

## **Executive Summary**

### **Vision**

The 2011-2012 Annual Action Plan is the City of Waterbury's practical plan for accomplishing priority goals and objectives set forth in the City's 2008-2013 Consolidated Plan. The overall goal of Waterbury's Consolidated Plan and any subsequent Action Plan is to develop Waterbury as a viable urban community by providing decent housing and a suitable living environment and expanding economic opportunities principally for low and moderate income persons. In addition, it is Waterbury's mission to create a "City of Choice" for its residents and businesses alike, where businesses can take root, grow and flourish, and all residents can live in vibrant, thriving, neighborhoods that offer quality choices and opportunities for housing, recreation and employment.

### **Summary of Citizen Participation**

The Citizen Participation Program is instrumental in obtaining input from the community in designing programs and determining funding of activities that will best meet the needs of the City's low and moderate income populations. As required by HUD Rules and Regulations, the City of Waterbury complies with 24 CFR 91.1005 Citizen Participation Plan for Local Governments.

The Annual Action Plan encompasses an application process whereby organizations, such as City departments, nonprofit public /social services agencies, and private for-profit businesses have the opportunity to submit proposals to fund programs and activities/projects that will eventually define the City of Waterbury's Annual Action Plan. The primary objective of the CDBG, ESG and HOME programs is to provide decent housing and a suitable living environment with expanding opportunities principally for low-moderate income persons.

The Annual Action Plan development process consists of the following three components:

- Request for Proposal (Application) Process
- Citizen Participation
- Development of the Annual Action Plan

Agencies participating in the process include the Office of the Mayor of the City of Waterbury, the Office of the Budget Director, the Public Works Department, the Fire Department, the Health Department, the WDC, the Waterbury Housing Authority, the United Way, the Chamber of Commerce, Main Street Waterbury, the Continuum of Care, numerous public service agencies and organizations who attended the technical work shops and spoke at hearings and meetings, and the social service agencies whose representatives sit on the CAC.

In addition, the entire process is reviewed by the WDC Board of Directors, whose members constitute representatives from the business community, the public in general, civil rights organizations, and neighborhood associations.

### **Available Funds**

The 2011-2012 Annual Action Plan identifies how this year's funds will be used. Due to the lack of a final allocation, the CAC based its proposed plan assuming several categories: level funding (same as CD YR 36); 10% decrease; 20% decrease and 30% decrease. In addition the CAC determined priorities for public services funding based upon meeting basic needs i.e. food; shelter/housing; health; transportation (top priority); seniors and youth (second); case management and education(third). The CAC also allocated the carryover fund balance of \$62,921.44 and the estimated program income from CDBG of up to \$40,000 to the downtown façade program. The proposed 2011-2012 Annual Plan is listed below.

### **Objectives**

The following **objectives** have been identified in the Consolidated Plan for the City of Waterbury and are addressed throughout the five-year duration of the Plan:

#### ***Housing***

- Increase opportunities for very low and low income households to become and remain renters through rental subsidies; and provide counseling to tenants in assisted housing with expiring subsidies, to prevent involuntary displacement
- Increase opportunities for very low and low income households to become and remain homeowners through home purchase or rehabilitation financing assistance
- Provide pre-and post-purchase housing counseling and mortgage foreclosure assistance
- Expand the supply of affordable rental housing through acquisition, rehabilitation and construction financing assistance
- Expand the supply of affordable owner-occupied housing through acquisition, rehabilitation and construction financing assistance
- Improve the condition/quality of existing affordable rental housing stock through rehabilitation financing assistance; and preserve existing affordable rental housing threatened with the loss of expiring Federal contracts
- Improve the condition/quality of existing affordable owner housing stock through rehabilitation financing assistance

### ***Homeless***

- Direct assistance to shelter facilities for operational maintenance costs and essential supportive services to homeless persons
- Provide short-term homeless prevention assistance to persons at imminent risk of losing housing due to eviction, foreclosure or utility shutoff
- Strengthen mechanisms for effective homeless planning, information sharing, and service coordination; enhance collaboration among agencies through the creation of a centralized database and tracking system

### ***Non-Homeless Special Needs***

- Direct assistance to housing programs and related supportive services for special needs populations

