

City of Middletown



Community Development Block Grant Program

2010-2015 Consolidated Plan

Companion Document to the 5 Year Strategic Plan

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Acknowledgements

Citizens' Advisory Committee

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This plan is the culmination of a broad community based effort. We thank all the participants who generously contributed their time, ideas and feedback to the creation of this document and what it embodies.

And over 500 anonymous residents of Middletown who completed surveys!

Priorities and Strategies Cheatsheet

Priority # 1- Jobs, jobs, jobs!

Strategy J1- Middletown Job Launch Grants

Strategy J2- Multi-year grants to provide Career Services Job Placement and Job Coaching Programs to Middletown.

Strategy J3- Establish a \$1,500 grant program to assist small business creation or expansion tied to specific training, where an addition \$500 is available.

Priority # 2- Livable neighborhoods!

Strategy LN1- Correcting structural problems that have caused a weak housing market in the Downtown and surrounding neighborhoods through targeted investment and proper project design.

Strategy LN2- Rapid Response Blight Revolving Fund Program

Strategy LN3- Establish a Rental Housing Re-inspection License Program

Strategy LN4- Support programs that address and reduce crimes and quality of life problems in neighborhoods

Strategy LN5- Support the creation and improvement of neighborhood parks, community gardens, sidewalks, bike paths, public spaces and other public amenities in low and moderate income neighborhoods.

Priority # 3- Access for All!

Strategy AA1- Multi-year grant to establish micro-grant or loan program to elimination issues affecting the seniors and the disabled in their own homes or apartments.

Strategy AA2- Develop an after-school scholarship program to assist low and moderate income household send their children to approved after-school programs.

Strategy AA3- Support the Middlesex County 10-year plan to end homelessness.

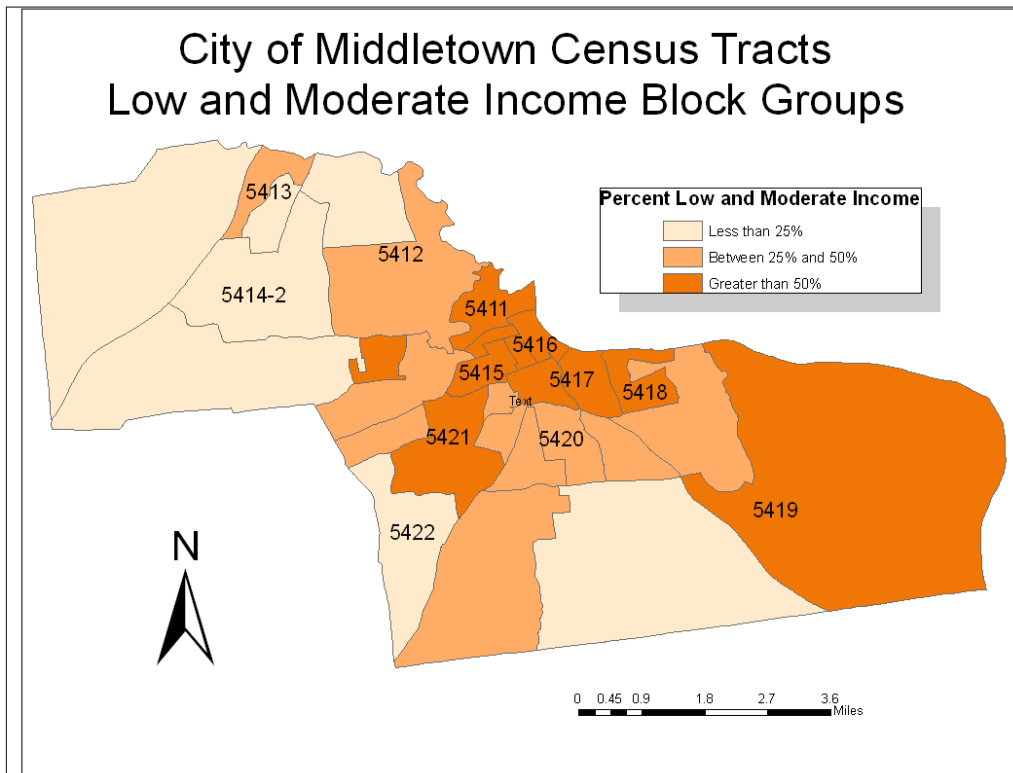
Strategy AA4- Eliminate architectural barriers that prevent seniors and the disabled from benefiting from public facilities

Strategy AA5- Reducing Hunger Grants

Executive Summary

Every 5 years the City of Middletown undertakes an extensive outreach and planning process to formulate the priorities and strategies with which to direct the use of federal Community Development Block Grant (CDBG) funds.

CDBG is an annual entitlement that the City of Middletown receives from the US Department of Housing and Urban Development. Middletown received approximately \$400,000 in funding each year. CDBG is a very flexible source of funding that can be used to improve the lives of low and moderate income residents or address issues of slum and blight through economic development projects, public service programs, housing rehabilitation, homeownership assistance and creation and improvement of public facilities.



A similar but separate document will be the official 5 Year Strategic Plan that will be approved by the Common Council and submitted to the U.S. Department of Housing and Urban Development (HUD). That document will be in a different format that is required by HUD, but is not user-friendly by the public and requires significant additional information that creates a lengthy document. The formal 5 Year Strategic document is available for public review at the Middletown Department of Planning, Conservation and Development, at the Russell Library, and online at <http://www.middletownplanning.com>.

This shorter document is meant to facilitate public understanding and encourage public feedback.

In order to simplify the plan for the public this document lays out the 5 year strategy through the following five sections:

1. Opportunity: Why this report is important!
2. Context: Challenges and Needs facing Middletown over the next 5 years.
3. The Plan: What are the priorities, strategies and how to measure performance?
4. People & Partners: Building a framework for support and success!
5. Risk & Reward: What are the challenges and benefits for implementation?

Opportunity: Why this report is important!

While the City should be proud of the 35 years Middletown has participated in the Community Development Block Grant program, it needs to understand that there are serious shortcomings that needs to be acknowledged. Addressing these shortcomings will make the next 5 year plan better at acting on opportunities.

The previous five year plan, 2005-2009, was a lengthy document that sought to prioritize funding across five priorities with 39 strategies to address the priorities. \$2,228,020 in federal Community Development Block Grant (CDBG) funds were spending in the community, leveraging at least an estimated \$33,367,283 in other federal, state and private funding. Year end reports and project accomplishments for 2009 determined that at least 23,228 individuals benefited directly from CDBG funded projects. The majority of the funding went to address priority one: addressing issues in the North End of Middletown. The bulk of the funding, over \$1 million in CDBG funds and \$23,000,000 in leveraged resources, went to the development of the 96-unit Wharfside Commons affordable rental project and the 17-unit affordable condo homeownership development on Ferry Street, Green Street and Rapallo Avenue. However, the shortcomings that have become apparent over the last five years are as follows:

First, other than knowing number of dollars spent and number of people benefiting, we know little about what impact these efforts had.

Second, organizations seeking CDBG funds had little understanding about what the overall goals of the program were or where they fit into the plan. The open solicitation of requests diluted the effectiveness of CDBG dollars and often efforts were temporary in nature and priorities and strategies were not consistently addressed over the plan timeframe.

Third, the previous five year plan was too broad and offered too many strategies given the limited resources available.

Fourth, progress made in one year was frequently not follow-up in a second year, resulting in the likely erosion of any gains realized by the programs. This is caused by the open solicitation process requiring renewed competition for dollars each year, making multi-year projects few and far between.

Fifth, the plan was nothing more than a document. It was referenced once as year a part of the funding allocation process and used for little else beyond this requirement.

In looking forward, we have an opportunity to do better.

Middletown is entering its second decade of the downtown renaissance, but this second decade of renaissance is met with economic turbulence and specific community challenges. Middletown needs to invest its precious resources strategically and assess their success or failure. With this understanding better programs can be developed to make Middletown the best community it can possibly be. This plan attempts to accomplish this with the following changes:

First, monitoring of programs needs to go beyond dollars spent and number of people served. Performance measurement systems need to be developed to understand the impact we are having and to address new threats and opportunities in order to stay on track to meet 5 year goals.

Second, CDBG dollars need to be better targeted, while having an open solicitation for projects has a role to play, it is not a framework to ensure that 5 year goals will be met. Using a Request for Proposals method to receive proposals with specific goal in mind should be incorporated as a standard process.

Third, the City needs to narrow its scope; five priorities and 39 strategies were too many. Hard

choices need to be made to bring the number of priorities and strategies to a manageable number.

Fourth, for some projects, a multi-year commitment can result in solidifying programmatic gains. Some grant funding should be set aside each year for efforts that are in the interest of Middletown.

Fifth, nothing can be accomplished without a support network to champion and carry projects forward. Middletown's CDBG program doesn't need applicants, it needs partners that understand their role and believe in the goals developed for the plan.

Context: Challenges and Needs facing Middletown over the next 5 years.

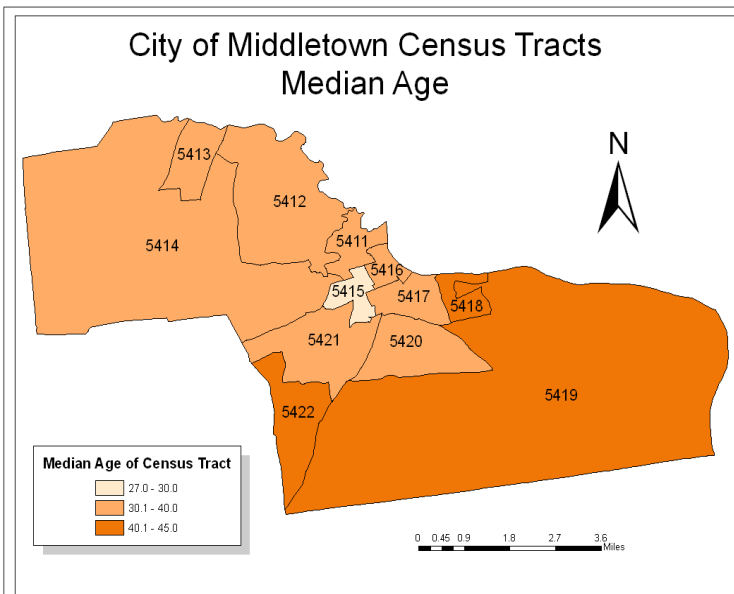
Before decisions can even begin to be made with the allocation of CDBG funds, decision-makers and the public need to have a clear understanding of the facts on the ground. This section is an attempt to provide a brief overview of the challenges and needs facing Middletown.

This section is divided into five parts: 'Demographics'; 'Housing & Affordable Housing'; 'Labor Force, Employment & Employment Opportunities'; 'Low- and Moderate-Income, Poverty & Homelessness', and 'Foreclosures, Blight, & Crime'.

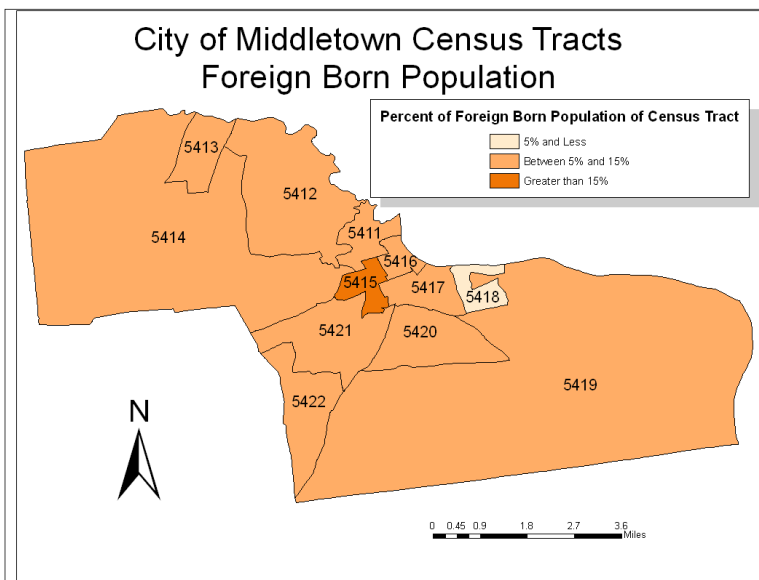
Demographics

The City of Middletown covers 42.5 square miles, or approximately 27,190 acres. The city's 2000 population totaled 45,563 persons, giving it a population density of 1,072 people per square mile. Middletown is the most densely populated of Middlesex County. Average household size is 2.23. Average household size of an owner-occupied unit is 2.49 and average household size of a renter-occupied unit is 1.95 persons. Average family size (related) is 2.90 persons.

