

Livable Cities Initiative

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Department Head:
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Additional Point Person:
Frank D'Amore, Deputy x 2253
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Positions:	GF- 9	SF-31	CF-
General Fund Budget:			\$ 683,671
Capital Fund Budget:			\$1,420,421
Special fund Budget:			\$3,305,597

Legal Authority: Code of Ordinances

Sec. 21-21 to Sec. 21-30 The office of housing and neighborhood development is abolished and there is hereby established the livable city initiative bureau, hereinafter referred to in this chapter as the "bureau."

Anti-Blight and Property Maintenance Ordinance: **Sec. 9-51. - Anti-blight and property maintenance ordinance.**

Residential Business License Program: **Sec. 17-13.1 -20.1 of New Haven Code of Ordinances.**

Mission/Overview:

The Livable City Initiative is a neighborhood focused agency whose primary mission is to enhance the experience of the individuals who live and work in the City of New Haven. The agency seeks to accomplish this mission through:

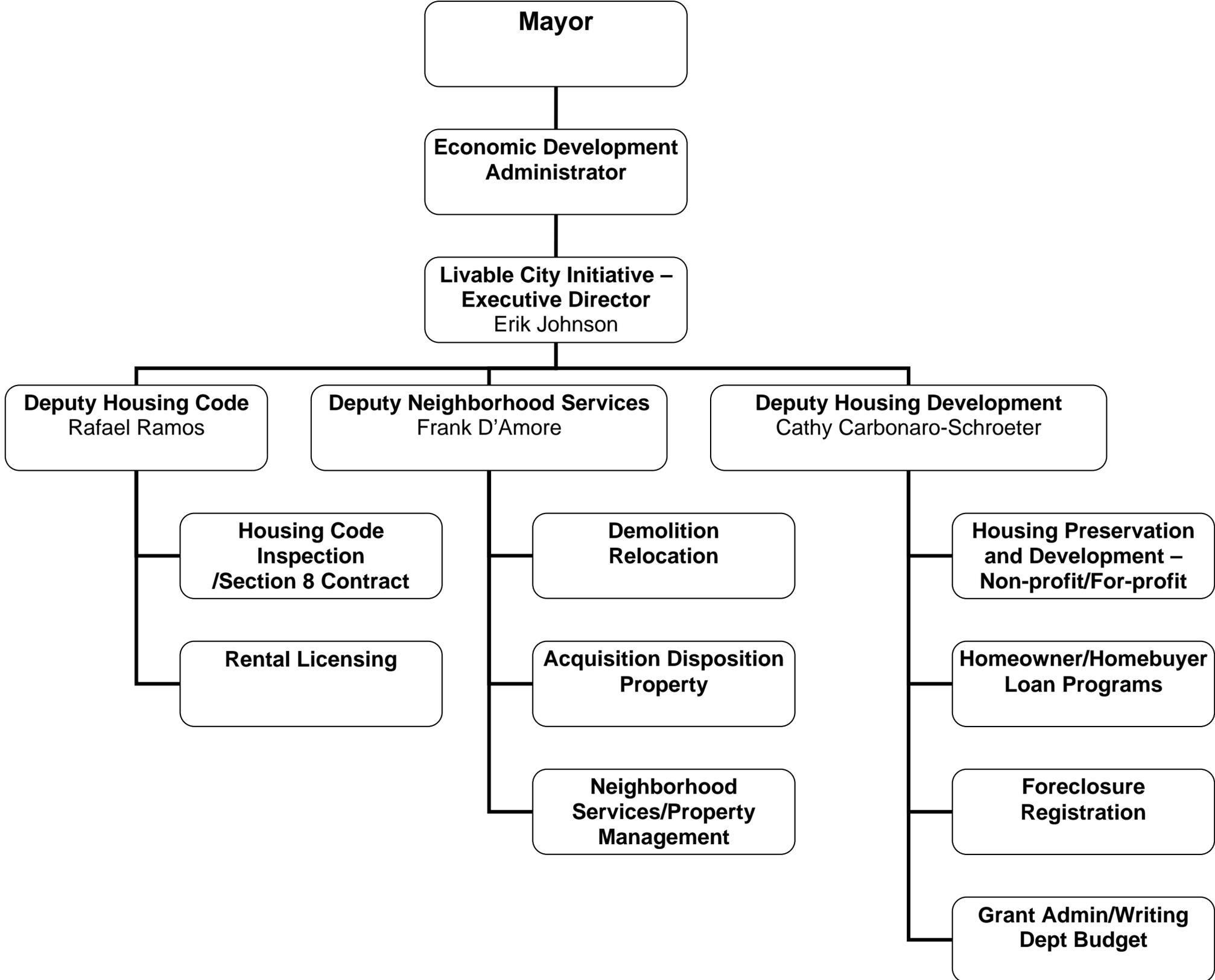
- Enforcement of the city's housing code and public space requirements.
- Design and implementation of housing programs to support high quality, affordable, and energy efficient housing opportunities.
- Educating and increasing awareness on solutions for neighborhood concerns.
- Design and implementation of public improvements and programs to facilitate safer, healthier, and more attractive communities.

