

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.

During this program year, the Town of Manchester expended \$637,286.98 in pursuit of goals identified in the Strategic Plan and the Annual Action Plan. All expenditures during this program year supported projects benefiting low- and moderate-income residents. Public service expenditures totaled 10.97%, well below the 15% cap for this category. Administrative expenses, capped at 20%, were kept to 18.04% of total expenditures. Of the 8 projects funded, 5 were completed by the close of the program year. The remaining 3 are capital projects that will carry over to the next program year.

Manchester received a total of \$812,580 in CDBG-CV funding: \$337,156 through round 1 and \$475,424 in round 3. In total, Manchester has expended \$708,139.35 of its CDBG-CV allocation. To date, 100% of this funding has been used to benefit low/moderate income residents with 78.44% spent on public service expenditures and 5.02% on administration. This year,

This year's focus for CDBG-CV funds was to wrap up existing projects, evaluate remaining funds and determine the best approach to expend the remaining balance in compliance with CDBG-CV regulations and waivers. A substantial amendment was completed to provide for public comment and approve reprogramming funds in support of a Technology Access and Education Program. This program aims to address the digital divide by implementing a technology program that supports the understanding of and access to technology. The program is being run by the Human Services Department and is expected to expend all remaining CV funds.

Rebuilding Together's roof replacement program consistently maintains a waitlist of residents with leaking or aged roofs in need of replacement. Many residents have reached out because their insurance company threatened to cancel coverage unless the roof is replaced. This program has been critical to ensuring healthy and safe housing for residents assisted by the program. The Executive Director consistently refers participants to other programs to fulfill their needs or will provide additional assistance through Rebuilding Together, such as accessibility modifications and yard clean-ups. The Roof Replacement Program completed 13 projects this year but was curtailed from providing additional assistance due to the cost of materials. Rebuilding Together received a funding increase for next program year in an attempt to complete additional projects despite the escalated cost of roof replacements.

The vast majority of pandemic-related funding sources have been fully exhausted. Whereas there was a dip in nonprofit applicants over the past few years, with other resources drying up, we saw an increase in the number of organizations applying for CDBG funds. We anticipate this trend

to continue as town departments and nonprofits must pursue remaining resources.

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
Economic Development	Non-Housing Community Development	CDBG: \$0	Facade treatment/business building rehabilitation	Business	2	0	0.00%	0	0	0.00%
Housing: Improve Quality of Affordable Stock	Affordable Housing Public Housing	CDBG: \$51,391.59	Rental units rehabilitated	Household Housing Unit	18	38	211.11%	3	13	433.33%
Housing: Improve Quality of Affordable Stock	Affordable Housing Public Housing	CDBG: \$386,382.50	Homeowner Housing Rehabilitated	Household Housing Unit	97	153	157.73%	21	63	300.00%
Housing: Improve Quality of Affordable Stock	Affordable Housing Public Housing	CDBG: \$0	Housing for Homeless added	Household Housing Unit	0	0	0.00%	0	0	0.00%

Housing: Improve Quality of Affordable Stock	Affordable Housing Public Housing	CDBG: \$0	Housing for People with HIV/AIDS added	Household Housing Unit	0	0	0.00%	0	0	0.00%
Planning and Administration	Administration	CDBG: \$ 98,507.26 CDBG-CV: \$40,798.98	Other	Other	1	1	100.00%	1	1	100.00%
Public Facilities: Maintain, Improve or Repurpose	Public Housing Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$0	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	2500	14672	586.88%	0	0	0.00%
Public Facilities: Maintain, Improve or Repurpose	Public Housing Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$0	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	Households Assisted	4	4	100.00%	0	0	0.00%
Public Improvements	Non-Housing Community Development	CDBG: \$44,962.88 / CDBG-CV: \$0	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	5600	17310	309.11%	3070	12485	406.68%

Public Services: Provide to Low/Mod Residents	Homeless Non-Homeless Special Needs	CDBG: \$59,109.93 / CDBG-CV: \$146,754	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	1540	3676	238.70%	685	991	144.67%
Public Services: Provide to Low/Mod Residents	Homeless Non-Homeless Special Needs	CDBG: \$0/ CDBG-CV: \$0	Homelessness Prevention	Persons Assisted	0	0	0.00%	0	0	0.00%

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.

Maintaining and improving Manchester’s affordable housing has been, and continues to be, of the utmost priority. The Housing Rehab Program and Rebuilding Together’s roofing program have continued to improve the safety and quality of housing units in Manchester. Rising costs for building materials and the scarcity of available contractors, however, increased costs and delayed progress on rehab projects that required nonprofit partners to leverage funds. Both housing programs hope to complete more projects in the coming year.