Since 2001, Middletown's population has increased by 4.4% from 45,563 to 47,568. Middletown has an estimated growth rate of 0.6% for each year. This equals to an estimated 273 new residents per year or an estimated 10 households per year.



Middletown is also growing older as a community. Between 2001 and 2008, median age has risen from 35 years to 38. The largest age segment of the community is the 25-49 years old cohort. But this segment decrease in size by 3.4% since 2001. The 50-64 years old cohort saw the largest gain of 29.9%, an increase from 6,246 people to 8,113. The cohort to experience the second largest gain was the 65 years of age and older cohort, with a gain of 16.3%. While Middletown will likely continue to get older, recent trends in the 0-4 year cohort could counter the aging trend for Middletown. With an 11.1% increase in young children, Middletown could be experiencing a local baby-boom, however evidence is sketchy at this time. Therefore Middletown could be challenged with the competing needs of seniors and very young children, over the next five years.

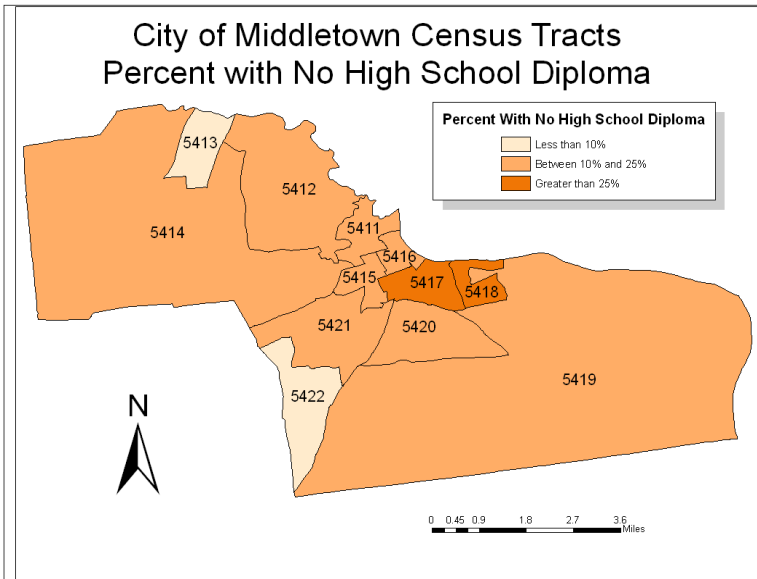


Middletown continues to be attractive to immigrants. 4,137, or 9.6%, of Middletown's residents are foreign born. 50.9% of the foreign born population has become naturalized citizens. From 1990 to 2000, 1,606 foreign born residents of Middletown entered the United States. This is an increase of 113% from the period 1980 to 1990, where 752 foreign born residents of Middletown entered the United States. 45.7% of the foreign born residents originated from Europe. The

predominate non-English languages spoken in Middletown are Spanish, Italian and Polish. 1,092 residents speak little to no English.

Middletown is also growing more diverse, with the exception of the Native American cohort, Middletown’s racial minority cohorts are all increasing in population from 2001 to 2008. The largest percent increase was record by those claiming to be either a multi-racial or declared themselves as other. This segment saw an increase of 299%. Asian and Pacific Islander segment saw an increase of 118%. Hispanics saw an increase of 32.7%. African-American community is still the largest minority population in Middletown. However, the African-American population experienced the smallest increase of 15.1%, growing from 4,790 in 2001 to 5,514 in 2008. Caucasians decreased in population by -7%, from 36,856 to 34,279.

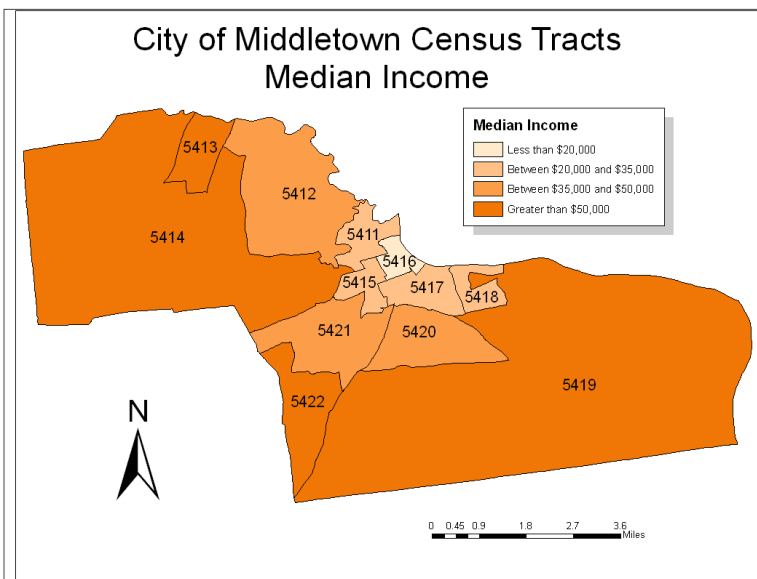
In 2000, 39% of Middletown residents, who are 18 years of age and older, had not obtained a high school diploma. In the downtown and north end 51% of residents, 18 years of age and older, had not obtained a high school diploma.



In 2000, 10% of Middletown’s residents that had a Masters or Doctorate degree. While in the Downtown and North End only 4% of these residents had a Masters and Doctorate degree.

Middletown’s median household income for 2008 is \$60,542. The wealthiest census tract is 5419, with an income of \$74,904 or 158% of the median income in 2000 and consists of Maromas and South Farm south of Randolph Road. The poorest census tract is 5416 which consists of the downtown core with an income of \$13,699 or 29% of the

median income in 2000. The wealthiest census tract has a median income of nearly 550% times larger than the poorest census tract.



From 1990 to 2000, three census tracts became poorer over the decade. The downtown core, census tract 5416, experienced a drop of median income of \$2,529; or a drop from 43% area median income (AMI) to 29%. The neighborhoods south of downtown, census tract 5417, experienced a drop of median income of \$881; or a drop from 82% AMI to 63% AMI. The most severe drop was experienced by the Connecticut Valley Hospital Campus, census tract 5418, with a drop of \$15,625; or a drop from 120% area median income AMI to 64%.

Conclusions:

- Middletown is growing older.
- Middletown is growing more

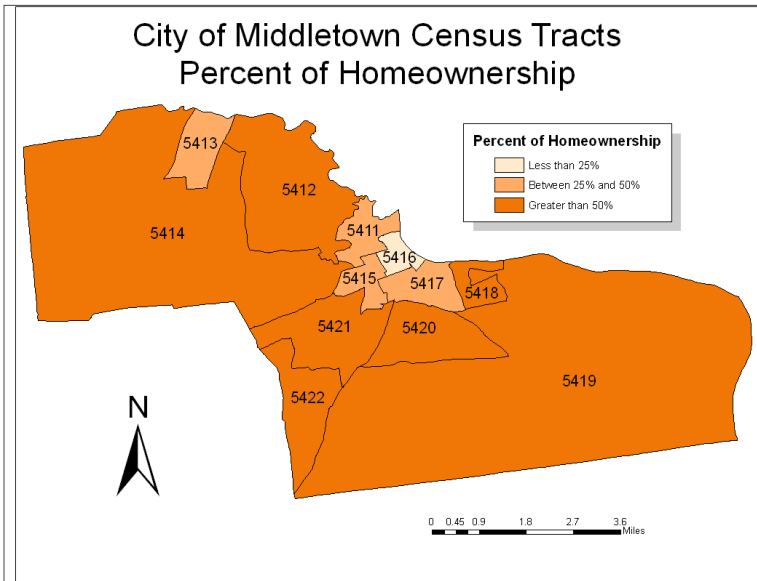
diverse.

- Middletown's rural areas are wealthy and Middletown's urban core is poor.

Housing & Affordable Housing

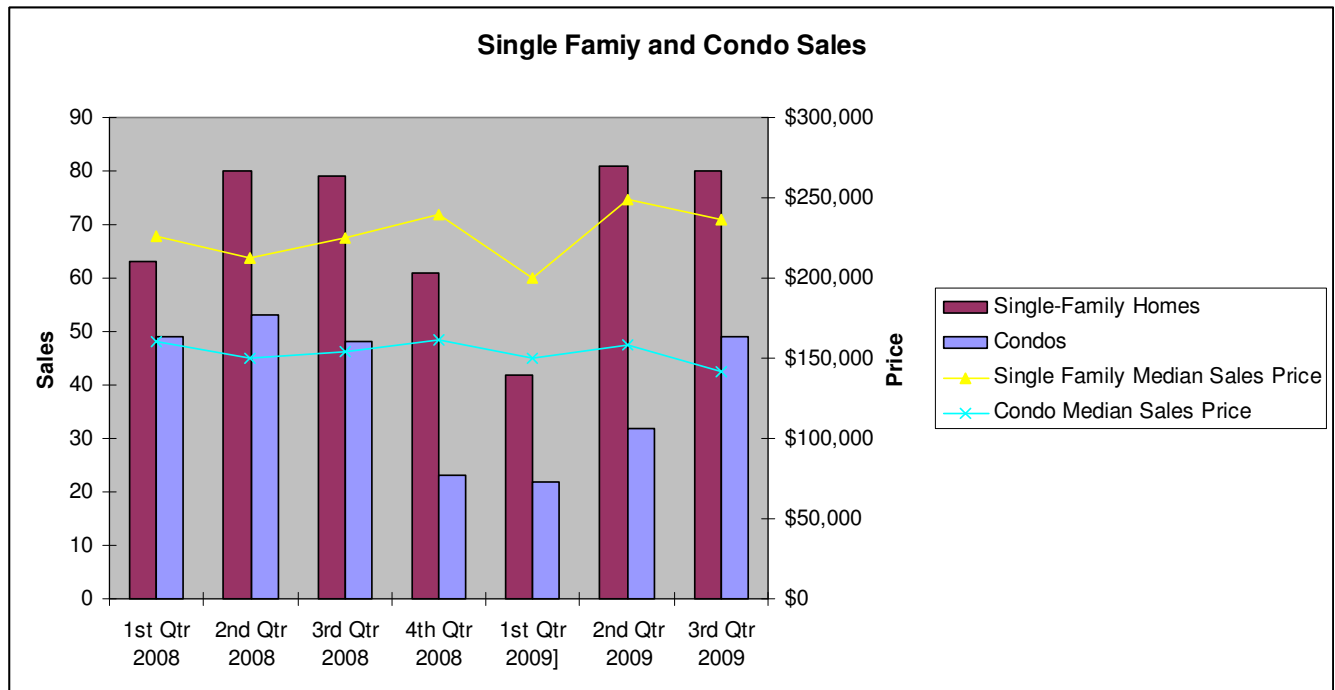
Middletown housing market consists of 19,618 housing units. 46.5% of these housing units are single-family dwellings, 11.4% are condos, 8.7% are two-family dwellings, 2.8% are three-family dwellings, 3% are 4-8 unit apartment buildings and 25.4% are apartment buildings with over 8 units. The section of the City with the most diverse housing stock is the downtown with only 33.8% consisting of single-family dwellings. The most homogeneous section of the City is west of I-91 with 99.3% of the housing as single-family dwellings.

Middletown has a homeownership rate of 52%. The downtown and surrounding neighborhoods have a homeownership rate of 19%.



Middletown saw a significant rise in home values from 1991 to 2008. The median home sales price increased by 165%. However, this is lower than the national increase of 290% in the Case-Shiller Index over the same period.

A median sales price for a single-family home in 1996 was \$126,000. In 2008 the median sales price was \$224,000 for a single-family home. This is 6.6% less than the peak median sales prices of \$240,000 reported in 2007. For 2009, single family housing prices have begun to increase again. The median price from June 2008 to June 2009 was up by 1%.