The mission and vision of LCI is achieved by encouraging the involvement of other city agencies, the public and enterprise. Through the cooperative efforts of the private sector, the Livable City Initiative will create an atmosphere of a vibrant exciting city

Attention Required by March 31st:

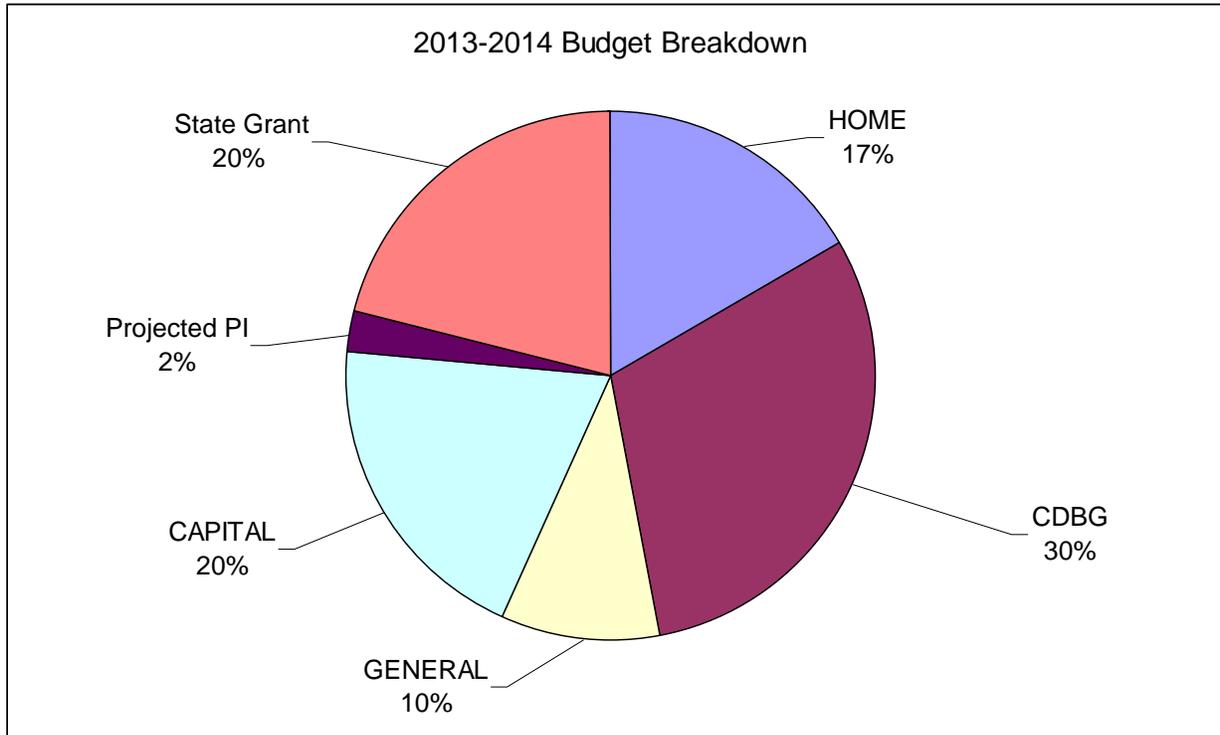
	PROJECT	SUMMARY
	Quinnipiac Avenue Project	Investment of \$1.5M to facilitate the development of 14 single family home development on Quinnipiac Avenue in Fair Haven Manor section of the City. Investments would be to CIL who intends on developing the project in 2 phases.
	Dwight Garden (former Dwight Cooperative Development)	LCI, Corporation Council and HUD have not been able to find a solution that will transition ownership at the former Dwight Cooperative Development. Former Cooperative members lost the property by HUD foreclosure due to deferred maintenance and management issues, the property was sold to Garfield Spencer (First National Development). Mr. Spencer has been unable to complete the renovations to the property as required by HUD and the City of New Haven as outlined under the terms of the Purchase and Sale Agreement. Based on terms of the contract there are limits to amount First National Development can sell that property for to a new buyer as approved by HUD and City of New Haven. Unable to sell property under terms that are favorable to First National Development, property management and other issues have arisen at the property that adversely impact the living conditions for the 28 residents who still reside at the 80 unit complex. Copies of the Purchase and Sale Agreement and other correspondence with First National Development and HUD are available upon request.
	Address HUD Audit Concerns	In 2013 Residential Loan Program Audit, HUD identified areas of concern with regard to project file documentation, specifically with regard to the Lead Hazard Control requirements, and the stalled projects (Ashmun/Canal and Newhallville), where City had expended HOME funding to commence construction in 2007, however, in light of the foreclosure crisis and vacant units, the project was stalled.
	RE: New Haven Marketing Efforts	Development of new campaign to promote City's down payment and rehab programs. Campaign being developed by Digital Surgeons (New Haven based marketing and media company)
	View Permit Implementation of Housing Code Enforcement	Development and implementation of mobile platform to identify, schedule, inspect and report of housing code, residential license and anti-bligh activities.
	Renewal of Section 8 Inspection Contract	LCI does all of the Section 8 inspections for the HANH. HANH looking to make changes to contract, based on policy changes where they are looking to reduce number of

		inspections by 40% to save cost. Proposed changes will likely impact staffing and could potentially impact quality and condition of scattered site inventory.
	Completion Hill-to-Downtown Planning Process	Development of Community Plan, Land Use, Zoning, Street and Infrastructure recommendations for Union Station, Church Street South and the Medical District using funding received from DECD and State of CT. To meet DECD Contract requirements plan and funding has to be completed and spent by 1/2014
	Brewery Square Tax Abatement + Refinancing Assistance Request	Owner of property looking for City to modify terms of previous tax abatement, restructure existing City loans as part of a refinancing effort for the development.
	Sinking Homes - Westville	City is working in collaboration with the Community Loan Fund to implement a grant program for property owners whose homes have been adversely impacted by a soil condition in a section of Westville.
	Quinnipiac School Acquisition	Board of Ed has requested LCI acquire two (2) properties for approximately \$160k that would be used to create new parking and play area at Quinnipiac Avenue school. Acquisition would be part of a larger \$1.1M project to improve the school area being coordinated by BoE.