There remains a critical need for quality, affordable owner- and renter-occupied housing. The aforementioned housing programs fill a crucial need for residents in our community. Housing costs remain exceedingly high, which makes it increasingly challenging for lower-income residents to meet basic needs. When an emergency such as a failed boiler, leaking roof or lead-poisoned child create an even greater financial and emotional strain on residents, there are programs they can turn to for assistance. Information about the programs has been widely distributed over the years, so an increasing number of residents are aware of these community resources. In addition, the Leaded Water Line Replacement Program has been designed to replace lines whose material create a health risk to a property’s occupants, particularly when the town-owned side of the water line has been replaced.

Continued support for public service projects is also of great importance. Manchester has a strong network of community organizations and town departments serving subpopulations such as the homeless, residents with mental health issues, lower-income youth and families, disabled individuals and formerly incarcerated individuals. Each year, we have the opportunity to expand capacity by providing CDBG funds to support

some local nonprofits’ initiatives. As pandemic-related funding sources dissipate, the continued availability of CDBG funds will be even more critical.

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)

	CDBG
White	888
Black or African American	660
Asian	19
American Indian or American Native	6
Native Hawaiian or Other Pacific Islander	4
Total	1,577
Hispanic	378
Not Hispanic	1451

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

Narrative

Other racial groups served this program year but not represented in the table above include the following: Black/African American & White (3), American Indian/Alaskan Native & Black/African American (1) and Other Multi-Racial (248). The total number of households/individuals assisted through projects completed through CDBG funding this year was 6,581. To provide additional context regarding beneficiaries, 782 households served through all CDBG-funded projects (housing and public service projects) were female-headed.

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	\$578,451.25	\$637,286.98

Table 3 - Resources Made Available

Narrative

Manchester received \$533,876 in regular CDBG funding for the 2023-2024 program year. An additional \$44,575.25 was reprogrammed to support activities during this program year. The amount expended reflects completion of projects funded during this program year as well as capital projects that spanned over multiple years. In total, we spent \$637,286.98 on such projects.

The town also continues to draw down CDBG-CV funds (\$812,580 received in total) to prepare for, prevent and respond to Covid-19. Manchester has expended \$708,139.35 in CDBG-CV funds. We entered the new program year with a great new project, signed contracts and a solid plan to spend the remaining CDBG-CV funds.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
MANCHESTER HOUSING REHABILITATION AREA	18	37.09%	Significant allocation primarily due to 4 expensive general rehab projects within eligible area.

Table 4 – Identify the geographic distribution and location of investments

Narrative

The town has designated a target eligible area for the Housing Rehab Program to maximize impact within these CDBG-eligible neighborhoods. The planned percentage of allocation was based on funding dedicated to this year's Rehab Program. Compared to the overall entitlement grant, it was expected that 18% (\$102,473.25 of \$578,451.25) would be spent rehabilitating properties within the target area.

The "Actual Percentage of Allocation" represents the cost of all housing projects completed within the target eligible area. This calculation includes projects completed by the Housing Rehab Program (lead/code as well as emergency replacement projects) and Rebuilding Together's roof replacement projects. Both programs are included in this calculation because they show investments made in the housing stock within the target area. By the close of the program year, \$214,572 was invested by these programs in the eligible area.

The higher than anticipated percentage completed within the rehabilitation area is primarily attributable to the 4 costly general rehab (lead/code) projects this year, since those projects cost

significantly more to complete. Although emergency replacements and Rebuilding roof projects are not limited by the rehabilitation area, many of those projects were completed within the boundaries this year.

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.

The chart below outlines funds leveraged by sub-recipients in support of CDBG-funded projects:

<u>PROJECT</u>	<u>LEVERAGED FUNDS</u>	<u>SOURCE</u>
Charter Oak St. Sidewalks	\$50,000	Public Works department contribution from various sources
Arts Employability Program	\$33,088	State & local government funding
CARE Development Center	\$75,000	Hartford Foundation & J. Walter Bissell Foundation
Career Pathways to Employment	\$984.40	Private Funds
TOTAL	\$159,072.40	

Leveraging of program funds continues to be very important. Materials and staff continue to be in short supply and costs for both have remain high. Each year, Manchester is fortunate to have CDBG sub-recipients who provide additional funds to expand project capacity.

In total, at least \$159,072.40 was leveraged by CDBG funds to benefit low- and moderate-income Manchester residents.