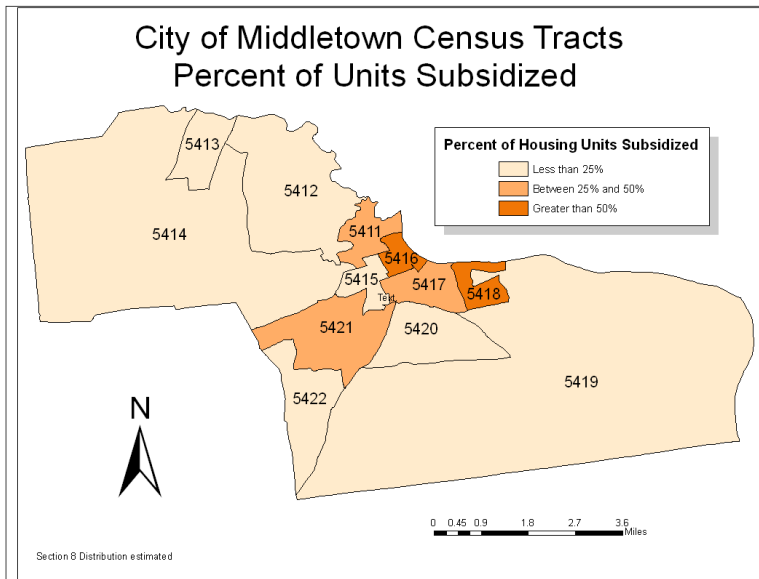
As of July, interest rates of 5.3% for 30 year mortgage can allow a median income family in Middletown to afford a \$264,800 home with 20% down payment or \$204,660 with 3% down

payment. These prices are in line with recent sales prices and therefore prices should remain stable.

However, using accepted models to determine if the local real estate market is fairly valued showed that compared to long-term trends the current prices are at least 14% higher than what should be expected compared to income and 8% higher than what should be expected compared to rental rates. The most likely reason is that home values have not dropped to their long-term trend values is that interest rates are still at historic lows. At some point interest rates will have to rise, which will increase borrowing costs. Higher borrowing costs will have an effect on what households can afford and could cause a renewed decrease in property values in Middletown.

Looking forward, the value of homes will likely remain flat over the next few years, but a modest decrease has not been eliminated as a possibility. Middletown has been spared the dramatic decreases in property values the have been experienced around the country, but sudden increase in interests and continued elevated levels of unemployment are a risk factor to future home values.

Middletown has a large stock of affordable housing. The State of Connecticut estimates that 20% of Middletown housing units are considered to be affordable, either through subsidized rents or fixed rents. The City estimates the number of affordable units at 3,727. 751 are for elderly residents and 801 units are made available though the Middletown Housing Authority’s Section 8 housing voucher program. Nearly a third of the City’s affordable housing stock is located in the downtown and North End. Furthermore 63% of the housing units in the downtown census tract (5416) are subsidized or restricted in someway. The North End census tract (5411, 33%) and South End (5417, 26%) also have higher rates of subsidized or restricted housing than the rest of the City (17%).



Conclusions:

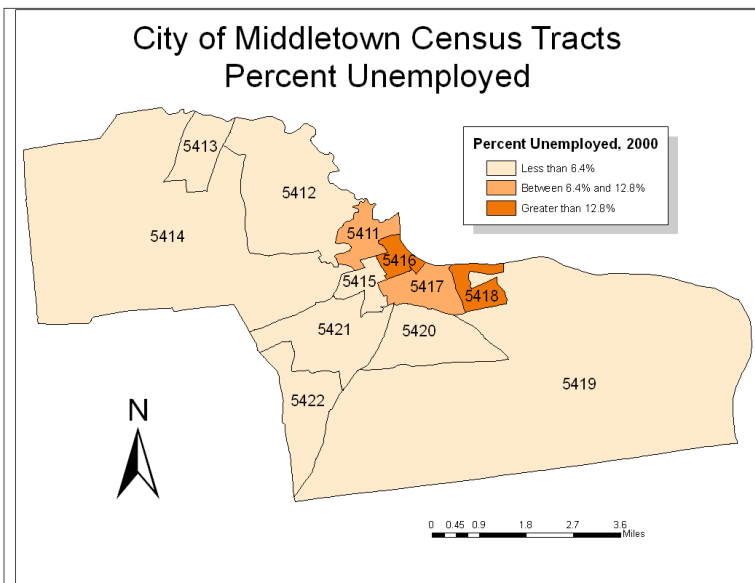
- Middletown’s housing market has not suffered the dramatic declines experienced elsewhere but demand will remain lower for the next few years.
- Homeownership is weak in the urban core, and unless it is strengthened it will continue to have associated negative effects.
- Middletown’s subsidized housing is highly concentrated in the urban core census tracts.

Labor Force, Employment & Employment Opportunities

Middletown has experienced consistent growth in its labor force over the last five years, growing from 26,132 to 27,363 between 2005 and 2009. Middletown's unemployment rate typically matches or is lower than the state and national unemployment rates.

The makeup of the labor force by industry has changed over time. The two industries that have shrunk significantly have been manufacturing and services. Both saw approximately a 1,000 job decrease from 1998 to 2007. The industry with the largest gain in jobs has been government, growing by 2,850 jobs. This has more than compensated the losses suffered in other industries. All other industries experienced modest increases; even agriculture saw a net gain of 51 jobs.

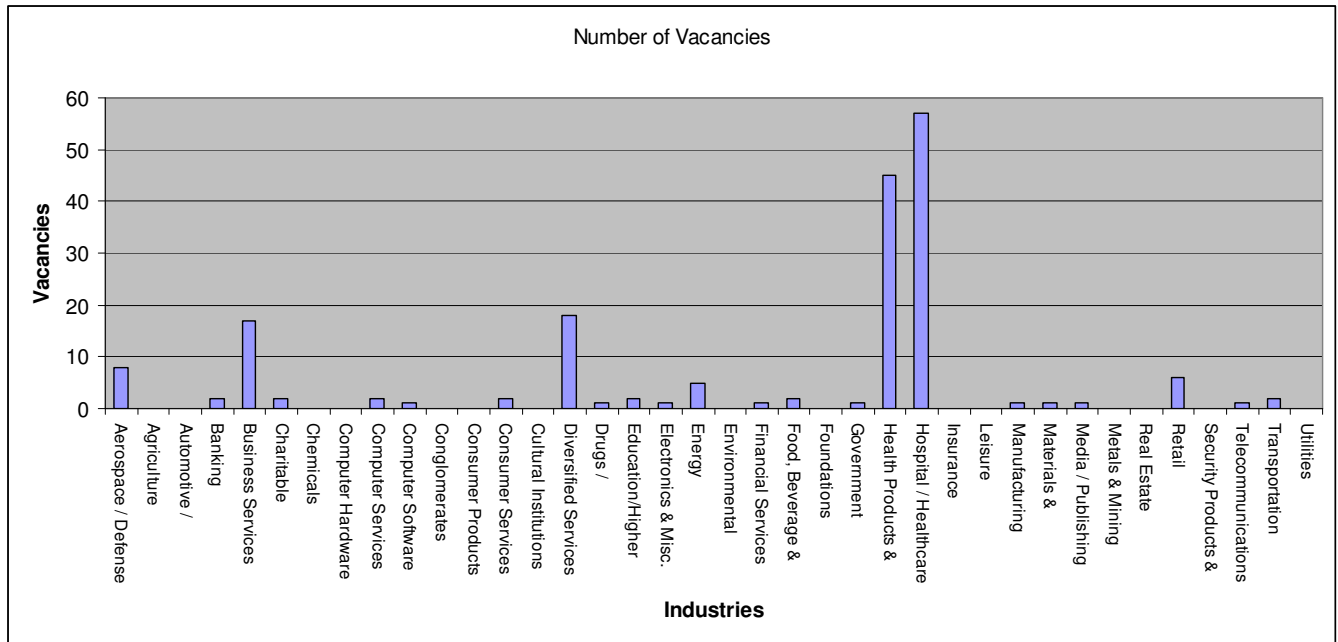
Middletown has been affected by the recession. Current unemployment is at 8.2% (Jun 2009). In the last fifteen years the highest unemployment rate was 8.3% which was in January of 1996. Unemployment has a positive role to play in our local economy by allowing companies hire the best talent from a pool of labor. However, unemployment becomes a negative drag on the local economy through reducing their spending at local business and increase in illegal behavior to make ends meet. The recognized full employment threshold is 6.4%. Whenever unemployment rises above this level, Middletown can expect negative impacts on the local economy and positive impacts when unemployment is below 6.4%. With an unemployment rate of 8.2%, Middletown would need to create 492 jobs filled by Middletown residents to bring employment back to full employment.



In 2000, unemployment in the Downtown and North End was at least double the rate for the rest of the City and minority unemployment was over 8% or three times the City rate of unemployment. Using these ratios for 2009, the downtown could currently have an unemployment rate of 18.5% and minorities in Middletown could have an unemployment rate as high as 22%.

As of July 2009, Middletown is fortunate enough to have at least 547 vacancies. Of these 547 vacancies, 80 are in the hospital healthcare industry and 50 are in the health products and services industry. These are high paying jobs, but also require trained individuals. Having the appropriate training is often

the largest hurdle for the unemployed. Many of these positions will likely be filled by individuals not residing in Middletown.



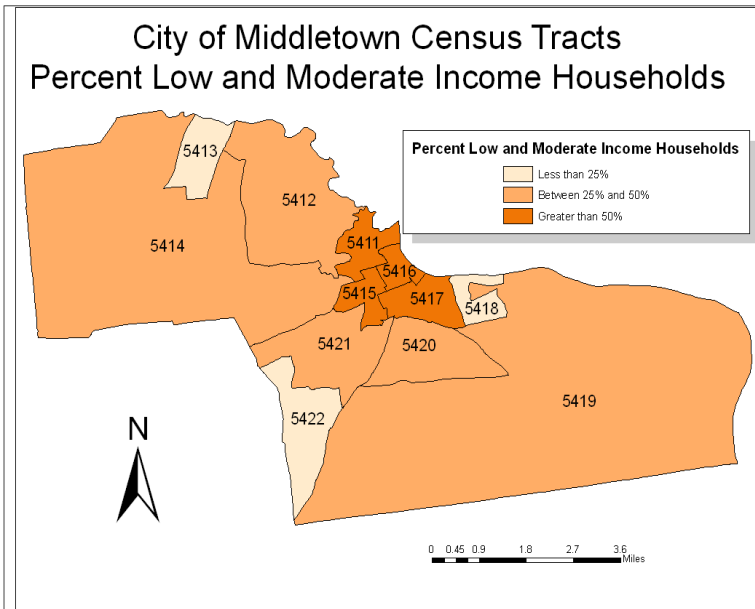
Looking forward, healthcare, education and government will likely be the main engines of employment growth in Middletown.

Conclusions:

- Middletown’s labor force will continue to grow in the next five years.
- Middletown’s higher than normal unemployment rates are manageable, provided that firms continue to seek new employees.
- Institutional employment, such as healthcare, education and government, will likely provide the bulk of hiring in the next five years.
- Small business hiring is relatively weak and will need to strengthen for an economic recovery to take hold.

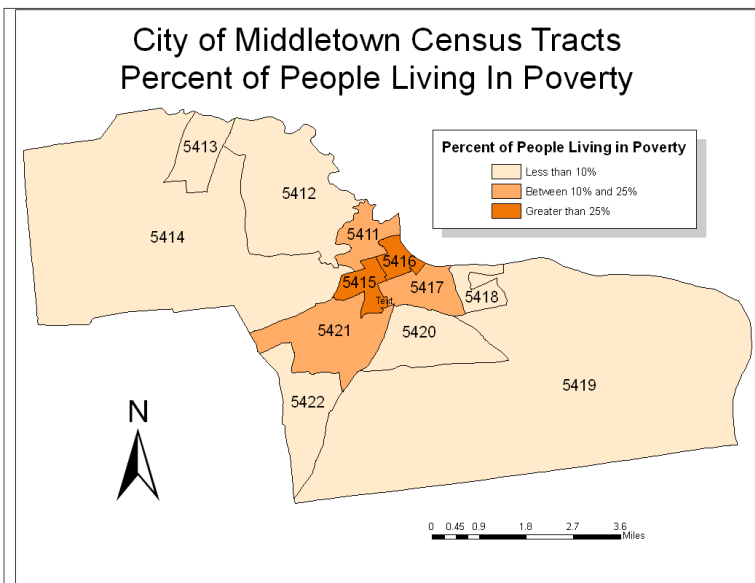
Low- and Moderate-Income, Poverty & Homelessness

The 2000 Census reports that there were 9,640 households that are considered to be low and moderate income. In 2009, low and moderate income is considered to be an income of less than \$34,350 for an individual or \$49,050 in a family of four. Approximately 38% of Middletown’s households are considered low and moderate income.