### ***Community Development***

- Support infrastructure improvements in low-moderate income (LMI) areas
- Support public facilities and improvements in LMI areas
- Support construction of public facilities in LMI areas
- Support acquisition, clearance and demolition for the removal of blighting influences and deteriorated property/facilities in LMI areas
- Support public services serving primarily LMI persons
- Support relocation and interim assistance programs related to essential services or repairs in emergency conditions which endanger public health, safety or welfare
- Support business retention and expansion programs in LMI areas
- Provide assistance to nonprofit and for-profit entities that create or retain employment opportunities for LMI persons
- Provide financial assistance for non-residential historic preservation, façade improvements and other beautification efforts in the downtown

## **Summary of 2011-2012 Proposed Outcomes**

### **Increasing the Availability/Accessibility of Decent, Affordable Housing (DH-1)**

**DH1.3: Provide pre-and post purchase counseling and mortgage foreclosure assistance (OH 03)**

- Neighborhood Housing Services of Waterbury, Inc., 161 N. Main St.: \$17,100 (10%); \$15,200 (20%); 13,300 (30%). Funds will support salaries, utilities and insurance for NHS to provide a variety of housing counseling services to low-moderate income residents.
- Connecticut Legal Services, 85 Central Ave.: \$11,160 (10%); \$9,920 (20%); \$8,680 (30%). CDBG funds will support salaries for the provision of legal services to low-moderate income residents with attention to fair housing issues.
- Salvation Army, 74 Central Ave.: \$19,397.52 (10%); \$25,591.84 (20%); \$25,592.78 (30%). Funds will be used for a homeless prevention program.

**Improve the Affordability of Decent Affordable Housing (DH-2):**

**DH2.1 Expand the supply of affordable rental Housing through acquisition, rehabilitation and construction financing assistance (RH01)**

The City is committed to easing the financial hardships which low and moderate income families face in finding affordable decent housing. Funds will be allocated in 2011-2012 to create new rental and owner housing units through allocation to CHDOs (Community Housing Development Organization).

- HOME CHDO Housing Development, 24 Leavenworth St.: \$140,764.50 (10%); \$125,124 (20%); \$109,483.50 (30%). Financial Assistance of 15% of the annual HOME allocation to eligible Community Housing Development Organizations for costs related to the development of projects to promote affordable housing

**Increase the Sustainability of Decent Affordable Housing (DH-3)**

In 2011-2012 the City will spend 75% of Home Entitlement in HOME funds, \$16,400 in projected program income, and administration to fund activities that will promote the sustainability of decent housing, primarily through the creation/rehabilitation of decent housing units city-wide and in targeted neighborhoods. With the redesign of the HOME Program, approximately 184 rental units of rental and 15 units of owner-occupied housing will be rehabilitated and funded through a combination of CDBG and HOME funds.

**DH3.1 Improve the quality of the existing housing stock of affordable rental housing through rehabilitation, financing assistance; preserve existing affordable rental housing threatened with the loss of expiring Federal contracts (RH03)**

- HOME - Housing Rehabilitation, 24 Leavenworth St.: \$703,820.70 (10%); \$625,618.40 (20%); \$547,416.10 (30%) in HOME housing-related activities and \$16,400 in projected HOME income. Funds will be used to create/rehabilitate housing units city-wide and in targeted neighborhoods
- HOME Administration, 24 Leavenworth St.: \$93,843 (10%); \$83,416 (20%); \$72,989 (30%). This total reflects the 10% of HOME annual funds that will be used for program administration.
- Loyola Development, 20 East Main St.: \$275,000 (10%); \$275,000 (20%); \$275,000 (30%) Funds will be used to administer a housing rehabilitation zero-interest loan program targeted at homeowners earning less than 80% of the area median income.

### **Improve the Sustainability of a Suitable Living Environment (SL-3)**

Although safe affordable housing is a crucial component to improving the lives of Waterbury residents, the City allocates a large share of HUD Entitlement funds to community redevelopment programs as part of a holistic approach to enhancing the living environment within the City. The programs are broad in scope, but serve to generate vital, healthy, safe neighborhoods.

During 2011-2012, funds will be allocated to activities which provide improved access or construction of new public facilities in order to create a suitable living environment. The following administrative allocation is part of this sum total.

- Administration: \$446,694.84 (10%); \$397,062.08 (20%); \$347,429.32 (30%). This represents the administrative allocation of 20% of CDBG funds to Waterbury Development Corporation to provide for the compliance, oversight and daily administration of programs.