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	0	0
Number of Non-Homeless households to be provided affordable housing units	24	28
Number of Special-Needs households to be provided affordable housing units	0	0
Total	24	28

Table 5 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	0	0
Number of households supported through The Production of New Units	0	0
Number of households supported through Rehab of Existing Units	24	76
Number of households supported through Acquisition of Existing Units	0	0
Total	24	76

Table 6 – Number of Households Supported

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

The *continued* affordability of 28 non-homeless households was secured this program year. The one-year goal outlined in Table 5 was misleading, as it duplicated the number of households supported through rehabilitation. Instead, it should have just reflected projections for the number of households able to *maintain* living in affordable housing through assistance provided by the Housing Rehab Program, Rebuilding Together and the Water Line Replacement Program. In total, 28 households were helped by the Housing Rehab Program and Rebuilding Together. The Water Line Replacement Program was fully designed, the contractor was selected, and program guidelines, applications and contracts were created but no projects were completed during the program year.

In total, 76 households were assisted through the rehabilitation of existing units: 15 households through the Rehab Program, 13 through Rebuilding Together's roofing program and 48 through the CO Detector Program, which carried funds over from the previous program year. This was a very busy year for all housing rehab-related programs as housing costs remain high and inflation impacted residents' ability to

save for home maintenance expenses.

Discuss how these outcomes will impact future annual action plans.

In terms of supporting households through rental assistance, Manchester’s housing authority uses small area fair market rents (FMR). The housing authority reports this hinders their ability to fund as many vouchers as they would otherwise be able to subsidize. While small area FMR is beneficial to integrate lower-income residents into “high opportunity” areas, funding levels have not increased along with the ability to pay higher rents. As a result, they are not able to assist as many households. Other funding sources, however, have led to plans for extensive rehabilitation of MHA properties in the upcoming year. This should improve the quality, if not the quantity, of affordable housing units.

High material and labor costs continue to strain all households, but lower-income ones in particular. This, along with numerous other financial challenges, will hinder lower-income households from affording necessary upkeep to their homes. We continue to see high demand for emergency replacement assistance and roof replacements. Unfortunately, we anticipate this demand will continue.

Supply chain issues, material costs and contractors’ tight schedules continue to impact program output. CCHHP received significant state funding to support their lead program and many contractors are very busy fulfilling those contracts. Rebuilding Together has dealt with extremely high costs for roof materials and their waitlist continues to grow, especially with residents whose insurance companies threatened to cancel coverage unless their roof was replaced.

In general, we expect demand to continue to be elevated for all housing-related programs. The increased number of inquiries for assistance shows that these programs fill a crucial need within the community. We hope to continue funding the Housing Rehab Program and Rebuilding Together while also exploring other opportunities to support residents’ ability to maintain their homes and improve the quality of the town’s affordable housing supply.

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.

Number of Households Served	CDBG Actual	HOME Actual
Extremely Low-income	28	0
Low-income	18	0
Moderate-income	27	0
Total	73	0

Table 7 – Number of Households Served

Narrative Information

The figures in the chart above represent households assisted through the following CDBG activities: the Housing Rehab Program, Rebuilding Together’s roofing program and the CO Detector Program.

Manchester does not receive HOME funds so that section of the chart is not applicable.

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

MACC's Community Outreach Program is a vital resource in Manchester and is funded by the Town and other sources. The Outreach Worker meets with unsheltered homeless in the field and with visitors to MACC's food pantry, soup kitchen, and shower and laundry facilities. The Outreach Worker is frequently accompanied by the police department's Community Outreach Officer to maintain a network of support and understanding between the town's homeless, social service agencies and the police department. This fall, this outreach with MPD was expanded to 2x/week and it was noticed that most complaints about homeless residents came from the downtown area. An assessment of each individual's needs is completed and follow-up appointments are scheduled as necessary. Attempts were made – particularly with unsheltered homeless – to make connections with housing and other needed resources and services. As part of a regional outreach program, a state-funded PATH program clinician also provides homeless outreach in Manchester.

MACC and Senior Adult and Family Services (SAFS) staff also frequently meet with homeless individuals and families to make connections to housing and other resources. MACC, PATH and SAFS hold monthly meetings to maintain a network of assistance for the homeless. Recently, on any given day, more than 40 people are homeless in Manchester or on the immediate verge of being unhoused. Manchester provides supports not available in many other towns, so numerous individuals travel here to benefit from the town's social services.

Journey Home, a regional organization focused on addressing homeless issues, also has an active presence in Manchester and actively participates in local CoC meetings. In partnership with the Youth Service Bureau, Journey Home continues a pilot program on youth homelessness in Manchester.

The majority of Manchester's sworn police officers – 63 of 100 officers - have been trained through the Crisis Intervention Team (CIT) program. Two additional officers will complete the training in January. This program educates officers about safe and effective methods for responding to people in psychiatric distress. Instead of immediately arresting the individual, officers learn ways to diffuse situations and connect them with mental health services.