Budget Summary:

LCI BUDGET BREAKDOWN 2013-2014



HOME (Federal)	\$1,184,824	16.71%
CDBG (Federal)	\$2,120,773	30.43%
GENERAL	\$683,671	9.64%
CAPITAL	\$1,420,421	20.03%
Projected PI (HOME)	\$180,000	2.41%
State Grant Program (NRP)	\$1,500,000	21.15%
TOTAL	\$7,089,689	100%

Above budget does not include the following:

Section 8 Inspection Contract with New Haven Housing Authority (\$289,000)
 Residential Licensing Program Fees/ Fine Income (\$160,000)
 Anti-Blight Property Maintenance Fine Income (\$75,000)

LCI Budget Breakdown Programs and Personnel

Type	Amount	Budget %
Program Delivery Cost - Staff	\$1,687,735	23.80%
Hsg Dev.	\$1,782,736	25.14%
Res. Loan Programs	\$1,340,000	18.90%
Health /Safety Repair	\$650,421	9.57%
Sec 108 Interest	\$120,000	1.69%
Property Management	\$128,905	1.8%
Public Improvement	\$50,000	.65%
Acquisition	\$300,000	4.23%
Relocation	\$128,701	1.78%
Demolition	\$125,000	1.5%
Housing Code Enforcement Staff	\$776,191	10.94%
Total LCI Budget	\$7,089,689	100.00%

Summary of Open Items:

1	Ninth Square Refinancing + Tax Abatement Request	Owner of property looking for City to extend tax abatement, forgive accrued interest and restructure existing City loans as part of a refinancing effort for the development. City tax abatement expires in 6/2014.
2	Kensington Square Refinancing Request	Owner looking for City to make financial investment (grant or low interest deferred payment loan) into development; developer Community Builders intends on submitted a 9% LIHTC application to CHFA for funding in 2013.
3	Dwight Camera Project	\$100k investment to create camera Network along Chapel Street in partnership with NHPD, Community Building, Yale and other property owners and stakeholders.
4.	Route 34W Re-zoning and development	Complete re-zoning of Route 34W parcels from Dwight Street to Ella Grasso Boulevard in cooperation with Economic Development and Office of Planning. Continuum of Care and Center Plan Project to be discussed in Economic Development Transition Memorandum
5	Development of standard tax-abatement policy for affordable and mixed income developments.	Mayor in concert with Board of Alderman established a working group to address this issue, LISTA (Low Income Supportive Tax Abatement) working group made recommendations based on status of existing tax abatement agreements and research for other states and cities. City needs to adopt policy recommendations, so there is a standard by which the Mayor and the Board of Alderman can review and make decision on developer and property owner request for tax abatements or PILOTS. Without such a policy in place the City ability to get developers to build larger mixed-income, tax generating projects may be comprised.
6	FBI Investigation	Current the FBI has an open investigation on some of LCI past activities. The FBI has requested copies of liens that have been issued by the Department in 2012 and 2013. No other information has been requested. Copy of the subpoena is available upon request or should be addressed as part of the Office of Corporation Council transition memorandum.
7	Completion of Hill-to-Downtown Plan	City of New Haven received a \$1M grant from HUD/DECD. Funding from that grant has been used to develop a "Community Plan" with specific zoning and land use recommendations for the areas between Union Station and RT 34 and the Yale Medical District. All of the grant funds have to be committed with invoices by 1/20/2013. The planning for the Hill-to-Downtown initiative has been coordinated through the EDA office, however, LCI is the designated Grantee for the funding from DECD.
8	Neighborhood Renewal Program	City of New Haven received \$1.5M from DECD to implement Neighborhood Renewal Program. Funding allow City to fund

		down payment assistance programming, rehab program and new construction efforts to individuals and families with up to incomes up to 110% AMI.
12	Antillean Cooperative	Failing cooperative that will likely need financial assistance from City in 2014
13	Church Street South Redevelopment	Failing 300 unit multi-family complex, in center of City Hill-to-Downtown planning efforts. Redevelopment of site is contingent of development of suitable relocation plan for existing 280+ families, many of which are not legal residents or the complex and are also undocumented citizens, the majority of which are women with children under 17.

Major Functions/Projects:

Housing Preservation and Development Division Cathy Carbonaro-Schroeter, Deputy Director

The HPDD takes an aggressive approach to stabilizing our neighborhoods and housing revitalization. This approach uses existing housing stock and renovates it and returns it back to the market for low moderate middle income families. The City of New Haven leverages funding with funding partnerships with local banks, loan fund programs, Housing Authority of New Haven and the State of Connecticut Department of Community and Economic Development to accomplish its mission in neighborhood stabilization and revitalization.

Staff Position	Number
Deputy Director	1
Project Manager	2
Downpayment, EERAP and Elderly Loan Program Coordination	1
Total Staff	4

Functions:

- Gap lender for New Construction or Rehabilitation housing projects for non-profits, for-profits, facility improvements and/or public improvements.
- Project Management of housing development projects whether affordable and/or market rate /public improvements/facility improvements that the City of New Haven has provided project funding. The Division is currently overseeing approximately \$76.8 million dollars in housing development projects scheduled to be completed by 2014.
- Liaison for New Haven Housing Authority and various community development corporations involved in housing development.