#### **SL3.1 Direct assistance to shelter facilities for operational/maintenance costs and essential supportive services to homeless persons (HOM1)**

The following services are funded through Emergency Shelter Grant funds.

- Administration: \$4,500.90 (10%); \$4,000.80 (20%); \$3,500.70 (30%). This represents the administrative allocation of 5% of ESG funds to Waterbury Development Corporation to provide for the compliance, oversight and daily administration of programs.
- Safe Haven of Greater Waterbury, Inc., 29 Central Ave.: \$12,060 (10%); \$10,720 (20%); \$9,380 (30%). Funds will be used for utility and insurance costs for the shelter, which provides a safe place for physically and/or psychologically, abused women and their children. Allocation will be matched with contributions.

- Salvation Army, 74 Central Ave.: \$8,010 (10%); \$7,120 (20%); \$6,230 (30%). Funds will be used for a portion of salaries, utilities and support services for the family shelter. Allocation will be matched with United Way funds.
- St. Vincent DePaul Society, 114 Benedict St.: \$65,449.80 (10%); \$58,177.60 (20%); \$50,905.40 (30%). Services include the operation of a homeless shelter and other support services to aid the indigent and homeless. Funds will be used for operating costs, including utilities, insurance, auto leases, client transportation office supplies, and client support items –food, clothing, emergency medications, mattresses, hygiene supplies, etc. Allocation will be matched with contributions.

### **SL3.3 Support Public Facilities and Improvement in LMI areas (CD02)**

- Public Facilities Fire Station Improvements: \$300,000 (10%); \$186,151.76 (20%); \$150,000 (30%). Funds will be used for renovations at fire stations which serve low-moderate income neighborhoods in Waterbury.
- Brass City Harvest, 324 Mill St.: \$129,300 (10%); \$129,300 (20%); \$129,300 (30%). Funds new greenhouse in the South End At 324 Mill St.
- City Mills Park: \$300,000 (10%); \$300,000 (20%); \$174,845.29 (30%). Funds the renovation of the City Mills Park.

### **SL3.5 Support Public Services and Improvements in LMI areas (CD04)**

This year a number of public services will be supported, as Waterbury typically spends 15% of its CDBG allotment on public (social) services.

- Boys & Girls Club, 1037 East Main St.: \$9,393.30 (10%); \$0 (20%); \$0 (30%). Funds administration and program costs of technology program.
- Brass City Harvest, 73 Hill St.: \$12,550.23 (10%); \$11,155.76 (20%); \$9,761.29 (30%). Funds salaries and insurance for vocational training program.
- Catholic Charities, 56 Church St.: \$6,300 (10%); \$3,100 (20%); \$1,933.34 (30%). Funds will be used for salaries, benefits, building facilities and program supplies that provide city-wide case management services for families and children to include food stamps and early childhood workshops.
- Children's Community School, 31 Wolcott St.: \$9,450 (10%); \$8,400 (20%); \$6,883.34 (30%). Funds salaries, insurance and operating costs for after-school programs.
- Family Services of Greater Waterbury, Inc., 34 Murray St.: \$13,230 (10%); \$11,760 (20%); \$10,290 (30%). Funds will be used to support salary, benefits and building expenses that serves the behavioral

health program which provides a wide range of therapeutic interventions related to mental health issues, personal situations, parental situations, substance abuse or family violence.