Addressing the emergency shelter and transitional housing needs of homeless persons

Since the MACC shelter closed years ago, there is no emergency shelter located in Manchester. The primary resource for shelter bed referrals is the state-wide 211 system; MACC and the town's Senior Adult and Family Services Department (SAFS) provide individuals with assistance navigating the referral system.

This past winter, the town and MACC continued their collaborative effort to provide temporary housing for unsheltered homeless in hotel rooms during the winter warming season. ARPA funds allocated by the town Board of Directors is available through 2026 to financially support this project. Overall, 33 clients were served by 3,174 hours of shelter staff/monitor hours. Interested participants were connected with services including addiction services, job pathway services, assistance obtaining vital

documents and more. Of the individuals served, 13 were connected with housing services such as long-term shelter, priority housing lists and permanent housing. Cornerstone Shelter in Vernon took on responsibility for homeless family triage.

Interval House's shelter was full throughout the program year. Identifying affordable and safe housing remained a top challenge for their clients. The State Department of Social Services offered a very generous cash assistance program for survivors of domestic violence, for which they had many applicants. The waitlist for domestic violence rapid rehousing assistance remained very long.

Veterans, Inc., the VA and 211 continue efforts to connect homeless Veterans with transitional and permanent housing.

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

Five 2-bedroom units at CHR's Center St. Apartments II are designated as child welfare units for homeless/at-risk youth. This property has on-site staff to assist residents – which include the aforementioned youth, formerly homeless residents, Veterans and individuals with a mental health diagnosis, among others – and connect them with social services to meet their needs.

Many local groups assist low-income households trying to avoid homelessness. MACC assists very low-income residents visiting their soup kitchen or food pantry by arranging a meeting with an outreach worker who can create connections with available programs and services. Veterans, Inc. assists Veterans being discharged from transitional housing to secure more permanent housing. SAFS will assist any type of household in need – immigrants, low-income seniors, individuals with a mental health diagnosis, domestic violence victims, etc. They also provide direct assistance to residents displaced through circumstances such as fires or situations deemed by the building department as unsafe for habitation. Interval House provides survivors of domestic violence with temporary housing and assists in ensuring a transition to long-term safe housing. CHR's Promise House provides housing to youth aging out of foster care so they avoid homelessness.

Second Chance Re-entry Initiative Program (SCRIP, Inc.) owns a property in Manchester that operates as transitional living for formerly incarcerated persons integrating back into the community. CDBG funds were used this year to support SCRIP's efforts. They provide housing and wholistic services to help set participants up for success in their transition. The residence resulted from a successful collaboration between the SCRIP CARE program and Tom Cat's Place. Individuals living at the facility are provided support services to help rebuild relationships, deal with trauma, gain and maintain employment and, over time, become self-sufficient. They are also assisted in finding and securing long-term housing when they complete their time in the program.

More than \$700,000 of the Human Services Department's annual budget is directed towards providing financial support to area nonprofits that help residents meet their basic needs and provide them with additional support services.

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

The town provided a Certificate of Consistency to the CT Balance of State CoC in support of their application for new and continued statewide funding. BoS projects relevant to Manchester included youth homeless diversion, rapid rehousing, permanent supportive housing, and rapid rehousing assistance to families that include victims of domestic violence.

In partnership with other area nonprofits, Journey Home continues to run a youth homelessness demonstration project for youth ages 18-24. The definition of “homeless”, as applied to this project, was expanded to include any youth 14 days from being homeless. Limited rental assistance and security deposit money was available to participants. Journey Home continues its work with Manchester’s Youth Service Bureau to identify the extent of youth homelessness in town, develop effective means to connect with youth experiencing homelessness and provide them with access to necessary resources.

Veterans, Inc. and the VA continue to maintain an active presence in Manchester. Veterans, Inc. continues efforts to assist formerly homeless Veterans transitioning into the general rental market and with securing employment. Both groups also participate in the local Continuum of Care.

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

Actions taken to address the needs of public housing

Public housing within the Town of Manchester is administered by the Manchester Housing Authority (MHA). The MHA currently has 317 public housing units and administers 504 housing choice vouchers in their inventory.

During this program year, extensive capital improvements were completed on 76 elderly/disabled federal units at Mayfair Gardens. The project was the largest MHA undertaking during the year and entailed a one-million-dollar revitalization of the property funded through MHA capital funds. The scope of work included replacement of windows, siding, gutters, and unit doors. The MHA also completed a capital project upgrading boilers and water heaters in our Partridge Meadow development. The property encompasses eight duplexes consisting of sixteen three-bedroom family units located on Lisa Drive.

The MHA was also able to open the waitlist and accept applications for our federal public housing program. Four hundred names were added to the waiting list by random lottery drawing from over twenty-one hundred applicants. It is expected to take three years to work through the current wait list before opening again.