- Oversee approximately \$7 million dollars yearly in department local, state and federal grants relating to housing (Home, CDBG, LEAD, UDAG, the Neighborhood Stabilization Program I and III and any State of Connecticut grant funding).
- Administration of the Energy Efficiency Rehabilitation Assistance Program, Emergency Elderly/Disabled Repair Program and the Down-payment Program from the intake thru the completion of the rehabilitation or acquisition.
- Foreclosure Registration Intake in accordance with the local ordinance for the registration of pending foreclosed properties or foreclosed properties.
- Grant Writing and Administration (HOME, CDBG, LEAD, UDAG, NSP I and III) and State of Connecticut program award (NRP)
- Liason for the State of Connecticut Neighborhood Assistance Act
- Housing Development budget administration
- HUD Year End Reporting, IDIS Management and HOME Monitoring

Projects: Below is a list of those projects and a brief description:

West Rock Redevelopment

HANH is undertaking the redevelopment with its development partner, The Michaels Development Company, a private firm with significant and demonstrated experience in the successful completion of mixed finance development projects throughout the country. The current redevelopment plan provides for 545 total units, as well as the following programs and projects:

- 455 rental: 198 public housing units; 197 project based units; and 60 market rate rental units
- 90 homeownership: 55 assisted units and 35 market rate units
- Expansion of existing community to between 8,000 and 12,000 square feet
- Homeownership training for potential homebuyers
- Comprehensive Community Service Program to help promote economic self-sufficiency of the residents
- Development of mixed used facility at 122 Wilmot

Brookside Phase One and Two accounting for 202 rental units has been completed and occupied and Brookside Homeownership units (6) completed and sold.

Rockview Phase 1 consists of 77 rental units and 6 Homeowner units; Construction commenced in 2012 and estimated completion date November 1, 2013.

Total Units 229 rental units and 12 homeowner units. TDC of Rockview and Brookside is \$190M provided by \$56M Tax Exempt Permanent, \$65M LIHTC Equity, HANH MTW Loan/grant \$36M, DECD \$18M; City of New Haven Capital \$9M.

Wilmot Road Redevelopment (120-122 Wilmot Road) Glendower Corporation (HANH) is redeveloping the property into forty-seven (47) units of affordable housing consisting of thirty-four (34) replacement public housing units and thirteen (13) units of housing assisted with Section 8 project-based vouchers, and nine thousand one hundred eighty-six (9,186) square feet of commercial space. TDC 17,976,460 provided by HANH MTW \$3,045,763; LIHTC \$5,091,000; Permanent \$1,417,500; CFFP Bond \$5,820,000; Developer Loan \$406,754; HANH MTW Bond Escrow \$1,408,252; CFFP Bond \$678,786; HANH MTW Bond \$108,405. Vertical Construction estimated completion and turned over for occupancy September 15, 2013.

Ribicoff Cottages: HANH is undertaking the redevelopment of the Ribicoff Cottages located at the end of Brookside Drive in the West Rock Redevelopment site. Trinity and Glendower partnered as co-developers to redevelop the site into a new community consisting of one hundred eleven (111) rental units comprised of approximately forty-one (41) public housing/Rental Assistance Demonstration ("RAD") units and approximately fifty-nine (59) Section 8 project based voucher ("PBV") units. TDC \$18M provided by HANH MTW \$1.6M, LIHTC \$12 M, and Perm \$4.7M; The project is in the predevelopment stage with Cooperation Agreements pending to be submitted to the BOA for September, 2013.

Chatham Development- 197 Chatham and 529-539 Ferry Street: Glendower and Trinity Financial partnered as co-developers along with HANH to invest in a new construction development effort with respect to a new community that will consist of thirty-eight (38) residential rental units comprised of Section 8 project based voucher ("PBV") units, and/or HUD's rental assistance demonstration program units ("RAD units") and/or public housing ACC units. The community is located in the Fair Haven neighborhood. The estimated project cost is \$18 M provided by MTW funding \$3.3M, City EPA \$400,000, LIHTC \$9.4M, and Perm \$5.2 M. The project is in the predevelopment stage with Cooperation Agreements pending to be submitted to the BOA.

Farnum Courts: Glendower and Trinity as co-Developers along with HANH have agreed that the redevelopment effort shall result in a unit mix containing up to 210 rental units, commercial space and park. As part of the development streetscape along Grand Avenue and Underpass Improvements are contained in the Project. The project is considered a mixed income and mixed use. TDC \$64M provided by \$8M (City Infrastructure), LIHTC \$23M and \$22M HANH funding/MTW and Perm \$12.5M. The project is in the predevelopment stage with Cooperation Agreements pending to be submitted to the BOA.

Eastview Terrace Phase 2: Glendower as developer and HANH have agreed to the new construction of 25 residential rental units located on Eastern Street. The project is in the predevelopment stage. TDC \$12M provided by HANH MTW \$2.5M, \$6.2M LIHTC, Perm \$3.4 M; The project is in the predevelopment stage

and secured financing. Phase 2 is the final phase of the revitalization effort at the public housing site f/k/a Eastern Circle.

Val Macri – 109 Frank Street: HANH and CH Supportive Housing have partnered in the rehabilitation of the property which shall result in approximately seventeen (17) residential rental units, not less than eleven (11) of the residential units shall be available for occupancy by persons or families requiring supportive services for the homeless as defined by the State of Connecticut Finance Authority Permanent Supportive Initiative, the remaining six (6) residential units shall be available for occupancy by other low income persons. The TDC \$2.5 provided by \$2 M Next Steps, \$100,000 Td Bank, \$300,000 HTCC, and \$50,000 HANH. The project is in the financing closing stage pending a Coop submitted to BOA. Start Date is in Spring 2014.