- Greater Waterbury Interfaith Ministries, Inc., 16 Church St.: \$21,600 (10%); \$24,200 (20%); \$24,200 (30%). Provides support to a food pantry, soup kitchen, and resource center to the homeless and low-moderate income clients city-wide. Funds will be used to purchase food and supplies, pay utilities and fund salaries.
- Hispanic Coalition of Greater Waterbury, 135 East Liberty St.: \$8,100 (10%); \$4,700 (20%); \$3,333.34 (30%). Funds salaries for Hispanic community case managers.
- La Casa Bienvenida, 135 East Liberty St.: \$10,350 (10%); \$9,200 (20%); \$7,583.34 (30%). Services provided include nutrition, arts and crafts, education, and transportation services to Hispanic elderly. Funds will be used for administration, staff salaries, insurance and operating costs.
- Literacy Volunteers, Silas Bronson Library, 267 Grand St.: \$7,200 (10%); \$6,400 (20%); \$5,133.34 (30%). Provides reading materials and training to city-wide individuals who are unable to read and write. Funds will be used for salaries and program expenses.
- Mattatuck Senior Center, 117 Southmayd Rd.: \$6,912 (10%); \$6,144 (20%); \$4,909.34 (30%). Services provided include nutrition, exercise, arts and crafts, education and entertainment to elderly persons. Funds will be used for salaries, utilities and insurance.
- Morris Foundation, 402 East Main St.: \$6,300 (10%); \$5,600 (20%); \$4,900 (30%). Provides outpatient services including assessment and treatment for individuals with substance abuse and mental health disorders. Funds will be used for staff salaries.
- Mt. Olive Senior Center, 86 Pearl St.: \$9,720 (10%); \$8,640 (20%); \$7,093.34 (30%). Services provided include nutrition, arts and crafts, education, entertainment and transportation for elderly persons. Funds will be used for salary, fringe benefits, utility and insurance costs.
- Safe Haven of Greater Waterbury, Inc., 29 Central Ave.: \$13,500 (10%); \$12,000 (20%); \$10,033.34 (30%). Services provided include counseling, education, advocacy, and referrals to victims of physical or severe psychological abuse. Funds will be used for utilities and insurance.
- St. Margaret/ Willow-Plaza NRZ Assoc. Inc., 60 Elmwood Ave.: \$9,000 (10%); \$8,000 (20%); \$6,533.34 (30%). Provides youth after-school

programs and senior citizen programs. Funds will be used for staff salaries.

- Staywell Health Care Inc., 80 Phoenix Ave.: \$5,760 (10%); \$5,120 (20%); \$4,480 (30%). Provides high quality dental services to the City's low-moderate income population. Funds will be used to staff salary.
- Waterbury Opportunities Industrialization Center, 77-79 Bishop St.: \$18,240.48 (10%); \$16,213.76 (20%); \$13,720.38 (30%). The program will provide clients with enhanced skills to assist career endeavors including: meetings with career development developer; computer class room work and resume assistance.
- Waterbury Senior Shuttle, WDC, 24 Leavenworth St.: \$88,524 (10%); \$78,688 (20%); \$68,852 (30%). City of Waterbury sponsored activity, which provides senior citizens with on-demand response transportation. Funds will be used for operating costs of the livery service.
- Waterbury Youth Service System, 83 Prospect St.: \$10,800 (10%); \$9,600 (20%); \$7,933.34 (30%). Provides a truancy prevention program primarily to students in elementary and middle school. Funds will be used for salaries.
- Wellpath, 70 Pine St.: \$9,900 (10%); \$8,800 (20%); \$7,700 (30%). Provides city-wide counseling for youth, including initial and periodic evaluations, family therapy and psychotherapy crisis intervention. Funds will be used for clinical and support staff providing services to low-moderate income families.
- WOW-NRZ Association, Inc., 308 Walnut St.: \$10,533.60 (10%); \$9,363.20 (20%); \$7,726.14 (30%). Provides youth after-school programs, resident life skill programs and senior programs. Funds will be used for building operating expenses, heat, sewer and utilities.

### **Improve the Sustainability of Economic Opportunity (EO-3)**

#### **EO3.1 Support Acquisition, Clearance and Demolition for the Removal of Blighting Influences and Deteriorated Property/Facilities in LMI Areas (EO03)**

Funds totaling \$200,000 will be spent and four properties addressed.

- Demolition: \$200,000 (10%); \$200,000 (20%); \$200,000 (30%). Demolition of buildings for the removal of slum and blight.

#### **EO3.2 (also designated as NR1.1) Provide Financial Assistance for Non-Residential Historic Preservation, Façade Improvements and other Beautification Efforts in Neighborhoods (CD06)**



- Commercial Rehabilitation: Neighborhood Façade Program in Downtown: \$62,921.44 (10%); \$62,921. (20%); \$62,921 (30%). Funds will support an estimated 1 to 2 façade improvements for eligible commercial buildings in the downtown residential census tract of 3501.
- Commercial Rehabilitation: North End Neighborhood Façade: \$100,000 (10%); \$100,000 (20%); \$100,000 (30%). Funds will support an estimated 3 to 4 façade improvements for eligible commercial buildings in the North End.
- Silas Bronson Library, 236 Grand St.: \$100,000 (10%); \$100,000. (20%); \$100,000 (30%). Funds will be used for the replacement of the roof.
- Waterbury Department of Education, Citywide: \$47,458.23 (10%); \$0. (20%); \$0 (30%). Funds will be used for the installation fo CO Detectors on all the schools.