The 2000 Census reports that there are 450 families, representing 3,142 individuals, living in poverty. This represents 6.5% of Middletown’s population. The majority, 265 families, consist of single female mothers with children. 7% of children (696) are living in poverty and 6% of seniors (344) are living in poverty. For 2009, poverty level is an income of \$10,830 for an individual and an income of \$22,050 for a family of four.

The highest concentration of low- and moderate-income households and those living in poverty can be found in and around the downtown. In the downtown, 79% of the households are low- and moderate-income and 37% live below the poverty level.



In 2009, an estimated living wage for a Middletown household falls between \$40,800 (two-bedroom) and \$48,996 (three-bedroom) in annual income. Living wage is a term used to describe the minimum wage necessary for shelter and nutrition for a person for an extended period of time. Typically, this is calculated by determining what wage achieves a 30% expense for local housing costs. These figures are based on renting a two or three bedroom apartment at fair-market rates and keeping the housing cost under 30% of income.

To afford a two-bedroom apartment at fair-market rent, a single income household would need an hourly wage of

\$19.62 or a two income household would need an hourly wage of \$9.81 a piece. To afford a three-bedroom apartment at fair-market rent, a single income household would need an hourly wage of \$23.56 or a two-income household would need an hourly wage of \$11.78 a piece.

Working a Connecticut minimum wage job, \$8.00 an hour, would force a household to spend far more than 30% on housing costs. It is estimated that roughly 34.7% (6,435) of Middletown’s households are spending more than 30% of their income on housing.

The downtown and surrounding neighborhoods have nearly 60% of household earning less than a living wage.

The Middlesex Continuum of Care reports that in 2005 there were 381 homeless in Middlesex. The majority of these homeless are found in Middletown at shelters. Middletown has approximately 117 beds available to the homeless in shelters. Some of these beds are seasonal and are only available during the winter. Middletown also has 126 units of transitional housing units. In 2007, the Middlesex Continuum of Care reported that there were 246 homeless in Middletown a 35% decrease from 2005. The majority of those identified as homeless were single adults with 206 homeless. 39 were homeless families that contained a total of 67 children.

Most of Middletown's homeless are homeless due to temporary situations, evictions, unemployment, illness or domestic violence. These individuals or families need only temporary housing or services to be able to get back on their feet. Only 12% are chronically homeless and need sustained support programs to be able to live independently.

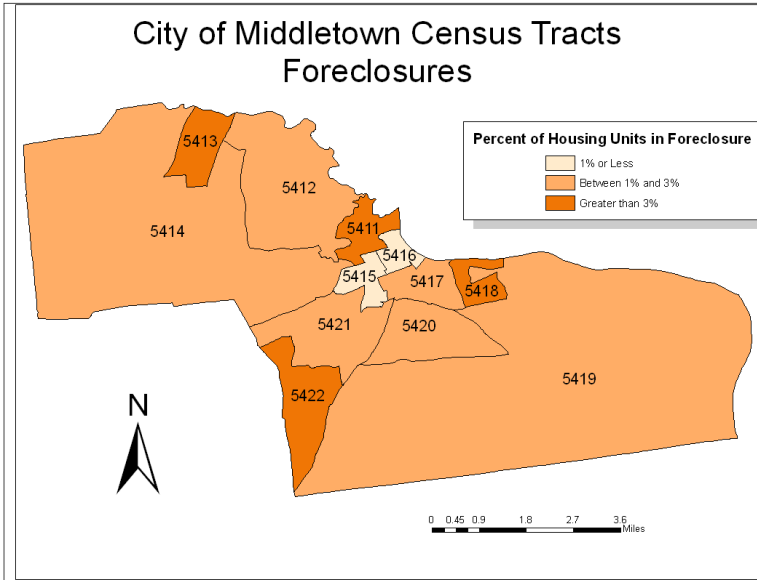
Conclusions:

- The urban core of Middletown contains a significantly higher proportion of low and moderate income residents, as well as a higher proportion of households living below the poverty level than the rest of the City.
- Sixty percent of urban core households likely earn less than a living wage.
- Middlesex County has 246 homeless individuals with a majority being single adults, however only 12% need sustained programs to keep them in housing.

Foreclosures, Blight, & Crime

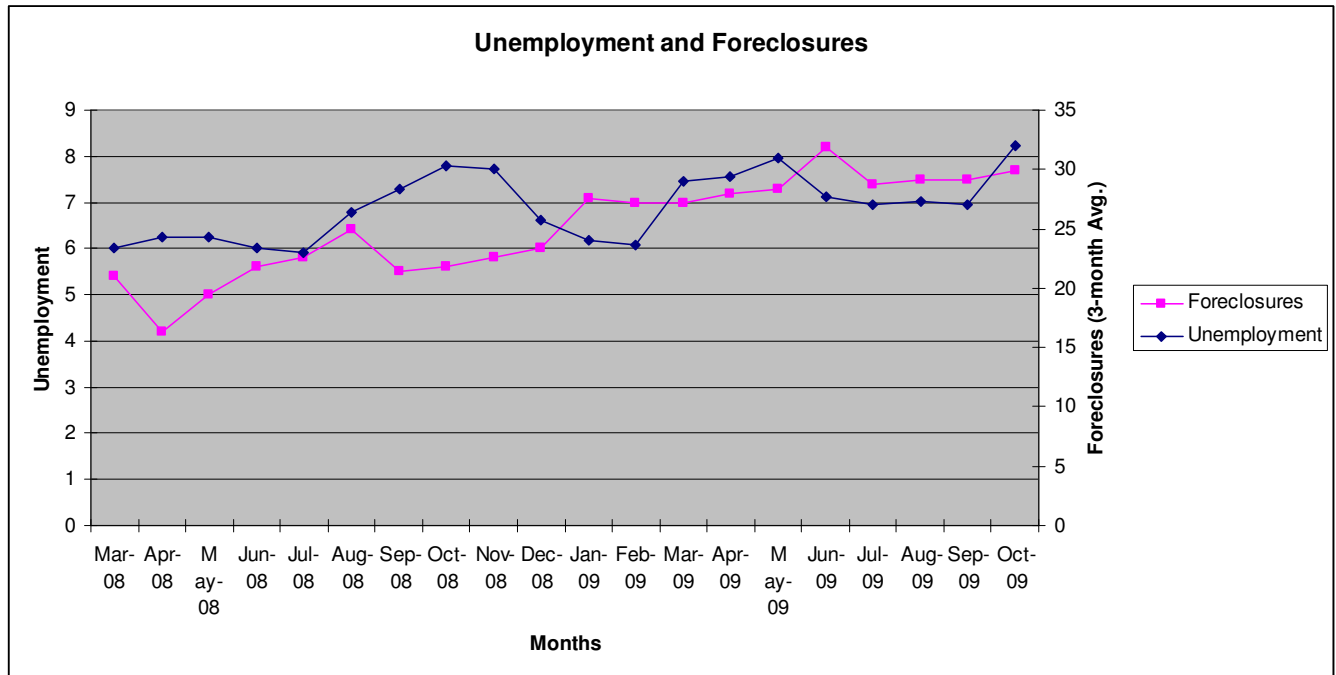
As of July 2009, 1 in 38 homes in Middletown are involved at some stage of a foreclosure proceeding. 2008, there were 302 foreclosure proceedings.

The highest number of foreclosures, 130 for 2008 and 2009 occurred in Census Tract 5413 in the Westfield section of the City. The highest percentage of foreclosures, 4% occurred in Census Tract 5422 in the Wesleyan Hills section of the City. The North End Census Tract also experienced a higher rate of foreclosures than the rest of the City.



Foreclosures are more common where populations of low and moderate income are disproportionately higher or areas with large numbers of condos.

Foreclosures will not decline significantly until unemployment is below 6.4% which is not expected until late 2010 at the earliest.



Middletown maintains a list of blighted properties. In 2009 the blight list contained 13 properties that were determined to meet the definition of blight under City Ordinance:

Any building or structure in which there is an extended vacancy and in which at least one of the following conditions exists:

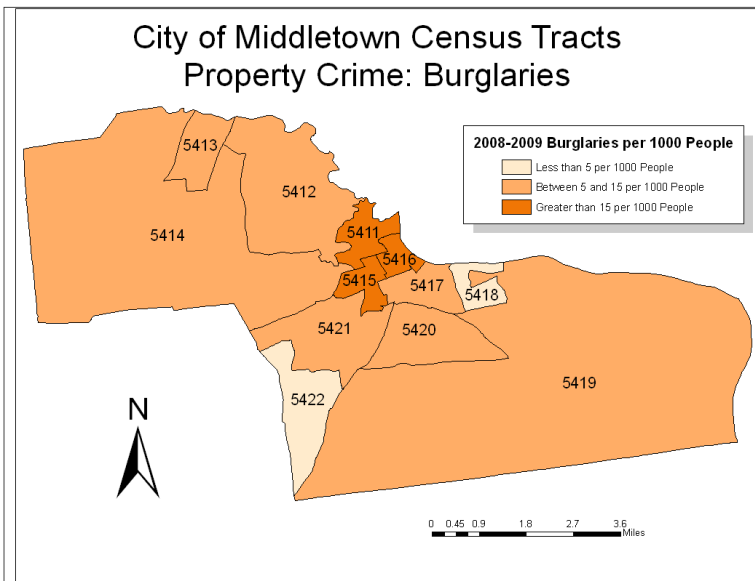
- It is not being maintained.
- It is becoming dilapidated.

- It is attracting illegal activity.
- It is a fire hazard.
- It is a factor that is seriously depreciating property values in the neighborhood.
- It is a factor creating a substantial and unreasonable interference with the reasonable and lawful use and enjoyment of other space within the building or premises within the neighborhood.

While blight could occur anywhere in the City of Middletown, there are two neighborhoods that have been officially targeted for improvement due to issues of blight as defined above and they are:

- 1) North End. The City has focused its effort to revitalize the substandard housing stock located on Rapallo Avenue, Green Street and Ferry Street; as well as repopulate the neighborhood with families that care about the area that they live in.
- 2) the Miller Street and Bridge Street area. Since 2001 the City has determined that the neighborhood's isolation cause a lack on investment and its location was hazardous.

Middletown's violent crime rate is significantly lower than the state average. During the period of 2001 to 2006, the City experienced a decrease of nearly 14% in violent crime. Violent crimes consist of murder, rape, robbery and aggravated assault.

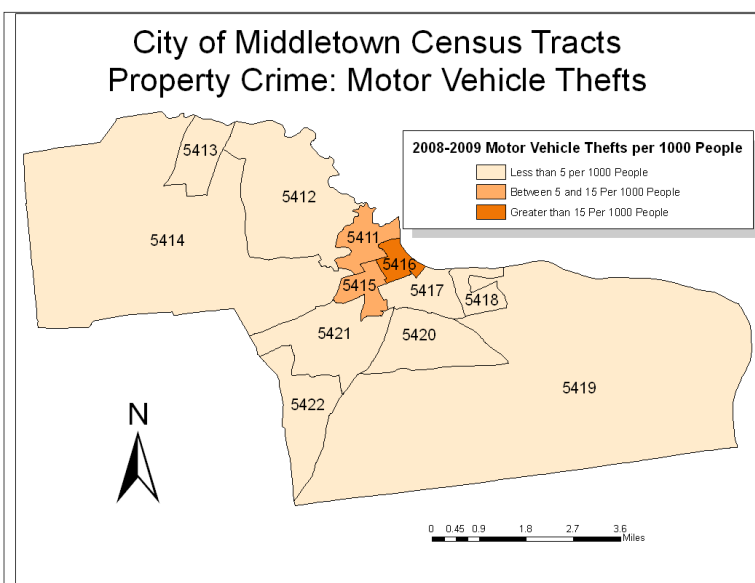


Middletown's property crime rate equals the state average and there has been an increase in property crime between 2001 and 2006. Larceny and theft saw a 33% increase to 1101 reported incidents of property crime in 2006, up from 822 in 2001. Property crimes consist of burglary, larceny theft, motor vehicle theft and arson.

Higher rates of crime are concentrated in Census Tracts 5411 (North End), 5416 (Downtown) and 5415 (Wesleyan Campus area).