Dwight Gardens F/K/A Dwight Cooperative: The Dwight Garden redevelopment project is the redevelopment of the severely deteriorated Dwight Cooperative, a cooperative with low- and moderate-income members consisting of 80 housing units of which approximately 30 are occupied. The development represents a mix of public and private financing with an aggressive rehabilitation schedule that will transform the structures into a healthy and livable complex. The new Dwight Gardens development will consist of Eighty (80) fully renovated housing units – twenty units (20) for individuals with income not to exceed 50% AMI, twenty units (20) for individuals with income not to exceed 60% AMI, twenty (20) units for individuals with income not to exceed 80% AMI and twenty (20) units for individuals with income not to exceed 120% AMI. The existing units are garden style, located in 9 buildings spread out throughout the site. **Construction completion is 3%; Owner in Default; HUD and City facilitating sale to a new owner/tax foreclosure/reverter; HUD approved equity \$621,047; Dwight Review Committee (Aldersperson, 2 residents, 2 City officials, LCI board member, and Executive Director Non-profit); Developer Interviews August 13th and 15th.**

Mutual's Fair Haven III (Homeownership convert to RENTAL) Project, located at 33, 36, 37-39 Clay St. and 296 Poplar St. is a rehabilitation project consisting of three 2-family and one 1-family existing blighted, empty houses targeted for redevelopment for purchase and re-occupancy by low-moderate income families. Mutual Housing Association *a/k/a NeighborWorks New Horizons* is the developer entity. It has been awarded \$525,000 in City administered HOME funding, and \$70,000 in City- administered Lead Hazard Reduction funding (plus \$25,000 in CDBG awards to subsidize its development arm in developing the project). Lead Abatement is complete and rehabilitation activity is under construction. **Completion expected by January, 2014.** A total of 7 units are assisted with HOME funding. This project has been ongoing and 36 Clay Street has been completed and offered for sale for over a year with no home purchase offers. In 2012 Mutual decided to convert the project to Rental, as the most feasible and cost effective alternative. Total estimated project cost

is \$1,968,434. Permanent sources include: DECD Housing Trust Fund (\$525,000); DECD (\$380,000); NWNH Deferred Developer's Fee Contribution (\$96,019); City of New Haven HUD HOME (\$200,000); City of New Haven HUD Lead Hazards Remediation (\$70,000); City of New Haven HUD CDBG (\$25,000); DECD FLEX Loan (\$592,415); Unspecified Other Public (\$80,000). Firm commitment of the DECD HOME remains pending; disbursement of proceeds from the City's Bridge Loan is contingent upon receipt of the DECD firm commitment and scheduling of the closing. Meanwhile, construction activities have been reinstated, with projected occupancy availability/lease up on or before March 1, 2014.

Mutual's Fair Haven II Scattered Site Rental Project: Located at 13-15, 41, 43-45 Clay St. 339-341 Poplar St & 322 Poplar St. (17 units), combined with Murray Place's 19 units (Wolcott St., Saltonstall Court, & Saltonstall Avenue), plus 255, 257 & 259 Grand Ave (8 units): This project is a combination new construction and rehabilitation project totaling forty- four (44) units of housing (13 rehabilitation and 31 new construction). The total development costs for this project are projected at \$14,178,827 million dollars. Mutual Housing Association (*d/b/a NeighborWorks New Horizons*) is the developer entity. City support for the project includes \$800,000 in City administered HOME funding and \$47,000 in LEAD Hazards Reduction funding, together with \$123,022 in CDBG awards to subsidize Mutual's development arm's personnel expenses on the project. State financing include: awards via the Interagency Committee for Supportive Housing (CHFA, DMHAS, DSS, DECD, DCF, and OPM, with Corp. for Supportive Housing) *Next Steps III* commitment for operating-support services expense subsidies; \$4 million from State of Connecticut Department of Economic and Community Development HUD HOME funding; nearly \$7.5 million in proceeds from its LIHTC from CHFA. To the foregoing add: \$900,000 loan from Webster Bank; Over \$350,000 from NeighborWorks America; nearly a quarter of a million dollars in AHP funding from the Federal Home Loan Bank; and the Developer's Equity contribution of nearly \$270,000. The construction commenced in 2011 with anticipated completion by January, 2014. 24 of 44 units are both completed and occupied: 41 Clay Street (5 units), 43 Clay Street (2 units), 49 Clay Street (2 units), and 322 Poplar Street (2 units). Only 13-15 Clay Street (4 units), 339-41 Poplar Street (2 units), 255 Grand Avenue (2 units), 257 Grand Avenue (2 units) and 259 Grand Avenue (4 units) remain incomplete. These latter dwellings remain under construction, with the last scheduled for completion and available for occupancy before the end of 2013.

Putnam Street Revitalization: The revitalization project consists of fourteen (14) units of housing (7 units of homeownership and 7 units of rental) in the Hill Impact Zone of New Haven. The area is a prime location for revitalization due to its proximity to Yale New Haven Hospital and the Medical District. The project is a combination of rehabilitation and new construction. The City of New Haven acting as Owner/Developer has rehabilitated three (3) historic 2-family properties totaling 6 units of housing located at 138 Putnam Street, 181 Putnam Street and 197 Putnam Street. The City of New Haven acting as Owner/Developer has also commenced the new construction phase consisting of four (4) 2-family structures located at 201 Putnam Street, 193 Putnam Street, 134 Putnam Street and 129 Putnam Street. The total development cost is \$2.79M. Financed through HUD NSP III funding and City of New Haven funding.

Brownstone Contracting has been awarded the Rehabilitation of 197 Putnam, 181 Putnam and 138 Putnam – construction has commenced on all three (3) eta August, 2013 with a total tdc \$990,000.00. Project is at 95% completion; pending final walk thru by SCF Realty and is on schedule for turnover.

Brownstone has also been awarded the contract for the new construction component of this project and is pending contract. Total Development Costs of \$1.8 M for 4 two/family structures with a total square footage of 13,000. Zoning variances approved; building permits issues; foundations to be poured in August, 2013. Completion estimated at August 2014.