To further sustain the portfolio of affordable housing in Manchester, HUD has approved the MHA's first round application for the Rental Assistance Demonstration (RAD) program. The first round of three planned phases was completed in April of 2024. The second phase consisting of forty-eight units is expected to be finalized in April of 2025 with the complete conversion planned for early 2026. Further information on the program and the strategy to preserve and improve public and affordable housing properties can be found at <https://www.hud.gov/RAD>.

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

The housing authority maintains a Resident Advisory Board (RAB) consisting of one representative from each MHA property – including scattered site units - that meets quarterly to address any concerns that arise.

The housing authority's Board of Commissioners, by construct, must always include a tenant commissioner to provide a voice for resident concerns.

Actions taken to provide assistance to troubled PHAs

This section is not applicable as the Manchester Housing Authority continues to operate as a "High Performer" based upon HUD's Public Housing Assessment System (PHAS).

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)

There is limited developable land remaining in Manchester. Remaining lots tend to present challenges such as environmental impacts or lack of direct connection to existing water and sewer mains. Opportunities for redevelopment exist but present significant financing hurdles for developers.

In 2024, the Planning & Zoning Commission (PZC) approved two key zoning regulation amendments: one allowing new two-family construction in designated zones to expand housing options, and another facilitating the conversion of former school buildings into housing, creating pathways for adaptive reuse of underutilized properties. These updates build on earlier reforms, such as the adoption of an Accessory Dwelling Unit (ADU) regulation permitting ADUs by right in all single-family zones that previously hindered multifamily development. As a result, a unique housing redevelopment is underway, including an adaptive reuse project that will convert a former elementary school into 40 units.

The town has also initiated a comprehensive review and update of Manchester's zoning regulations with the help of a consultant firm, a significant undertaking launched one year after the adoption of the Manchester NEXT Plan of Conservation and Development (POCD). This comprehensive rewrite of the regulations will seek to address many recommendations from the POCD, the town's Affordable Housing Plan, and other relevant town policies including reducing barriers to housing development. Department staff are also engaging with stakeholders to explore additional strategies for implementing housing recommendations and monitoring progress.

Manchester remains actively involved in statewide initiatives, such as Desegregate CT, to educate stakeholders and promote zoning changes that enhance housing affordability. As part of this collaboration, the Town partnered with Desegregate CT to conduct a walk audit, raising awareness of housing-supportive policies and identifying opportunities for equitable community development.

The department is preparing for the 2025 Consolidated Plan Update. This process will align Manchester's Affordable Housing Plan recommendations with the Consolidated Plan, providing an opportunity to integrate housing priorities and strengthen partnerships that support affordable housing preservation and production.

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

Typically, the primary obstacle is a lack of funding to address the level of need. Circumstances drastically changed when there was a sudden influx of funds at the federal and state level to help communities curb the impacts of Covid-19. Most of that funding is now gone, leaving households and non-profits without the financial assistance that helped make ends meet for the past few years.

In recognition of the continued needs of Manchester residents, the Board of Directors allocated ARPA funds for programs designed to support lower-income residents. This included significant investment in housing stability as well as support for the town's winter warming program that provides hotel rooms

for unsheltered homeless during the winter. Funding for this program will likely continue through the winter of 2026.

CDBG-CV funds enabled the town to respond to changing community needs related to Covid-19. Manchester has approximately \$100,000 remaining in CARES Act funding. These funds will be used to expand access to and understanding of technology for lower-income residents, particularly seniors. As most everything went online during Covid-19, the digital divide became very apparent. This CV-funded program will provide training, materials and support to individuals who may not be familiar with – or have access to – the means to have online connectivity.

A continuing obstacle resulting from the pandemic is the exponential increase in need and the lack of staff to apply for, design and operate programs. Lack of administrative capacity creates significant challenges. Despite this, staff from the Town and local nonprofits continue to dedicate themselves to overcoming these challenges and serving as many residents as possible with available resources.

As of Spring 2021, Manchester became the first town in the country to hire a professional recovery coach to help residents suffering from addiction. The police and human services departments recognized that many 911 calls were situations that necessitated support services rather than police response. This town staff member recently commented that the level of assistance needed throughout the community was much higher this past year than the year prior.

Rebuilding Together runs a program to install temporary handicap ramps at Manchester homes. This enables disabled persons to age in place and safely leave their residence for appointments or other outings. When the ramp is no longer needed at a property, it can be removed and relocated to another home.

MACC runs a catering business that has proven very successful and has developed a strong reputation. For the past 5 or so years, they have held a catering contract to provide daily meals at the town's Senior Center. Operations adapted to the pandemic and increased demand; take-home meals were offered in the Senior Center parking lot and meals are delivered to homebound seniors. Using CDBG-CV funds, the Senior Center (under the Human Services Dept) purchased a vehicle that enables delivery of heated and refrigerated meals to homebound and high-risk residents.