Conclusions:

- Foreclosures will not abate until Middletown returns to full employment (unemployment rate of 6.4% or less).
- Foreclosures are more common where populations of low and moderate income are disproportionately higher or areas with large numbers of condos.
- Crime is significantly higher in the urban core of Middletown.



The Plan: What are the priorities, strategies and how to measure performance?

Development of the Plan

The City of Middletown's 5 Year Strategic Plan (the Plan) covers the period of September 1, 2010 through August 31, 2015. The Plan was developed through a six month comprehensive process of consultations with housing and community development agencies, homeless and special needs organizations, the Middletown Housing Authority (MHA), citizen input and staff from various City Departments and public officials. The City conducted three surveys (a community wide needs survey and neighborhood survey and Strategic Plan feedback survey) soliciting input from over 500 residents, over 40 stakeholder meetings were held, and four public hearings with the Citizens Advisory Committee were held.

The resulting document will be used by the City in allocating funds under the Community Development Block Grant program, influence state U.S. HUD funding programs and projects in Middletown and will also be used in conjunction with the City's Plan of Conservation and Development and other underlying plans as the basis for investing in our community.

More importantly, this document is an effort to not end the discussion allocation of community resources but to build a framework where these issues can be discussed regularly and performance in addressing these issues can be evaluated to ensure that taxpayer funds are appropriately invested.

The City has decided to establish three priorities for this 5 Year Strategic Plan.

Priority #1- Jobs, jobs, jobs!

Priority #2- Livable Neighborhoods!

Priority #3- Access for All!: Allowing those with needs to live independent and productive lives.

Each of these priorities has a goal, which is the target for the number units (people, households, jobs, or public facility that should be served by CDBG funded programs and projects. set of strategies that are eligible for CDBG funding. In order to meet these targets, a specific set of strategies is proposed. These strategies are the blueprint for how CDBG funding will be allocated. The final component is a framework by which to measure the effectiveness of these programs, whether or not the strategies are on target to meet the stated goals. These performance measures fall into two categories community benchmarks and programmatic benchmarks.

A community benchmark is a measure that likely cannot be manipulated by the use of limited CDBG funds and is driven by forces that extend well-beyond Middletown. However, these community benchmarks are important because they provide a guidepost with respects where we are as a community and trends that the program needs to be aware of. These benchmarks help set the direction and level of annual CDBG funding for strategies highlighted in this Plan.

A programmatic benchmark is a measure that can directly assess the effectiveness of a program and determines if the people or households that were assisted received a meaningful benefit, either through stable employment, lower housing costs, remaining in their homes, etc. These benchmarks help evaluate if improvements need to be made or if the strategy needs to be reconsidered. It should reward success, but it should also allow failure to be a learning tool that allows Middletown CDBG program to learn from the past in order to better serve the community in the future.

5 Year Plan Advisory Funding Strategy

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin	Other	Total
Year 1	\$58,000 14.5%	\$5,000 1.3%	\$40,000 25.0%	\$125,000 31.3%	\$55,000 27.5%	\$80,000 20.0%	\$0	\$283,000
Year 2	\$58,000 14.5%	\$0 0.0%	\$40,000 50.0%	\$100,000 25.0%	\$122,500 40.0%	\$80,000 20.0%	\$0	\$320,500
Year 3	\$58,000 14.5%	\$5,000 1.3%	\$40,000 50.0%	\$80,000 20.0%	\$72,500 27.5%	\$80,000 20.0%	\$0	\$255,500
Year 4	\$58,000 14.5%	\$0 0.0%	\$40,000 50.0%	\$80,000 20.0%	\$72,500 27.5%	\$80,000 20.0%	\$0	\$250,500
Year 5	\$58,000 14.5%	\$0 0.0%	\$40,000 25.0%	\$80,000 20.0%	\$72,500 27.5%	\$80,000 20.0%	\$0	\$250,500
Total	\$290,000 14.5%	\$10,000 0.5%	\$200,000 40.0%	\$465,000 23.3%	\$395,000 30.0%	\$400,000 20.0%	\$0	\$1,360,000

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1	495	73	30	9
Year 2	555	294	40	9
Year 3	615	345	50	11
Year 4	725	385	70	13
Year 5	745	393	85	12
Total	3,135	1,505	275	54

Priority # 1- Jobs, jobs, jobs!

Basis for Priority-

Addressing the rise in unemployment is critical to the future wellbeing of Middletown and its residents.

Unemployment goes well beyond the obvious decline in economic output and income. Joblessness has ripple effects on physical and mental health, crime rate and subjective happiness. And if job-loss results in a long period of unemployment, this can lead to a loss of valuable skills, thereby reducing the earnings potential of the affected workers and increasing the risk of becoming disconnected from the labor market (The Jobs Crisis, September 2009).

The U.S. Labor Department projects that personal income in Connecticut will drop 4.3 percent this year and 1.3 percent in 2010 (Smith, James C. Forget Business As Usual: State Hitting Fiscal Wall. The Hartford Courant. December 6, 2009). A similar drop could be expected for Middletown. This would mean that the average Middletown would have \$280 less each month in 2010. This would be disastrous for families living paycheck to paycheck.

This priority and its three jobs strategies are design address these issues. Four facts guided the formulation of the strategies to focus on job training and small businesses:

First, 6.4% as the recognized full employment threshold by the OECD, therefore Middletown needs roughly 300 new jobs to be filled by Middletown residents.

Second, Small businesses with fewer than 500 workers account for half of the nation's private, non-farm real gross domestic product, and half of all Americans who work in the private sector are employed by a small firm.

Third, The U.S. Bureau of Labor Statistics estimates that between 40 percent and 45 percent of all job openings in the economy through 2014 will be middle-skilled occupations, those jobs that do not require a bachelor's degree, but do require some education or training following high school.

Fourth, A 10% increase in the number of firms per worker in 1977 at the city level correlates with a 9% increase in employment growth between 1977 and 2000 (Edward L Glaeser; William R. Kerr; Giacomo A.M. Ponzetto. "Clusters of Entrepreneurship". National Bureau of Economic Research- Working Paper Series September 2009).

This priority tracks progress using labor force statistics, unemployment statistics, job vacancy data and client before and after surveys rather than units produced and people served.

Goal (Output)- 1,000 individuals put to work

Performance Measures (Outcome)-

Community Benchmark #1- Bring Middletown back to full employment of 6.4% or less.

Community Benchmark #2- Expand the number of available jobs by 2% each year.

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin	Total
Year 1-	\$20,000	\$0	\$0	\$125,000	\$0	\$0	\$145,000
Year 2-	\$20,000	\$0	\$0	\$100,000	\$0	\$0	\$120,000
Year 3-	\$20,000	\$0	\$0	\$80,000	\$0	\$0	\$100,000
Year 4-	\$20,000	\$0	\$0	\$80,000	\$0	\$0	\$100,000
Year 5-	\$20,000	\$0	\$0	\$80,000	\$0	\$0	\$100,000
Total-	\$100,000	\$0	\$0	\$465,000	\$0	\$0	\$565,000

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-	50	0	30	0
Year 2-	100	0	40	0
Year 3-	150	0	50	0
Year 4-	250	0	70	0
Year 5-	250	0	85	0
Total-	800	0	275	0

Strategy J1- Middletown Job Launch Grants- Develop an employee recruitment and training grant program for for-profit companies that are opening, relocating to Middletown or expanding by a certain amount.

Businesses that need to hire, especially for positions that require training, can receive a grant of up to \$2,000 per new position. The grant can be used at approved service providers that would design a recruitment and training program to fit their needs.

Service providers selected through a request for proposals (RFP) process and would be qualified to participate in the program for the entire 5 year strategic plan.

Priority- High

Geographical Target- Citywide

Targeted Population- Small businesses and Low- and Moderate-income residents

Goal- 10 firms participate

Goal- 100

Programmatic Benchmark J1A- A majority (51%) of clients successfully completed training, received stable employment and are still working a year later.

Provider: City administered, pre-approved training programs selected through RFP

HUD Regulation: §570.203(a), §570.203(b), §570.203(c), and §570.209

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-				\$75,000		
Year 2-				\$50,000		
Year 3-				\$30,000		
Year 4-				\$30,000		
Year 5-				\$30,000		
Total-				\$215,000		

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-			10	
Year 2-			15	
Year 3-			20	
Year 4-			25	
Year 5-			30	
Total-			100	

Possible Additional Funding Opportunities From Private and Public Sources

- Aetna Foundation Inc.
- American Savings Foundation
- Deupree Family Foundation
- Liberty Bank Foundation Inc.
- Northeast Utilities Foundation Inc.
- The Xerox Foundation
- CT Dept of Revenue- Neighborhood Assistance Act and Tax Credit Program

Strategy J2- Multi-year grants to provide Career Services Job Placement and Job Coaching Programs to Middletown residents.

This strategy would seek to provide services to meets the needs unemployed and underemployed residents through a comprehensive program to help prepare clients for work, find employment and stay employed.

Services that would be included would be, but not limited to; helping clients create effective resumes, preparing for job interviews, job coaching, employment retention training and on the job monitoring.

Priority- High

Geographical Target- Citywide

Targeted Population- Low- and Moderate-income residents

Goal- 750

Programmatic Benchmark J2A- A majority (51%) of clients are back or continuing to meaningful employment within a year of participating in a program.

Programmatic Benchmark J2B- The program receives a 70% approval rating from participants.

Provider: Selected through open solicitation

HUD Regulation: §570.2019(e)

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-	\$20,000					
Year 2-	\$20,000					
Year 3-	\$20,000					
Year 4-	\$20,000					
Year 5-	\$20,000					
Total-	\$100,000					

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-	50			
Year 2-	100			
Year 3-	150			
Year 4-	250			
Year 5-	250			
Total-	750			

Possible Additional Funding Opportunities From Private and Public Sources

- Aetna Foundation Inc.
- American Savings Foundation
- Deupree Family Foundation
- Liberty Bank Foundation Inc.
- Northeast Utilities Foundation Inc.
- The Xerox Foundation
- CT Dept of Revenue- Neighborhood Assistance Act and Tax Credit Program

Strategy J3- Establish a \$1,500 grant program to assist small business creation or expansion tied to specific training, where an addition \$500 is available.

Small businesses start-ups or small, operating for less than 12 months, would be eligible for up to \$2,000 in grants. The majority of the grant, up to \$1,500, can be used for program eligible expenses, such as business license fees rent/lease payment; telephone/utility hook-up charges; and inventory purchases.

Small businesses operating for more than 12 months are eligible for a grant of up to \$1,500 to assist in the costs of new hires.

For both start-up and expanding businesses, there is also an optional \$500 "carrot" (grant) that is offered as an incentive to participate in approved business development training programs.

Service providers would be approved for the entire 5 year strategic plan.

For the purposes of this grant a small business is a firm that has 50 employees or fewer and/or annual receipts of less than \$4.5 million dollars (based on the lowest thresholds as defined by the Small Business Administration).

Priority- High

Geographical Target- Citywide

Targeted Population- Small businesses and Low- and Moderate-income residents

Goal- provide grants to 125

Goal- Create 50 new jobs, created by new or expanding businesses.

Programmatic Benchmark J3A- The program receives a 70% approval rating from participants.
 Programmatic Benchmark J3B- 51% of the firms complete additional training offered through the program.

Programmatic Benchmark J3C- 51% of the firms are still operating a year after receiving the grant.
 Programmatic Benchmark J3D- Firms that go through the program create at least 50 full-time jobs, above employment

Programmatic Benchmark J3E- 51% of the new employees are still employed a year after they were hired by the expanding small business.

Provider: City Administer; Training programs approved through RFP

HUD Regulation: §570.203(a), §570.203(b), §570.203(c), and §570.209

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-				\$50,000		
Year 2-				\$50,000		
Year 3-				\$50,000		
Year 4-				\$50,000		
Year 5-				\$50,000		
Total-				\$250,000		

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-			20	
Year 2-			25	
Year 3-			30	
Year 4-			45	

Year 5-	55
Total-	250

Possible Additional Funding Opportunities From Private and Public Sources

- Aetna Foundation Inc.
- American Savings Foundation
- Deupree Family Foundation
- Liberty Bank Foundation Inc.
- Northeast Utilities Foundation Inc.
- The Xerox Foundation
- CT Dept of Revenue- Neighborhood Assistance Act and Tax Credit Program

Priority # 2- Livable neighborhoods!