Hill Housing Partnership (MHA) – 518 Howard Avenue, 520 Howard Avenue, 522 Howard Avenue, 524 Howard Avenue, 526 Howard Avenue and 209

Putnam Street: The revitalization of Putnam Street has impacted these scattered site LIHTC project units due to the location of the structures. MHA took over the failing LIHTC project Hill Housing Partnership 65 Scattered Site units due to the collapse of Hill Development Corporation and the properties were in jeopardy of being foreclosed by New Alliance. MHA has taken on the rehabilitation of the units due to years of deferred maintenance and as such the City of New Haven has provided \$422,895.00 NSP III set-aside funding for the rehabilitation of (8) units located at the above locations. The 8 units will be set – aside to the 50% AMI rental resident in accordance with NSP III requirements. The City of New Haven is in the process of providing \$50,000 in HOME funding for façade improvements for the structures facing Putnam Street. The total development cost of the 65 scatter site rehab is \$4.1M provided by \$2.76 Champ; \$286,000 NeighborWorks and \$422,000 NSP III Set-Aside. The rehabilitation is proceeding according to schedule with completion estimated end of December, 2013.

Forbes/Uno Rebuild– Youth Continuum: New scattered site construction (combined with demolition of existing structures) of two houses at 141 Valley Street and 888 Winchester Avenue, each sheltering nine youth in need of temporary housing. City funding will be used per federal regulations to address various expenses, such as those associated with demolition, design features and

improvements which promote energy efficiency, and architectural design features and treatments intended to enhance aesthetic quality. Total development costs exceed \$1.5 Million, with financing from the State of Connecticut (DCF) bond sales, grant awards from foundations and individuals, Youth Continuum's Capital Fund Drive, together with bank financing commitments and Youth Continuum's Capital Reserves commitment. The City has committed \$150,000 CDBG. Financing breakdown is as follows: Gifts/Contributions on Hand: \$242,500; DCF St. Bonding: \$521,900; Youth Continuum Capital funding: \$77,000; Construction/Permanent Bank Financing: \$539,600; City HUD CDBG: \$150,000. The project's construction methodology relies upon factory built modules, trucked and assembled on-site; hence the construction period is anticipated to be complete within a year, with most time reserved for entering the factory's production pipeline schedule. Ground breaking held on April 3, 2013; Work on the foundation for the new dwelling on Valley Street began in July, 2013, and the factory modules for the Valley Street site are scheduled for delivery and set-up beginning August 5, 2013. Specifics for the new foundation/site work; delivery and set-up of modules at the Winchester Avenue site are pending, but are anticipated for February-March, 2014.

Winthrop Avenue - Continuum of Care: Foreclosed home purchased from New Alliance. The property will be for the "Money Follows the Person" program from the State of Connecticut. Elderly are placed back into the community whom do not need nursing home level care with supportive services. The interior of premises has been rehabilitated with DECD and DSS funding; however, a gap in funding for exterior repairs remained, whereupon the City rode to the rescue. The City of New Haven provided the gap financing commitment for exterior repairs, in the form of a \$75,000 CDBG award, reduced to \$70,000 per COC's Budget. (Scope: Porch/siding/access & landscaping); Work completed, June 2013. Demographic data contained in the Activity Report, received & filed, July 10, 2013.

No Place Like Home – 150 Huntington Street: Project is a code compliance project involving for replacement of metal fire escape. This is an 8000 sq ft home, supported by DCF, for foster children and their siblings; provide them a permanent adoptive-parent home. Project complicated by discovery of lead paint hazard on fire escape and issues surrounding the non-profit organization's structure and capacity. City funding in CDBG preliminary commitment at \$70,000. Pending completion of specifications, bidding and budgeting/planning process.

Beulah – Orchard Street Phase II modified 4 Units – 718 Orchard Street, 693 Orchard Street, and 545 Dixwell Avenue. (P) – Acquisition and rehabilitation of 3 foreclosed properties and 1 rehabilitation of a private sale property. Conditional Commitment \$402,000 (HOME) funding; \$27,000 Lead funding; \$300,000 GNHCLF Loan; \$159,158 State RGFP; – Financing stage of the project. Overall TDC \$945,779. The project is in the bid stage; financially fully committed.

NHS- Scattered Site Winchester-Newhallville This housing initiative extends to some twenty four vacant and blighted dwellings (43 housing units) the concentration of NHS' development efforts to rehabilitate and restore the dwellings, creating new housing opportunities are located in the Newhallville-Winchester Avenue area of New Haven. LCI, in concert with the New Haven Department of Health, assisted NHS through awards totaling \$437,500 in Lead Hazard remediation funding and \$107,231 in Community Development Block Grant funding to subsidize efforts of NHS housing development and construction staff, plus, below market price sales of sites to NHS and assorted technical assistance. Total estimated cost, Lead Remediation = \$683,700; Total Estimated (conservatively) Development Costs = \$9,552,700 (not including prior/potential CDBG development subsidies). The Estimate of Funding Sources include: Home Sale Proceeds: \$4,296,000; St. Historic Tax Credit Sales: \$720,000; City Admin. HUD Lead Hazard: \$437,500; IOREBETA: \$48,000; CHFA-HTCC: \$2,596,080; AHP: \$288,000; DECD-HTF/Flex: \$1,167,120. Sites include: 17 & 27, Bassett St, 21 Blake St, 72 Carmel St., 39 & 45 County St, 504 Dixwell Ave., 328 Edgewood Ave., 46 Frank St., 311 Greenwich Ave, 406 & 463 Huntington St, 85 Lilac St, 428 Orchard St., 241 Shelton Ave, 153 & 157 Starr St, 35 & 46 Stevens St., 319 & 339 W. Division St, 725, 745 & 838 Winchester Ave. By March 1, 2012, all sites, all units, had undergone lead remediation. As of July 31, 2013, the following dwellings have completed rehabilitation and sold to eligible homebuyers: 21 Blake Street (2 units); 72 Carmel Street (2 units); 328 Edgewood Ave. (1 unit); 46 Frank Street (2 units); 311 Greenwich Ave. (1 unit); 428 Orchard Street (2 units); 35 Stevens Street (1 unit); 339 West Division St. (2 units); and 838 Winchester Avenue (1 unit). An additional 2 dwellings achieved completion of rehab and are up for sale: 504 Dixwell Avenue (2 units) and 319-21 West Division Street (2 units). The remainder (17 & 27, Bassett St, 39 & 45 County St, 504 Dixwell Ave., 406 & 463 Huntington St, 85 Lilac St, 241 Shelton Ave, 153 & 157 Starr St, 46 Stevens St., 319 W. Division St, 725 & 745 Winchester Ave.) Estimated Rehab completion and sale by the end of 2014.