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

The town continues to dedicate annual CDBG funding to run a housing rehabilitation program. This program year, 4 housing rehab projects were completed that benefited 5 households. Three of the properties were single-family, owner-occupied while the fourth was a renter-occupied two-family property.

Manchester's Housing Rehab funds are leveraged through partner projects with CCHHP's lead and when available, healthy homes funding. Additionally, CCHHP funds their own lead projects in Manchester using federal OLHCHH and state funding, including ARPA monies. Cross-referrals are made between the two organizations as well. During this program year, CCHHP contributed \$181,919 towards the provision of safe, affordable housing in Manchester. They anticipate significant investment in Manchester over the next few years.

Health Department officials continue to perform lead inspections and investigate lead orders. Staff also distributes information on the dangers of lead paint in town hall, the health department and at various

fairs and events. Households that may qualify for assistance – especially in situations involving lead poisoned children – are referred to CCHHP or the Housing Rehab Program. Follow-up and tracking are performed for any abatement orders.

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

Efforts to assist families trying to lift themselves out of poverty are very challenging due to wages that do not match the increased cost of living and the extremely tight housing market for both renters and homeowners.

The lack of childcare options can add a significant barrier for lower-income families. We have tried to reduce this burden by funding a before- and after-school care program through Manchester Early Learning Center (MELC) with CDBG-CV funds. Demand for this assistance was ongoing, so we extended their contract to continue subsidizing the cost of quality childcare so parents could work and earn money for their family.

Manchester Adult and Continuing Education continues to work closely with the local branch of the American Job Center to assist residents to transition from training to employment.

Journey Home redesigned their CDBG-funded Career Pathways to Employment Program but still struggled to identify participants. They had redesigned the program to offer more job training and educational options, and built partnerships with the Human Services department and local nonprofits to create referral sources. Staff turnover and difficulties coordinating with the local community college created unanticipated challenges. By the end of the program year, however, they were able to assist 21 individuals to access educational and employment opportunities to lead them on the path to well-paying jobs that could help pull their households out of poverty.

Interval House connects survivors of domestic violence with housing and other resources to re-start after an abusive situation. They provide temporary housing and connect people with job opportunities, permanent housing and build their self-esteem to help them succeed.

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

Town staff continuously strive for enhanced coordination and communication to better serve the residents of Manchester. One example of this is the local Continuum of Care, which provides a valuable forum for the exchange of information and sharing of resources, training and coordination of efforts.

The Manchester Community Services Council (MCSC) is another example of a coordinated effort between town staff, nonprofits, private institutions and concerned citizens to unite, inform and address issues that impact the health, economic and housing situations of Manchester's lower-income residents.

The Town continues to work with Community Outcomes, LLC, a consulting company, to efficiently spend down the last remaining CDBG-CV funds in a compliant manner that best serves Manchester residents.

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

Squire Village, a privately-owned project-based Section 8 property, is an example of a truly collaborative process to ensure the provision of quality affordable housing. The Town signed a 15-year property tax

agreement with the property owner, Jonathan Rose Companies. The police department maintains a “community service” presence at Squire Village – operating an on-site substation, participating in social events and developing a level of trust with residents in an effort to provide an improved sense of safety. The Board of Education and local social service agencies maintain numerous programmatic connections with the Squire Village community. Also, Foodshare visits the complex every other week as part of their mobile food distribution schedule. ECHN, the local hospital, provides weekly on-site appointments to create an easily accessible connection to improved health and wellness.

For worst-case housing needs, SAFS maintains a list of local landlords with affordable units, including those who will rent to households with eviction records or very poor credit while still charging an affordable rent. SAFS staff works tirelessly to place low-income renters in sustainable housing situations, despite numerous challenges in an extremely tight rental market. In addition, both MACC and SAFS have programs to assist with security deposits and rent for households in emergency situations.

The Town Attorney’s Office is the first point of contact for residents with fair rent complaints. Residents of a particular large rental property now contact the office directly to mediate their rent increases without filing a formal complaint. The property owner has developed a connection with the Town Attorney’s office so that any time a call about rent increases is received, the office can directly negotiate with the property management team to reach a resolution suitable to both renter and owner. In the past year, almost 50 rent increases have been renegotiated for this property.

For years now, MISAC has provided a grant to SAFS to fund security deposits for lower-income renters in the private market. This has enabled SAFS to secure housing for residents who would not otherwise have the means of paying security deposits that now frequently cost 1.5-2 times the monthly rent.