Basis for Priority-

A livable neighborhood is a neighborhood that as a community is capable of attracting positive investment choices by homebuyers, businesses and others (Health Neighborhoods Group). A livable neighborhood is further defined as a place where it makes economic sense for people to invest time, money, energy and neighbors successfully manage day-to-day issues.

This priority values the residential real estate market as a key barometer of neighborhood health, and believes that home values represent the capitalization of all neighborhood assets. Progress also is measured by tracking quality of life community benchmarks, such as crime statistics, code enforcement statistics, foreclosure statistics, neighborhood surveys and client before and after surveys rather than units produced and people served.

Goal (Output)- 1,000 households assisted

Performance Measures (Outcome)

Community Benchmark #1 - Reducing blight in targeted areas by 25% from 2009 levels.

Community Benchmark #2- Reducing crime in targeted areas by 25% from 2009 levels.

Community Benchmark #3- Increase property values in targeted areas by 15% from 2009 levels.

Community Benchmark #4- Decrease foreclosures Citywide by 50% from 2009 levels.

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin	Total
Year 1-	\$10,000	\$5,000	\$60,000	\$0	\$45,000	\$0	\$120,000
Year 2-	\$10,000	\$0	\$60,000	\$0	\$112,500	\$0	\$182,500
Year 3-	\$10,000	\$5,000	\$60,000	\$0	\$62,500	\$0	\$137,500
Year 4-	\$10,000	\$0	\$60,000	\$0	\$62,500	\$0	\$132,500
Year 5-	\$10,000	\$0	\$60,000	\$0	\$62,500	\$0	\$132,500
Total-	\$50,000	\$10,000	\$300,000	\$0	\$345,000	\$0	\$705,000

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-	50	58	0	1
Year 2-	50	264	0	1
Year 3-	60	315	0	2
Year 4-	60	355	0	2
Year 5-	80	363	0	2
Total-	300	1355	0	8

Strategy LN1- Correcting structural problems that have caused a weak housing market in the Downtown and surrounding neighborhoods through targeted investment and proper project design.

This strategy is a recognition that, while Middletown is a great City with many great neighborhoods and many great families living in them, the downtown and surrounding neighborhoods, especially the North End, have sections that can be considered to be in declining or are failing.

This decline can be shown through median sales prices. In 2008, the median sales price for a single-family home was \$224,000. For the downtown and North End the median sales price was \$142,500, a full 36% less. In 2009, 3.1% of City residential properties were in some stage of foreclosure. For the downtown and North End this rate was 4.9%, the highest percentage in the city.

The downtown area has saw its population remain stable from 1990 to 2000, but the median income for households dropped from \$22,473 (inflation adjusted) to \$13,699, or a 40% drop in purchasing power for the neighborhood. Those strong families, buyers of choice, opted to leave and were replaced by those who had nowhere else to go.

These numbers are more than just a sign of the times, but a realization of structure problems affecting the downtown and surrounding neighborhoods. The drastically lower median home price and higher ratio of foreclosures are indicators of a lack of confidence that the market. Owners conclude that any subsequent investment is over investment. The result is a pullback and denial of investments.

Unfortunately, remedies until now have lacked coordination in relation to the needs of the neighborhoods and have actually exacerbated the following structural issues in the market.

The first structural problem is that the City and local housing developers look to state and federal programs for assistance in these weak markets, but state and federal programs come with rules that prevent tailored solutions. In fact most of the state and federal programs promote and or support an increase in supply of affordable and supportive housing on the very blocks that are least likely to attract buyers of choice.

The second structural problem is that even in weak markets, such as the downtown and North End, there are still strong streets, blocks and sections, while other streets, blocks and section are in various stages of decline. No one is well served if all blocks are aggregated together into the same tract. Any policy or other market intervention decision based on city-wide or even neighborhood boundaries run the risk of putting scare dollars on the wrong street, wrong block or wrong section.

The solution is to craft a policy that creates demand and market oriented-investment. Unfortunately, most non-profit developers, view the problem as a supply-oriented remedy and will always seek the lowest cost land possible. Invariably these are the least valuable sites, which are those in greatest distress. "More affordable housing and supportive housing on these sites is the very definition of counterproductive."

Neighborhoods are not static. Failing markets take years to fail. Neighborhoods must continually compete to retain their strong households, whether low-, moderate-, middle- or high-income, and creating new subsidized units cannot, in a weak market, address competitiveness on its own. It is simple supply and demand. The supply exists, the demand is lacking.

Therefore this strategy provides three-fold action plan to supporting our neighborhoods in order to correct structural challenges and to foster livable neighborhoods and housing choice for our low and moderate income-residents.

First, a property-by-property analyses of the downtown and surrounding neighborhoods. This is

essential in identifying where sequentially strategic interventions will be most effective.

Second, a one-size fits all approach is not in the best interest of unique streets, blocks or sections of neighborhoods. Projects should be compatible with the needs of the market, not the needs of the developer in order to prevent over-supply of any one type of housing and to prevent continued concentration of poverty that would cause further market weakness as described above. The result will likely require more creative mix in housing proposals either by the City, its partners or housing developers. Including investment to possibly reduce density, improve attractiveness

Third, the City will review current practices undertaken by landlords, developers and agencies in siting and management of housing developments or housing programs and develop guidelines ensure that only best practices and neighborhood concerns are addressed in implementation of these activities.

The City of Middletown will spend the first year of the five year plan to studying the downtown and surrounding neighborhoods, on a property by property basis and determine what is cause weakness or failure in this market and what the appropriate solutions are.

The City of Middletown will not partner, approve, or support projects politically or financially if they do not reflect positive investment that will make neighborhoods stronger for the households that will reside in them.

While the City intends develop a housing plan for the downtown and surrounding neighborhoods in year one, the City will be allocating some funding in year one to help support homeownership in the Ferry Street, Green Street and Rapallo Avenue area of Middletown. This is a carry-over project from the last five-year plan that is in the final stages of development. In early 2010, the City's designated developers secured a \$3.6 million HOME grant to develop 15 units of affordable homeownership for this area. Year one funds allocated under this strategy will fund a down payment assistance grants or closing cost grants of \$3,000 per household.

Priority- High

Geographical Target- TBD

Targeted Population- TBD

Goal- TBD

Programmatic Benchmark LN1A- TBD

Provider: City

HUD Regulation:

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-					\$45,000	
Year 2-					\$62,500	
Year 3-					\$62,500	
Year 4-					\$62,500	
Year 5-					\$62,500	
Total-					\$295,000	

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-				

Year 2-
Year 3-
Year 4-
Year 5-
Total-

Possible Additional Funding Opportunities From Private and Public Sources

Strategy LN2- Rapid Response Revolving Fund Program.

Create a fund to address emergency conditions that threaten public health and safety. Use of CDBG funds in this program to allow the City to quickly address issues that require immediate action. When the Mayor has determined that an emergency condition threatens public health and safety within downtown, North End and South End census tracts, this revolving fund can be used to assist in providing an immediate resolution. Documentation about this determination would be required.

The funds would be eligible for equipment rental, materials and supplies required for the correction of the emergency situation.

Eligible activities include repairs to playgrounds, repairs to parks, clearance of streets, and improvements to private properties.

The funds used from would be required to be repaid to the program either from through a general fund request, through the annual budget process or, in the case of private property, either a voluntary repayment plan negotiated with the property owner or recapture funds by placing a lien the property.

Priority- Low

Geographical Target- Census Tract 5411, 5416, 5417

Targeted Population-Blighted property as defined by blight ordinance, housing code and health code

Goal- Address and correct 20 incidents of blight.

Programmatic Benchmark LN3A-

Provider: City

HUD Regulation: §570.201(f)(1), §570.201(f)(2), and §570.200(e)

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-		\$5,000				
Year 2-		\$				
Year 3-		\$5,000				
Year 4-		\$0				
Year 5-		\$0				
Total-		\$10,000				

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-		3		
Year 2-		4		
Year 3-		5		
Year 4-		5		
Year 5-		3		
Total-		20		

Possible Additional Funding Opportunities From Private and Public Sources

Strategy LN3- Establish a Rental Housing Re-inspection License Program.

The City of Middletown has a retroactive enforcement structure which is dependent on complaints to alert the City of code violations. If no one complains than a problem can continue to grow the response required more costly. This effort would seek to create a proactive enforcement structure that sets a standard for rental apartments and requires routine compliance.

This program would require all non-owner-occupied that wish to rent to a new tenant to be inspect to verify compliance with local and state housing codes prior to re-occupancy.

Priority- High

Geographical Target- Citywide

Targeted Population- Rental Apartments

Goal- Create, fund and staff the position of Rental Housing Inspector.

Goal- Inspect 300 apartments annually

Programmatic Benchmark LN4A- Reduction in Housing Code Complaints from rental properties.

Provider: City

HUD Regulation: §570.202(c)

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-					\$0	
Year 2-					\$50,000	
Year 3-					\$0	
Year 4-					\$0	
Year 5-					\$0	
Total-					\$50,000	

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-		0		
Year 2-		200		
Year 3-		250		
Year 4-		300		
Year 5-		300		
Total-		1050		

Possible Additional Funding Opportunities From Private and Public Sources

Strategy LN4- Support programs that address and reduce crimes and quality of life problems in neighborhoods.

Addressing quality of life and issues of crime are key to preserving a neighborhood as livable.

Priority- High

Geographical Target- Census Tracts 5411, 5415, 5416, 5417, 5418
 Census Block Groups: 5414-5 5419-2, 5421-9

Targeted Population- Low- and Moderate-income Census Tracts and Census Block Groups

Goal- Benefit 300 individuals

Programmatic Benchmark LN5A-

Provider: Selected through open solicitation

HUD Regulation: §570.201(e)

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-	\$10,000					
Year 2-	\$10,000					
Year 3-	\$10,000					
Year 4-	\$10,000					
Year 5-	\$10,000					
Total-	\$50,000					

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-	50			
Year 2-	50			
Year 3-	60			
Year 4-	60			
Year 5-	80			
Total-	300			

Possible Additional Funding Opportunities From Private and Public Sources

- Aetna Foundation Inc.
- American Savings Foundation
- George A. and Grace L. Long Foundation
- The Hartford Courant Foundation Inc.
- J. Walton Bissell Foundation Inc.
- Liberty Bank Foundation Inc.
- Middlesex County Community Foundation Inc.
- Northeast Utilities Foundation Inc.
- People’s United Bank Corporate Giving Program
- Sandra & Arnold Chase Family Foundation Inc.
- Reid & Reige Foundation Inc.
- TWS Foundation
- The Warren Foundation Inc.
- The Xerox Foundation

Strategy LN5- Support the creation and improvement of neighborhood parks, community gardens, sidewalks, bike paths, public spaces and other public amenities in low and moderate income neighborhoods.

Through the stakeholder meetings and surveys, there is a general acknowledgement that the public spaces of Middletown are in need of some investments to update these amenities or make them more accessible for the public.

Priority- Medium

Geographical Target- Census Tracts 5411, 5415, 5416, 5417, 5418
 Census Block Groups: 5414-5 5419-2, 5421-9

Targeted Population- Low- and Moderate-income Census Tracts and Census Block Groups

Goal- Improve 8 public facilities.

Programmatic Benchmark LN6A-

Provider: Selected through open solicitation.

HUD Regulation: §570.201(c)

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-			\$50,000			
Year 2-			\$50,000			
Year 3-			\$50,000			
Year 4-			\$50,000			
Year 5-			\$50,000			
Total-			\$250,000			

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-				1
Year 2-				1
Year 3-				2
Year 4-				2
Year 5-				2
Total-				8

Possible Additional Funding Opportunities From Private and Public Sources

- Aetna Foundation Inc.
- Deupree Family Foundation
- George A. and Grace L. Long Foundation
- The Hartford Courant Foundation Inc.
- J. Walton Bissell Foundation Inc.
- Liberty Bank Foundation Inc.
- Middlesex County Community Foundation Inc.
- Northeast Utilities Foundation Inc.
- People’s United Bank Corporate Giving Program
- Sandra & Arnold Chase Family Foundation Inc.
- TWS Foundation
- The Warren Foundation Inc.
- The Xerox Foundation
- CT DEP- Greenway Small Grants
- CT DEP- America the Beautiful Grants

Priority # 3- Access for All! To the services and programs to allow seniors, children homeless, disabled and the low/moderate income families to live independent and productive lives.