NHS- Scattered Site Initiative (Edgewood-Newhallville-Winchester) III This housing initiative extends to some thirteen vacant and blighted dwellings (25 housing units) the concentration of NHS' development efforts to rehabilitate and restore the dwellings, creating new housing opportunities in and among the most distressed neighborhoods in New Haven. LCI, in concert with the New Haven Department of Health, is assisting NHS through a commitment totaling \$225,000 in Lead Hazard remediation funding, coupled with below market price sales of several affected sites to NHS and assorted technical assistance. Sites include: 51 & 164 Frank St., 45 Hotchkiss St., 15 & 52 Lilac St., 64 Market St., 77 Shepard St., 350 Sherman Ave., 12 Stevens St., 423 Orchard St., 167 & 171 Edgewood Ave., and 748 Winchester Ave. All sites have been acquired, with the closing of City- administered HUD Lead Hazard funding occurring in April, 2013, with lead & other haz-mat remediation, as well as rehab completion, required by March, 2015. One dwelling (2 units) is scheduled for completion of both lead

remediation and rehab by June 30, 2013. As of May 30, 2013, two of the thirteen dwellings have been remediated from lead contamination: 350 Sherman Avenue and 423 Orchard Street. Total Lead Remediation costs to NHS are anticipated at \$400,000, while Total Development Costs (hazmat, soft costs, acquisition, & construction) are estimated at \$4,859,000. No other information available at this time.

Edgewood Village: Whalley/Norton Streetscape Tree planting, planting boxes and paving along Edgewood Ave between Winthrop Avenue and Ella Grasso Blvd. Paving corner of Norton street and Maple Street. The front of 166 Norton Street and 153 Norton Street Project to start early Spring May 2013 pending application submittal and approval. \$75,000 economic development public improvement funding. In the process of completing application and bid package. Anticipated start date of September 2013 and completion date of October 2013.

Habitat for Humanity (\$48,000 per structure HOME) Construct 4 new single family house on 827,829,833,837 Congress Avenue in the Hill neighborhood of New Haven. The homes will be built utilizing Green Built. The project will reduce density and provide homeowners with off-street parking. Once completed, the home will be sold to a low-income working family. (4 Units) HOME \$320,000. TDC \$791,825 All four houses are framed and weather tight. Buyers have been selected and are working on their sweat equity hours. Anticipate completing all four early this fall. September 2013.

Quinnipiac Avenue City sponsored mixed income homeownership development consisting of 14 single family units. Development will be located on 2 acres of riverfront property in the Fair Haven Heights neighborhood. Unit sizes will range from 1800 to 2000 square feet. Total development costs are estimated to be \$5-\$5.5M.

Seabury Cooperative-400 Elm Street: Cooperative is an 88 unit homeowner cooperative with PBV units. The cooperative is on brick of receivership due to delinquent utility payments and as such the cooperative in the past several years has not raised the carrying charges on the members. The membership had a meeting and resolved to raise the carrying charges which enable the coop to refinance the debt pending the payment of UI and to rehabilitate the required capital needs. \$350,000 HOME repair is encumbered and \$97,906.09 for UI payment in lieu of lien. The cooperative is pending the closing of the refinance.

LCI GRANTS

Neighborhood Stabilization Program III: NSP III is approximately \$1.6 Million dollars from the State of Connecticut and the Department of Housing and Urban Development to be used in the same manner as NSP I. The City of New Haven has executed the assistance agreement with the State. Investment is being used in Putnam Street Revitalization Project which consists of 3 historic rehabilitation

(6 units), 4 two-family new construction (8 units) and Hill Limited Partnership (8 unit) rehabilitation on corner of Putnam and Howard and Putnam and DeWitt). Total of 23 units for total tdc of \$3.2M (\$1.6M NSPIII and 1.6M City leverage) See Putnam Street Project and MHA Scattered site (Hill Housing Partnership) Project

Neighborhood Renewal Program: Established its Neighborhood Renewal Program (“NRP”) to facilitate and promote neighborhood recovery and stabilization. While New Haven continues to benefit from the nation’s renewed interest in investing in urban areas, the long term stability is directly linked to the City’s ability to grow and preserve neighborhoods. The objectives of the Neighborhood Renewal Program are to attract and encourage homeownership in New Haven, generate interest and awareness in City incentive programs, promote the benefits of living in New Haven and investments in non-traditional public investment areas. Eligible activities are rehabilitation (EERAP), acquisitions (DP) and development for individuals with AMI of 80%-100%. This program is leveraged with HOME and Capital funding.

HUD Challenge Grant: New Haven was awarded approximately \$1M from DECD as part of grant from HUD. Proceeds from the Challenge Grant are being used to develop a Community Plan for the Hill-to-Downtown area that includes: Union Station, Church Street South, Trowbridge Square and the Medical District. The goal of the plan is to develop set of infrastructure and policy recommendations that will improve the district and promote development and job creation.