Organizations such as Veterans, Inc. and CHR try to identify landlords willing to work with their clientele and provide affordable housing. They then assist residents to transition into these units and provide social service supports as needed.

Promise House, completed four years ago and housing formerly homeless youth, is another example of a successful collaborative effort. CHR handled construction and management, and external funding was secured for the individual units. MHA provides Section 8 vouchers to subsidize 3 units with the requirement that those assisted are from Manchester. MISAC pledged to subsidize 10 years of operating expenses for 3 units. Additional operating funds were requested from the state.

The Executive Director, Deputy Executive Director and Resident Services Coordinator of the local housing authority maintain contact with the town, especially the Planning, Human Services and Fire Departments, to address common goals. MHA representatives also participate in town-staffed groups related to affordable housing, such as the Continuum of Care, the Manchester Community Service Council and the Housing and Fair Rent Commission.

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

IMPEDIMENT 1: Although housing discrimination is not visible or prominent in Manchester, it may still exist. ACTION 1: Human Services funds agencies such as CRT and MARC, Inc. (serving the disabled). MACC provides counseling on how to be a good tenant. The Community Development Program Manager links residents needing assistance to the Fair Housing Association of CT (FHA) and CHRO. ACTION 2: The Town Attorney is the Fair Rent point of contact for residents who feel their rent

has been unjustly increased or is excessive. When formal complaints are received, the Town Attorney tries to mediate between landlord and renter. If unsuccessful, the case is taken up by the Fair Rent Commission; Housing Court is the last resort. This program year, the Town received 15 fair rent complaints. Nine resulted in hearings; all of which were favorable to the tenants but 7 of them (from the same property) are pending appeals in the Superior Court. The remaining 6 complaints were resolved with the help of the Town Attorney's office. ACTION 3: The Town's Human Services Directory is a clearinghouse of resources for residents. The publication provides contact info for Statewide Legal Services, resources for housing discrimination, eviction, landlord/tenant issues and other housing-related topics. ACTION 4: The CD Program Manager is a member of FHACT and, when able, attends conferences for updates on fair housing and methods to identify and address impediments. ACTION 5: The town acknowledges the wonderful diversity of its residents. A list is maintained identifying town staff that speak various languages who can assist in translating between staff and residents.

IMPEDIMENT 2: The cost of security deposits, down payments and closing costs make housing unaffordable for some residents. ACTION 1: MISAC continued providing SAFS with funding to assist with security deposits. ACTION 2: Veterans, Inc. identifies eligible Veterans who qualify for rent and security deposit assistance. IMPEDIMENT 3: There are limited housing opportunities for the homeless, at-risk and special needs populations. ACTION 1: Factors include a lack of housing supply, high cost of owning and renting and the high cost of construction, particularly with limited subsidies and funding for support services. CoC members maintain partnerships to secure resources, provide references and collaborate to address shortfalls. ACTION 2: Zoning regulations do not define "supportive housing" as a separate housing type. The PZC believes people are living independently whether in an apartment, condo or single-family home, even when tied to support services. ACTION 3: Manchester is exempt from the Affordable Housing Appeals List. The list was developed to encourage towns to ensure at least 10% of their housing is "affordable" through restrictive deeds, CHFA mortgages or government-assisted housing for low/mod-income residents. In 2023, 14.03% of the town's housing met these criteria. This definition is limited and doesn't reflect the full range of affordable housing in town. It does generally prove that Manchester strives to provide housing for ALL residents.

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

We welcome MBE and WBE participation in all CDBG-funded activities. The Rehab Program's pre-qualified contractor list includes MBE companies who actively participate in bid walks. Advertising larger-scale capital project bid opportunities has been challenging as MBE and DBE-focused print and online publications have almost all completely shut down operations. We advertise on the state bid list since it provides access to the most widespread and diverse group of contractors.

Projects are monitored through subrecipients' quarterly Service Utilization reports. Reminders are sent to ensure timely submission. These reports provide quantitative data on unduplicated individuals served each quarter, race/ethnicity data and an income breakdown of those served. Sub-recipients also submit a narrative describing activities, progress made towards goals and any obstacles faced during the quarter. At the end of the program year, sub-recipients provide a narrative on the year's goals and accomplishments and changes they would make to the program, were it to be funded again. In-depth monitoring is also performed each year with a sub-recipient to ensure proper record keeping and compliance with federal requirements. Documentation of each monitoring is kept on file.

