

- Address the needs of low- and/or moderate-income residents (see income chart below)? AND/OR
- Serve seniors; severely disabled adults; homeless; battered spouses; abused/neglected children and youth; illiterate adults; migrant farm workers, persons living with HIV/AIDS and persons who use food banks or meals programs.

FY 2022 Income Limits Summary									
FY 2022 Income Limit Area	FY 2022 Income Limit Category	Persons in Family							
		1	2	3	4	5	6	7	8
Norwich-New London, CT HUD Metro FMR Area	Very Low (50%) Income Limits (\$)	\$ 39,450	\$ 45,050	\$ 50,700	\$ 56,300	\$ 60,850	\$ 65,350	\$ 69,850	\$ 74,350
	Extremely Low Income Limits (\$)*	\$ 23,700	\$ 27,050	\$ 30,450	\$ 33,800	\$ 36,550	\$ 39,250	\$ 41,950	\$ 46,630
Median Family Income \$102,700	Low (80%) Income Limits (\$)	\$ 62,600	\$ 71,550	\$ 80,500	\$ 89,400	\$ 96,600	\$ 103,750	\$ 110,900	\$ 118,050

PROGRAM BENEFICIARY OUTCOME STATISTICS:

Attach additional sheets for every outcome related to the funded program

STAFFING RESOURCES: Identify every person involved in the implementation and administration of the program. Use the chart below and additional sheets if necessary. Please refer to page 15 regarding Section 3 to determine if you are or will be a Section 3 concern. If you are/will meet Section 3 criteria, it will be mandatory for you to complete the attached Section 3 documentation.

Position/Title	Salary Range	CDBG Portion of Salary	Full-Time or Part-Time?	Hired As a Result of Funding? (Y/N)
Director of Human Services	\$103,796	0%	FT	N
Administrative Coordinator	\$65,270	0%	FT	N
Employment Specialist	\$50,794	100%	FT	Y

PART III: BUDGET INFORMATION

A. AGENCY FINANCIAL DATA

SUPPORT & REVENUE	Current	Anticipated
	FY 22-23	FY 23-24
Program Fees	\$	\$
Other Grants including foundations		
Donations		
CDBG	\$ 60,000	\$70,000
General Fund	\$1,930,703	\$1,847,714
State & Federal Grants		\$175,000
Other Revenue (specify)		
TOTAL REVENUE	\$1,990,703	\$2,092,714

EXPENSES	Current	Anticipated
	FY 22-23	FY 23-24
Salaries	\$1,210,000	\$1,762,000
Employee Benefits		
Payroll Taxes		
Professional Fees & Services		
Operations/Phones/Postage		
Insurance		
Equipment Rental, Maintenance & Acquisition		
Printing & Publication		
Travel/Conferences/Conventions		
Legal Fees		
Vehicle Lease/Repair		
Other Expenses (specify) Operations, Services	\$780,703	\$330,714
TOTAL EXPENSES	\$1,990,703	\$2,092,714
BALANCE (TOTAL REVENUE LESS EXPENSES)		
	\$0	\$0

B. PROGRAM SPECIFIC FINANCIAL DATA

SUPPORT & REVENUE	CDBG-Funded Portion	Non-CDBG Funded Portion	% of CDBG Funds used for Program
Program Fees			
Other grants/foundations (non-government)			
Donations			
CDBG	\$ 70,000		
General Fund			
State Government			
Federal Government		\$ 175,000	
Other Revenue (specify)			
TOTAL REVENUE	\$70,000	\$175,000	30%
EXPENSES	CDBG-Funded Portion	Non-CDBG Funded Portion	% of CDBG Funds used for Program
Salaries	\$50,794		
Employee Benefits		\$50,000	
Payroll Taxes			
Professional Services (incl. accounts and attorneys)			
General Operations & Supplies (incl. Overhead and Printing)			
Travel / Conferences			
Vehicle Expense			
Other Expenses (specify)			
- training dollars to fund education	\$19,206	\$175,000	
TOTAL EXPENSES			
BALANCE (total revenue less expenses)	\$0	\$0	

PART IV: CONFLICT OF INTEREST QUESTIONNAIRE

**COMMUNITY DEVELOPMENT BLOCK GRANT
CITY OF NORWICH, CONNECTICUT**

**APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
2023-2024 PROGRAM YEAR**

Federal, State, and City law prohibits employees and public officials of the City of Norwich from participating on behalf of the City in any transaction in which they have a financial interest. This questionnaire must be completed and submitted by each applicant for Community Development Block Grant (CDBG) funding. The purpose of this questionnaire is to determine if the applicant, or any of the applicant's staff, or any of the applicant's Board of Directors would be in conflict of interest.

1. Is there any member(s) of the applicant's staff or any member(s) of the applicant's Board of Directors or governing body who is or has/have been within one year of the date of this questionnaire (a) a City employee or consultant, or (b) a City Council member, or (c) a member of the Community Development Advisory Committee (CDAC) member? Yes No

If yes, please list the name(s) and information requested below:

Name of person	Job Title of person	Indicate City employee, consultant, City Council member, CDAC member or other official (named)

2. Will the CDBG funds requested by the applicant be used to award a subcontract to any individual(s) or business affiliate(s) who is/are currently or has/have been within one year of the date of this questionnaire a City employee, consultant, City Council person or Community Development Advisory Committee member? Yes No

If yes, please list the name(s) and information requested below:

Name of person	Job Title of person	Indicate City employee, consultant, City Council member, CDAC member or other official (named)

3. Is there any member(s) of the applicant's staff or member(s) of the applicant's Board of Directors or other governing body who are business partners or family members of a City employee, consultant, City Council person, Community Development Advisory Committee member? Yes No

If yes, please identify below the City employee, consultant, or Council member with whom each individual has family or business ties.

Name of member	Name of City employee, Consultant, City Council member, CDAC member or other official (named)	Indicate type of tie (Family or Business)	If family, indicate relationship

4. Have you read and understood the HUD regulation regarding conflict of interest, 24 CFR 570.611?

Name of Applicant: Katherine Muldo

Signature of Applicant or Representative: [Signature]

Title: NYS Director Date: 02/08/2003

PART V
Section 3 Contractor Affidavit (2021 Final Rule)

Section 3 Business Concerns are:

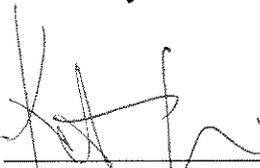
- At least 51 percent of the business is owned and controlled by low or very low-income persons; or
- At least 51 percent of the business is owned and controlled by current public housing residents or residents who currently live in Section 8-assisted housing; or
- Over 75 percent of the labor hours performed for the business over the prior three-month period are performed by Section 3 workers

This is to certify that Norwich Human Services (print Business name)

 Is a Section 3 Business Concern (Please read, review and implement necessary items in document entitled "Section 3 Requirements")

 Is **NOT** a Section 3 Business Concern but the contract for work will require my business or sub-contractor to hire, train, or educate a new employee. (Please read, review and implement necessary items in document entitled "Section 3 Requirements")

Is **NOT** a Section 3 Business Concern and the contract for work will **NOT** require my business or sub-contractor to hire, train or educate a new employee. (No further action is necessary unless an employee is hired during the contract period)



Authorized Signer

02/08/2023

Date

Katherine Milde

Print Name