Below is the Summary of the 2011-2012 budgeted expenditures for CDBG, ESG and HOME.

**2011-2012 Program Year  
CDBG, HOME and ESG Budget**

**COMMUNITY DEVELOPMENT BLOCK GRANT ENTITLEMENT 2011-2012**

	10%	20%	30%
<b>CDBG Administration</b>	\$446,694.84	\$397,062.08	\$347,429.32
<b>SOCIAL SERVICES: 15%</b>			
Boys and Girls Club	\$9,393.30	\$0.00	\$0.00
Brass City Harvest	\$12,550.23	\$11,155.76	\$9,761.29
Catholic Charities	\$6,300.00	\$3,100.00	\$1,933.34
Children's Community School	\$9,450.00	\$8,400.00	\$6,883.34
Connecticut Legal Services	\$11,160.00	\$9,920.00	\$8,680.00
Family Services	\$13,230.00	\$11,760.00	\$10,290.00
Hispanic Coalition	\$8,100.00	\$4,700.00	\$3,333.34
La Casa Bienvenida	\$10,350.00	\$9,200.00	\$7,583.34
Literacy Volunteers	\$7,200.00	\$6,400.00	\$5,133.34
Mattatuck Senior Center	\$6,912.00	\$6,144.00	\$4,909.34
Morris Foundation	\$6,300.00	\$5,600.00	\$4,900.00
Mount Olive	\$9,720.00	\$8,640.00	\$7,093.34
Neighborhood Housing Services	\$17,100.00	\$15,200.00	\$13,300.00
Salvation Army	\$19,397.52	\$25,591.84	\$25,592.78
Safe Haven	\$13,500.00	\$12,000.00	\$10,033.34
St. Margaret/Willow NRZ	\$9,000.00	\$8,000.00	\$6,533.34

StayWell Health	\$5,760.00	\$5,120.00	\$4,480.00
Greater Waterbury Interfaith Ministries	\$21,600.00	\$24,200.00	\$24,200.00
Waterbury Opportunities Industrialization Center	\$18,240.48	\$16,213.76	\$13,720.38
Waterbury Senior Shuttle	\$88,524.00	\$78,688.00	\$68,852.00
Waterbury Youth Service System	\$10,800.00	\$9,600.00	\$7,933.34
Wellpath	\$9,900.00	\$8,800.00	\$7,700.00
WOW, NRZ Association	\$10,533.60	\$9,363.20	\$7,726.14

**NON SOCIAL SERVICE ACTIVITIES: 65%**

Brass City Harvest	\$129,300.00	\$129,300.00	\$129,300.00
Downtown Façade	\$62,921.44	\$62,921.44	\$62,921.44
Emergency Demolition	\$200,000.00	\$200,000.00	\$200,000.00
Loyola Development	\$275,000.00	\$275,000.00	\$275,000.00
Façade: North End	\$100,000.00	\$100,000.00	\$100,000.00
Public Facilities - Fire Station Improvements	\$300,000.00	\$186,151.76	\$150,000.00
Public Improvement: City Mills Park	\$300,000.00	\$300,000.00	\$174,845.29
Silas Bronson Library	\$100,000.00	\$100,000.00	\$100,000.00
Board of Education	\$47,458.23	\$0.00	\$0.00

**EMERGENCY SHELTER GRANT**

ESG Administration	\$4,500.90	\$4,000.80	\$3,500.70
Safe Haven	\$12,060.00	\$10,720.00	\$9,380.00
St Vincent DePaul	\$65,449.80	\$58,177.60	\$50,905.40
Salvation Army	\$8,010.00	\$7,120.00	\$6,230.00

**HOME PROGRAM ENTITLEMENT**

Administration: 10%	\$93,843	\$83,416	\$72,989
Housing Related Activities: 75%	\$703,820.70	\$625,618.40	\$547,416.10
Community Housing Development Org. (CHDO): 15%	\$140,764.50	\$125,124	\$109,483.50

**ESTIMATED PROGRAM INCOME**

CDBG	\$40,000
HOME (allocated to HOME)	\$16,400