The Youth Service Bureau (YSB) and its Arts Employability Program was subjected to more in-depth monitoring this year. Their program recruited 14–15 year olds that participated in employability training for the first few weeks before diving into hands-on art projects to expand their skill sets. Hard copies of program forms including permission slips, income verifications, and timesheets are all kept on file in a locked office. As a start-up program, some hurdles emerged along the way but the YSB worked immediately to address them. They provided oversight for the art consultant and directly supported youth in becoming responsible, accountable and capable. The YSB maintained their own spreadsheet to track expenses before submitting to the Planning Department. All expenses were reviewed for eligibility and cost reasonableness and the consultant's timesheets were also reviewed by the YSB and Planning Department. Overall, the YSB was a conscientious sub-recipient that met deadlines, adapted procedures to meet federal regulations and created a program that was very beneficial to a group of Manchester youth. Though they did not receive CDBG funding for next program year, they plan to make intentional improvements from "lessons learned" and seek alternative funding sources for a similar program next year.

Town capital projects (ie: sidewalk projects) are subject to on-site monitoring by the assigned Construction Inspector. Pre-construction meetings are held to review requirements, including those related to CDBG funding. On-site employee interviews are completed for each project. Invoices are reviewed by the Chief Construction Inspector and payrolls are reviewed by the Community Development Program Manager.

Internal town departments and capital improvement projects submit for reimbursement as invoices are received, which allows for greater internal controls over line-item spending and review of eligible costs. External agencies performing public service projects submit invoices with quarterly reports. This allows for review of timesheets, as documentation for staffing charges, prior to payment of the invoice. Questions are resolved through discussions with the sub-recipient prior to payment being issued. All

invoices related to CDBG require sign-off from the Community Development Program Manager and the Director of Planning before they are processed for payment. Overall, the same procedures have been used for CDBG-CV expenditures but with the use of a consultant to monitor expenditures and eligibility and to provide technical assistance.

Frequent communication and technical assistance provide a better understanding of CDBG funding regulations. Sub-recipients are increasingly accustomed to asking the Program Manager questions before taking action and have a heightened awareness of their obligations under the Sub-recipient Agreement.

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 49th Program Year CAPER was made available for public review on the town's website. Hard copies were made available upon request.

A public notice was published in the Journal Inquirer following notification requirements described in Manchester's Citizen Participation Plan. The notice outlined where residents could view the document, how to request a hard copy and where to direct public comments. It also detailed the time period the document would be made available for public review and comment.

Additionally, a hybrid public hearing was held to provide residents and community organizations the opportunity to review and comment on the CAPER.

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.

There were no changes to the jurisdiction's program objectives during this program year. There were, however, challenges to project timelines and feasibility. The Career Pathways to Employment (CPEP) program, although revamped, continued to face numerous obstacles to success. Staff turnover and the unavailability of slots in job training classes were the primary barriers. Although this program was able to assist 21 residents in acquiring education and job training, the program will not be funded again next year with CDBG funds.

The Water Line Replacement Program will provide lower-income residents with the opportunity to replace water lines that may be increasing the potential for leaded water to be entering their homes. The program took a long time to design and acquire a contractor through a competitive bidding process, but it is prepared to complete projects in the next program year. No changes would be made to the process thus far, but the timeline was much longer than anticipated.

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

grants?

Manchester does not have any Brownfields Economic Development Initiative grants.

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

This section is not applicable.

CR-58 – Section 3

Identify the number of individuals assisted and the types of assistance provided

Total Labor Hours	CDBG	HOME	ESG	HOPWA	HTF
Total Number of Activities	0	0	0	0	0
Total Labor Hours					
Total Section 3 Worker Hours					
Total Targeted Section 3 Worker Hours					

Table 8 – Total Labor Hours

Qualitative Efforts - Number of Activities by Program	CDBG	HOME	ESG	HOPWA	HTF
Outreach efforts to generate job applicants who are Public Housing Targeted Workers					
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.					
Direct, on-the job training (including apprenticeships).					
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.					
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).					
Outreach efforts to identify and secure bids from Section 3 business concerns.					
Technical assistance to help Section 3 business concerns understand and bid on contracts.					
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.					
Provided or connected residents with assistance in seeking employment including: drafting resumes,preparing for interviews, finding job opportunities, connecting residents to job placement services.					
Held one or more job fairs.					
Provided or connected residents with supportive services that can provide direct services or referrals.					
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.					
Assisted residents with finding child care.					
Assisted residents to apply for, or attend community college or a four year educational institution.					
Assisted residents to apply for, or attend vocational/technical training.					
Assisted residents to obtain financial literacy training and/or coaching.					
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.					
Provided or connected residents with training on computer use or online technologies.					
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.					
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.					

Other.					
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Table 9 – Qualitative Efforts - Number of Activities by Program

Narrative

These requirements were not applicable to any projects during Manchester's 2023-2024 program year. Despite this, a good faith effort was still made to advertise public improvement projects to Section 3 companies and document whether contractors participating in the Housing Rehab and Emergency Replacement Program qualify as Section 3 businesses.