Basis for Priority-

In developing this priority, has presented challenges in that the needs are so varied, great and the resources so limited this seems priority seem difficult if not impossible to achieve to positive lasting impact on the problem.

However this is a challenge to not only break these problems down into manageable components, but also to rethink current approaches involving CDBG funds. While Middletown CDBG funds are limited, they can be provided as incentive to evaluate current practices, encourage partnerships between organizations and leverage other public and private resources.

Tracking progress on a community level is easy for children and the homeless, due to annual testing and counts. However, there is little data that regularly measures community trends affecting seniors and the disabled, therefore client surveys will be key to measuring the performance of implemented strategies.

Goal (Output)- 1,000 individuals assisted.

Performance Measures (Outcome)

Community Benchmark #1- Increase the percentage of Middletown Public School students to proficiency in reading, writing and math to %%%.

Community Benchmark#2- Disabled- Approval rating of 70% each year.

Community Benchmark #3- Reduce Chronic Homelessness by 80% from 2007 levels.

Community Benchmark #4- Seniors and Elderly- Approval rating of 70% each year.

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Planning/ Housing Admin	Total
Year 1-	\$28,000	\$0	\$30,000	\$10,000	\$10,000 \$0	\$68,000
Year 2-	\$28,000	\$0	\$30,000	\$10,000	\$10,000 \$0	\$68,000
Year 3-	\$28,000	\$0	\$30,000	\$10,000	\$10,000 \$0	\$68,000
Year 4-	\$28,000	\$0	\$30,000	\$10,000	\$10,000 \$0	\$68,000
Year 5-	\$28,000	\$0	\$30,000	\$10,000	\$10,000 \$0	\$68,000
Total-	\$140,000	\$0	\$150,000	\$50,000	\$50,000 \$0	\$340,000

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-	395	30	0	8
Year 2-	405	30	0	8
Year 3-	405	30	0	9
Year 4-	415	30	0	11
Year 5-	415	30	0	10
Total-	2035	150	0	46

Strategy AA1- Multi-year grant to establish a mircogrant program to elimination issues affecting the seniors and the disabled in their own homes or apartments.

Seniors and the disabled can be forced to leave the home they love, not because they can no longer care for themselves by aspects of their home have become a barrier to living independently. This program would provide either grants or loans to seniors and the disabled to make simple modifications to their homes. Grants would be available of up to \$1,000. The City’s ADA Coordinator will assist in the identifying and correcting accessibility issues. Grants will require a match based on a sliding scale.

Priority- High

Geographical Target- Citywide

Targeted Population- Low- and Moderate-income Seniors

Goal- 50 households

Programmatic Benchmark AA2A- Reduce inaccessible aspects of a home by 51%. Inaccessible aspects of a home determined by initial survey of house.

Programmatic Benchmark AA2B- The program receives a 70% approval rating from participants.

Provider: Selected through RFP

HUD Regulation: §570.202

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-					\$10,000	
Year 2-					\$10,000	
Year 3-					\$10,000	
Year 4-					\$10,000	
Year 5-					\$10,000	
Total-					\$50,000	

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-	10			
Year 2-	10			
Year 3-	10			
Year 4-	10			
Year 5-	10			
Total-	50			

Possible Additional Funding Opportunities From Private and Public Sources

- Charles N. Robinson Trust
- George A. and Grace L. Long Foundation
- Harlan E. Anderson Foundation

Strategy AA2- Develop an after-school scholarship program to assist low and moderate income household send their children to approved after-school programs.

Middletown CDBG program receives more requests to fund after school programs than any other request. Since this type of funding is severely restricted by HUD regulations, the City is seeking to create a system that helps more organizations and more residents.

The City believes an after-school scholarship program will help is this goal. This program will provide a grant of up to \$250 to low- and moderate-income households for after school tuition at qualified programs. Qualified programs would be reviewed through a Request for Qualifications (RFQ) process.

There would be three rounds of scholarships each year, fall, spring and summer.

Priority- High

Geographical Target- Citywide

Targeted Population- Low- and Moderate-income children

Goal- 500 scholarships- 100 each year (40 for fall, 40 for spring and 20 for summer)

Programmatic Benchmark AA3A- The program receives a 70% approval rating from participants.

Provider: City administered, qualified training programs selected through RFP

HUD Regulation: §570.201(e)

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-	\$25,000					
Year 2-	\$25,000					
Year 3-	\$25,000					
Year 4-	\$25,000					
Year 5-	\$25,000					
Total-	\$125,000					

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-	100			
Year 2-	100			
Year 3-	100			
Year 4-	100			
Year 5-	100			
Total-	500			

Possible Additional Funding Opportunities From Private and Public Sources

- American Savings Foundation
- The Ashton Foundation
- Barnes Group Foundation Inc.
- Deupree Family Foundation
- The Hartford Courant Foundation Inc.
- Liberty Bank Foundation Inc.
- The Michael Bolton Charities Inc.
- People’s United Bank Corporate Giving Program
- Roosa Family Foundation Trust
- The William & Alice Mortensen Foundation

Strategy AA3- Support the Middlesex County 10-year plan to end homelessness.

The Middlesex Continuum of Care is looking to accomplish the following over the next five years:

- Have a staff person to direct and coordinator the day-to-day activities of the Continuum of Care.
- Implement goals for years 3 through 8 on the 10-year plan for Homelessness.

Housing

- Develop project based and scattered site permanent supportive housing units through new development and the rehabilitation of existing units throughout Middlesex County
- Develop 50 Housing First modeled permanent supportive housing units needed to effectively end homelessness for the most chronically homeless in Middlesex County
- Ensure the preservation of the existing inventory of housing for people experiencing homelessness
- Expand the existing development capacity in Middlesex County
- Ensure that the affordable housing crisis in Middlesex County is comprehensively addressed
- Eliminate the barriers and provide incentives for the development of affordable and supportive housing
- Sustain and expand annual state and federal investments for the expansion of affordable and supportive housing

Prevention

- Establish flexible, immediately available and adequate supply of funds, in a coordinated county-wide accessible pool to address risk of homelessness
- Make existing resources widely known among residents, community-based case managers and communities in Middlesex County
- Create appropriate financial supports to stabilize low-income families
- Eliminate financial illiteracy and increase housing law understanding
- Create structure to review 2-1-1 call data to identify the most needed services and those that are under-funded; re-orient funds and services accordingly
- Create after-care case management with an emphasis on strengthening positive landlord/tenant relationships

Services

- Make harm-reduction-modeled services available to facilitate the continued engagement of people experiencing chronic homelessness
- Develop seamless service delivery system and continuity in care for people experiencing homelessness
- Access to healthcare and dental care for everyone in Middlesex County experiencing homelessness
- Develop 50 Housing First modeled housing units to house people experiencing chronic homelessness and move them directly from the streets into housing
- People at-risk of homelessness will receive assistance and access to appropriate permanent housing upon being discharged from institutions and facilities

Employment

- Build a seamless, integrated system for people experiencing homelessness to access mainstream employment services, which links homeless service providers, workforce development and the mainstream service system
- Increase and expand strategies for people experiencing homelessness who become employed to retain and maintain employment
- Increase access to higher education opportunities for people experiencing homelessness
- Through advocacy and training, utilize existing resources to make sure daily impediments to employment are removed
- All individuals and families experiencing homelessness will access the income and entitlements for which they are eligible
- Ensure people who are homeless have accessible transportation options available to them to obtain and retain employment

Priority- High

Geographical Target- Citywide

Targeted Population- Homeless, Chronic Homeless, and Households at-risk of homelessness

Goal-

Programmatic Benchmark AA5A-85% reduction in chronic homelessness in 2015.

Provider: Middlesex Coalition to End Homelessness

HUD Regulation: §570.201(c)

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-			\$10,000			
Year 2-			\$10,000			
Year 3-			\$10,000			
Year 4-			\$10,000			
Year 5-			\$10,000			
Total-			\$50,000			

Estimated Output

Output Type	People	Households	Jobs	Public Facilities
Year 1-				
Year 2-				
Year 3-				
Year 4-				
Year 5-				
Total-				

Possible Additional Funding Opportunities From Private and Public Sources

- Aetna Foundation
- American Savings Foundation
- Charles N. Robinson Trust
- George A. and Grace L. Long Foundation
- The Hartford Courant Foundation Inc.
- Herrman Family Charitable Foundation
- The Huisking Foundation Inc.
- J. Walton Bissell Foundation Inc.
- John T. & Shelia B. Becker Foundation
- Katherine K. McLane and Henry R. McLane Charitable Trust
- Liberty Bank Foundation
- Middlesex County Community Foundation Inc.
- People’s United Bank Corporate Giving Program
- Reid & Reige Foundation Inc.
- Roosa Family Foundation Trust
- Sandra & Arnold Chase Family Foundation Inc.
- Thomas Atkins Memorial Fund Trust
- The TWS Foundation
- The William & Alice Mortensen Foundation
- The Xerox Foundation

Strategy AA4- Eliminate architectural barriers that prevent seniors and the disabled from benefiting from public facilities.

Many public facilities, either owned by government or non-profits are older buildings that frequently have issues with accessibility. These barriers to accessibility limit the opportunity for seniors and the disabled to benefit from their services.

This program will provide grant funds to correct specific accessibility issues. The City’s ADA Coordinator will assist in the identifying and correcting accessibility issues. Grants will require a 50% match.

Priority- Low

Geographical Target- Citywide

Targeted Population- Public Facilities

Goal- Fund 10 accessibility projects.

Programmatic Benchmark AA7A- Reduction of inaccessible barriers in public facilities on community survey reduced by 10%.

Provider: Selected through open solicitation

HUD Regulation: §570.201(c)

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-			\$20,000			
Year 2-			\$20,000			
Year 3-			\$20,000			
Year 4-			\$20,000			
Year 5-			\$20,000			
Total-			\$100,000			

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-				5
Year 2-				5
Year 3-				5
Year 4-				5
Year 5-				5
Total-				25

Possible Additional Funding Opportunities From Private and Public Sources

- Charles N. Robinson Trust
- George A. and Grace L. Long Foundation
- Harlan E. Anderson Foundation

Strategy AA5- Reducing Hunger Grants

Many of our unemployed or those employed at low-income jobs struggle to make ends meet.

Middletown sole food pantry continues to see an increase in the number of people who are seeking help throughout our entire agency. In 2008, St. Vincent DePaul Place provided approximately 275,000 meals between our South Kitchen and Food Pantry, or 23,000 meals each month. These services offer residents the opportunity to supplement their food bill by shopping once a month, free of charge.

Priority- Medium

Geographical Target- Citywide

Targeted Population- Low- and Moderate-income Clientele

Goal- 625 Low- and Moderate-income clientele

Programmatic Benchmark AA9A- The program receives a 70% approval rating from participants.

Provider: Selected through open solicitation

HUD Regulation: §570.201(e)

Advisory CDBG Funding Levels

	Public Service	Slum/ Blight	Public Facility	Econ. Dev.	Housing	Planning/ Admin
Year 1-	\$3,000					
Year 2-	\$3,000					
Year 3-	\$3,000					
Year 4-	\$3,000					
Year 5-	\$3,000					
Total-	\$18,000					

Estimated Output

	People	Households	Jobs	Public Facilities
Year 1-	125			
Year 2-	125			
Year 3-	125			
Year 4-	125			
Year 5-	125			
Total-	625			

Possible Additional Funding Opportunities From Private and Public Sources

- Aetna Foundation
- American Savings Foundation
- Charles N. Robinson Trust
- George A. and Grace L. Long Foundation
- The Hartford Courant Foundation Inc.
- Herrman Family Charitable Foundation
- The Huisking Foundation Inc.
- J. Walton Bissell Foundation Inc.
- John T. & Shelia B. Becker Foundation
- Katherine K. McLane and Henry R. McLane Charitable Trust
- Liberty Bank Foundation
- Middlesex County Community Foundation Inc.
- Reid & Reige Foundation Inc.
- Roosa Family Foundation Trust

Sandra & Arnold Chase Family Foundation Inc.
Thomas Atkins Memorial Fund Trust
The TWS Foundation
The William & Alice Mortensen Foundation
The Xerox Foundation

People & Partners: Building a framework for support and success!

In order for any plan to be implemented it needs the support and determination of people behind it. Without an infrastructure to bring resources to bear on the problems that are foreseen, then the goals of the plan will be difficult or impossible to achieve.

People and the organizations they are a part of are critical for this five year plan to succeed.

A significant new component to Middletown’s Community Development Block Grant program will be the creation of working groups to disseminate information, seek buy-in, critically review the plan’s progress and outputs, and form partnerships to better leverage CDBG, private and other public resources.

In order to foster such collaboration, the City of Middletown has created groups called “Round Tables” to act as a regular opportunity for discussion. Four Round Tables are new, they are: Jobs Round Table, Livable Neighborhoods Round Table, Access for All Round Table and the Funders Round Table. A fifth group was established before the create of this Plan, called the Middlesex 10-year Plan to End Homelessness, rather than create a duplicate forum, the City has asked that this body perform as Round Table for Homelessness issues.

The Round Table format was selected in order for everyone to have an equal seat at the table. These bodies are informal for discussion purposes, but these discussions will be used by the City and the Citizens’ Advisory Committee in planning future funding allocations.

These groups will meet formally on a semi-annual basis with the option of holding a quarterly meeting if the need arises, with the exception of the funders roundtable that would meet only on an annual basis.

The Round Table calendar is as follows:

November	Jobs Round Table Access for All Round Table Middlesex 10-Plan to End Homelessness
December	Livable Neighborhoods Round Table Funders Round Table
May	Jobs Round Table Access for All Round Table
June	Livable Neighborhoods Round Table Middlesex 10-Plan to End Homelessness

Sample November/December Agenda

- Review of Measures and Grant Accomplishments 1 & 5 year
- Discuss Upcoming CDBG Funding Round
- Discuss Potential Projects, Partnerships and Funding Sources
- Discuss Nexts Steps

Sample May/June Agenda

- Guest Speaker or Special Staff Presentation
- Review of Measures and Grant Accomplishments 1 & 5 year
- Discuss Potential Projects, Partnerships and Funding Sources
- Discuss Nexts Steps

Jobs Working Round Table

Mission- To provided feedback and participate in efforts to bring and kept Middletown at full employment, maintain a skilled and dynamic workforce and encourage small business development.

Possible Partners

- Middlesex Community College
- Middlesex Chamber of Commerce
- United Labor Agency
- Middletown Russell Library
- Community Renewal Team
- Middletown Adult Education
- Middlesex Hospital

Livable Neighborhood Round Table

Mission- To provide feedback and participate in efforts to strengthen our health neighborhoods and turn-around unhealthy neighborhoods by address issues of crime, blight, and other quality of life issues.

Possible Partners

- Friends of the Village District
- Association of Wesleyan Area Residents
- Friends of McCarthy Park
- Westfield Residents Association
- North End Action Team
- Downtown Business District
- Middletown Police Department
- Middletown Health Department
- Middletown Department of Planning, Conservation and Development
- Middletown Housing Authority
- Community Health Center
- The Connection Inc.
- Wesleyan University
- Nehemiah Housing Corporation
- Middlesex Hospital
- Northern Middlesex Habitat for Humanity
- H.O.P.E.

Middlesex 10-year Plan to End Homelessness

Mission- To end chronic homelessness by 2017.

Partners

- Middletown Department of Parks and Recreation
- Middlesex United Way
- The Connection Inc.
- Nehemiah Housing Corporation
- Mercy Housing Corporation
- Northern Middlesex Habitat for Humanity
- Gilead Community Services
- Middlesex County Continuum of Care

Access for All Round Table

Mission- To provide feedback and participate in efforts to ensure that children, the elderly, the disabled and low and moderate income families receive the services they need to be able to live independent and productive lives.

Possible Partners

- Senior Services Department of the City of Middletown
- St. Vincent DePaul
- Middlesex United Way
- Positive Solutions
- St. Luke's
- Jonah Center for the Environment and Arts
- Middletown ADA Coordinator
- Gilead Community Services
- Oddfellows Playhouse
- Cross Street Training Academy and Center
- Green Street Arts Center
- Middletown Public Schools
- Middletown Arts Commission
- Middletown Department of Parks and Recreation
- Community Health Center
- Community Renewal Team

Middletown Funders Round Table

Mission- Exchange information and receive advice and critiques on Middletown's CDBG program. As well as hear about opportunities that the City should be aware of from these funders who have understanding other sources of funding to leverage against CDBG resources.

Possible Members

- Middlesex United Way
- Middlesex Community Foundation
- Liberty Bank Foundation
- Rockfall Foundation
- CHFA
- DECD
- LISC

Citizen Participation Changes

This plan is also proposing changes within the City to help carry out the proposals in this document. The core of the framework for administering and overseeing the Community Development Block Grant program in Middletown is the Common Council and the Citizens' Advisory Committee (CAC). This plan proposes some amendments to the CAC through its Citizens' Participation Plan. The proposed changes include modifications to the membership of the Committee and expanding the methods that the CAC can announce and review proposals.

The Citizens' Advisory Committee has not changed the make-up of the Committee since the plan was first adopted in 1981. Current the CAC has 15 seats each has specific criteria for an appointee to be eligible for nomination to the Common Council. This plan proposes to change the make up to

include the following:

Common Council (one from each political party)	2
At-Large	3
Middletown Housing Authority	1
Planning and Zoning Commission	1
Low/Moderate Income	3
Westfield Area	1
Downtown North End and Wesleyan Campus Area	3
South Farms, Wesleyan Hills and Maromas	1

Another proposed change is the process by which the Annual Action Plan is developed. Currently all projects are solicited and reviewed through a open solicitation process that occurs during the first half of each year. This process limits the effectiveness of implementing a 5 year plan, since each year the City is dependent on third parties to submit applications based on their own organizational needs and not based on the needs of the City. In order to better direct funding, the City wants to include a Request for Proposals (RFP) and Request for Qualifications (RFQ) options to the Citizens Participation Plan. The RFP/RFQ process is an invitation for providers, often through a bidding process, to submit a proposal on a specific service program. The benefit of this approach for the City is that we can maintain progress in achieving 5 year plan goals. This approach is also beneficial to providers in that it informs them what the City is looking to what services we are looking to contract for and encourages them to make their best effort.

Risk & Reward: What are the challenges and benefits for implementation?

Implementation is hard work, especially in a effort that involves multiple parties, multiple levels of government all trying to address a number of problems with different approaches. An assessment of four possible risks and a possible method to address these risks is a useful exercise. Moreover there this Plan its priorities and its strategies have been developed because there are perceived benefits for implementation. Discussed below are the seven

Risks

The Risks that face the Community Development Block Grant Program over the next five years is as follows:

- 1) Market forces undo any gains. The City and it's partners may make all the right moves and execute their plans flawlessly, only to have minimal or no impact on the community or programmatic benchmarks. Spending \$2 million over 5 years might seem small compared to the \$500 million that will be spent by the City on services and education, or the \$6 billion that will be spent Middletown households over the same period. There is little that the CDBG program can accomplish in the face of these larger macroeconomic forces. The hope is that CDBG funding can act as positive investment that attracts other similar investment, either through grants, public spending or private market driven initiatives. It is therefore critical that the strategies are thoroughly review and made better in order to maximized these investments in the hopes that they will exist alone unto themselves but act a as a catalyst for greater change.
- 2) Existing resources are inadequate or reduction in anticipated resources. Resources are limited, but there are significant opportunities. Local and State fiscal constraints will likely continue to play a negative role in trying to implement this plan. While this will be difficult hurdle to surmount, it likely points to a greater need to create partnerships to better leverage existing resources, create efficiencies where they can be found and to be creative in securing new resources.
- 3) Turnover in staff, appointed officials, elected officials, and partner organizations. It is a fact that people retire or move on to new positions for whatever the reason, but the CDBG program will need understand that this can sometime be a risk as much as any other to the successful implementation to the plan. It is hoped that a clearly defined 5 year plan, its supporting documents and increased communication via the round tables will help reduce any delays or hurdles resulting from staff turnover either on the City staff end or on the part of its partners.
- 4) Unforeseen risks. The 5 year plan is meant to being consistence in CDBG spending in order to achieve the desired goals of the plan. However, what we see as important today may not be as important in a year or three years from now. The CDBG rules allows for the plan to be amended and it should if the CAC, common council and the partners agree that it is in the interest in the community to do so.

Rewards

The rewards for implementing this plan on a programmatic level would be simply as follows:

- 1) Better monitoring of programs to understanding the impact of these spending priorities and strategies;
- 2) A narrower scope to maximize CDBG and make the program more manageable;

- 3) Better consistency year after year in spending decisions tie to outcomes; and,
- 4) Better collaboration between the City and its partners.

The rewards on a community level would be simply as follows:

- 1) 1,000 individuals assisted to bring Middletown back to full employment.
- 2) 1,000 households assisted to make Middletown neighborhoods more livable.
- 3) 1,000 individuals assisted to provide Middletown residents access to the services and programs they need to live independent and productive lives.

In order to clearly allow the decision makers and public to see any realized rewards, the below table will be available at www.middletownplanning.com in order to track the plan's progress over the next five years.

Priority # 1- Jobs, jobs, jobs!						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
Jobs Created						
People Assisted						
Community Benchmark #1-						
Community Benchmark #2-						

Strategy J1- Middletown Job Launch Grants						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
Jobs Created						
Programmatic Benchmark J1A-						

Strategy J2- Multi-year grants to provide Career Services Job Placement and Job Coaching Programs to Middletown.						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
People Assisted						
Programmatic Benchmark J2A-						
Programmatic Benchmark J2B-						

Strategy J3- Establish a \$1,500 grant program to assist small business creation or expansion tied to specific training, where an addition \$500 is available.						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
Jobs Created						
Programmatic Benchmark J3A-						
Programmatic Benchmark J3B-						
Programmatic Benchmark J3C-						
Programmatic Benchmark J3D-						
Programmatic Benchmark J3E-						

Priority # 2- Livable neighborhoods!						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
People Assisted						
Households Assisted						
Public Facilities Assisted						
Community Benchmark #3-						
Community Benchmark #4-						
Community Benchmark #5-						
Community Benchmark #6-						

Strategy LN1- Correcting structural problems that have caused a weak housing market in the Downtown and surrounding neighborhoods through targeted investment and proper project design.						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
Households Assisted						
Programmatic Benchmark LN1A-						

Strategy LN2- Rapid Response Blight Revolving Fund Program						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
Households Assisted						
Programmatic Benchmark LN3A-						

Strategy LN4- Establish a Rental Housing Re-inspection License Program						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total

Spent						
Households Assisted						
Programmatic Benchmark LN4A-						

Strategy LN5- Support programs that address and reduce crimes and quality of life problems in neighborhoods

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
People Assisted						
Programmatic Benchmark LN5A-						

Strategy LN6- Support the creation and improvement of neighborhood parks, community gardens, sidewalks, bike paths, public spaces and other public amenities in low and moderate income neighborhoods.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
Public Facility Assisted						
Programmatic Benchmark LN6A-						

Priority # 3- Access for All!

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
People Assisted						
Households Assisted						
Public Facilities Assisted						
Community Benchmark #7-						
Community Benchmark #8-						
Community Benchmark #9-						
Community Benchmark #10-						

Strategy AA1- Multi-year grant to establish mirco-grant or loan program to elimination issues affecting the seniors and the disabled in their own homes or apartments.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
People Assisted						
Programmatic Benchmark AA2A-						
Programmatic Benchmark AA2B-						

Strategy AA2- Develop an after-school scholarship program to assist low and moderate income household send their children to approved after-school programs.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total

Spent						
People Assisted						
Programmatic Benchmark AA3A-						

Strategy AA3- Support the Middlesex County 10-year plan to end homelessness.						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
Public Facilities Assisted						
Programmatic Benchmark AA5A-						

Strategy AA4- Eliminate architectural barriers that prevent seniors and the disabled from benefiting from public facilities						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
Public Facilities						
Programmatic Benchmark AA7A-						

Strategy AA5- Reducing Hunger Grants						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Spent						
People Assisted						
Programmatic Benchmark AA9A-						

Appendix

Performance Measures

Residential Survey Results

Neighborhood Survey Results

District 1

District 2

District 3

District 4

District 5

District 6

District 7

District 8

District 9

City

Stakeholder Interviews

Public Hearing Minutes

Housing Market Study 1996-2008

Fair Housing Plan

Commercial Property Market Study 1996-2008

History of Redevelopment in Middletown and Lessons Learned

Policy Document on Urban Crime

Guide to Private and Public Grants