CDBG INVESTMENT PROJECTS FY 2010-2011

**Mutual Housing (dba
NeighborWorks New
Horizons)
\$39,522**

To provide for the project management of the properties located on Clay St., Poplar St., and Grand Ave. Plans include the gut rehabilitation or demolition/new construction affecting ten blighted structures which will result in 25 affordable rental units. These properties are part of the Fair Haven Scattered Site Project which will include a total of 44 housing rental units, some of which are supportive with on-site parking and services. CDBG funding approved to develop the FHSS project through FY’11 totals \$69,522, including \$39,522 in FY’11. Project scheduled/anticipated for completion by January, 2014 (Mid CD-39). Open -Expended – project not complete; Pending construction completion - See Project: **Mutual’s Fair Haven II Scattered Site Rental Project above**

CDBG INVESTMENT PROJECTS FY 2011-2012

Neighborhood Housing Services
\$45,000

Provided funding for in-house construction management personnel for the acquisition and rehabilitation to complete a minimum of 6 blighted housing units for sale to no fewer than 3 low/moderate income first-time homebuyers. Funding used for technical and financial assistance including on-site inspections, construction monitoring, financial counseling, referrals and direct loans by and from NHS. The completed sites were: 319 and 339 West Division St.: and 838 Winchester Avenue. Completion of rehabilitation was achieved at all the above sites before June 30, 2012. Only 319 West Division Street remains unsold, although a purchase agreement has been executed with a prospective purchaser, pending mortgage approval & commitment

Mutual Housing
\$45,000

To provide for the project management to develop ten properties totaling 25 units, located on Clay St., Poplar St., and Grand Ave. These properties are part of the Fair Haven Scattered Site Project which totals 45 rental units, some of which are supportive housing with on-site parking and services. CDBG funding approved to develop the FHSS project through FY'12 totals \$114,522, including \$45,000 in FY'12. Project scheduled/anticipated for completion by January, 2014. Open – expended – construction not complete pending demographics; See **Mutual's Fair Haven II Scattered Site Rental Project description above**

Beulah Land Development
\$40,000

The Orchard St. Redevelopment (OSR) Phase 2 an extension of the recently completed scattered site homeownership project modified to 718 Orchard Street and 693 Orchard Street moving to locate 3rd location: Expended – Open project not complete waiting on other financing. (no close out; See **Beulah – Orchard Street Phase II** above.

CDBG INVESTMENT PROJECTS FY 2012-2013

Crossroads
\$24,000

54 East Ramsdell Street. The agency requests funding to complete the project that began in PY 2009/2010 to install double pane, insulated windows in the original portion of the 54 East Ramsdell St. residential treatment facility which currently houses the Men's residential services. Project to start 4-8-13.

<p>New Haven Urban Resource Initiative \$5,000</p>	<p>Funds have been awarded for the construction and installation, working with volunteer groups, on recovered vacant lots in underserved neighborhoods, including Fair Haven and Newhallville the following: Four Community Kiosks; Two Replacement Fences; Ten Community Greenspace site signs; and, alternatively, two Site Benches or Stone Walkways. Projects will be located within the expanded New Haven Enterprise Zones. Work is scheduled to be underway by the middle of spring, 2013. All materials were acquired before June 30, 2013, but due to the unpredictability of volunteer worker scheduling by cooperating neighborhood organizations, execution of improvements will not be completed until after the first quarter of FY'14 . Rollover</p>
<p>Neighborhood Housing Services \$40,000</p>	<p>Provide technical and financial assistance including on-site inspections, construction monitoring, financial counseling, referrals and direct loans from NHS. NHS commitment for substantial completion of construction & Certificate of Occupancy was June 2013. The following properties have been acquired, abatement completed and rehabilitation in process by/during 2012-13: Sites: 153 & 157 Starr St.; 504 Dixwell Ave.; 428 Orchard St.; and 350 Sherman Ave. Each dwelling contains two units. Total: 10 units. Two dwellings (4 units) achieved rehab completion and were offered for sale by 12/31/12: 504 Dixwell Avenue (sale pending) and 428 Orchard Street (sold, July, 2013). The remaining three dwellings (6 units), 153 & 157 Starr Street and 350 Sherman Avenue, have undergone rehab construction and were scheduled for completion of rehab by June 30, 2013, but remained incomplete, under construction, at the end of the fiscal year. Completion of rehabilitation and available for sale of the Starr Street sites are scheduled by/before December 31, 2013; 350 Sherman Avenue is expected to be completed and sold by the end of November, 2013; See <u>NHS Scattered Site Winchester-Newhallville</u> description above</p>
<p>Beulah Land Development \$40,000</p>	<p>BLDC's is requesting funding for the rehabilitation of 693 and 718 Orchard St 545 Dixwell Ave, and request to modify to add 41 Henry Street. All properties require substantial rehabilitation. This project will result in four rehabbed houses for low income homeownership. Waiting on State approval of other financing. Start date July 2013. Completion date is estimated for June 2014. <u>Beulah – Orchard Street Phase II</u></p>
<p>Cornell Scott Health Center \$20,000</p>	<p>Funds have been awarded for energy conservation improvements at the Dixwell Health Center located at 226 Dixwell Avenue. The following improvements are to be carried out in the spring, 2013: Replacement of existing windows.</p>

**Progressive
Education and
Research
\$25,000**

Funding is being requested for emergency repairs and restoration of the building. The improvements needed include: Masonry repairs (\$205,020), roof replacement (\$27,300), exterior carpentry (\$24,600), window replacement (\$30,500), heating system modifications and duct work improvements (\$15,000).

Masonry repairs completed and paid out of CDBG (\$25,000). An application is in the works for an additional \$50,000 of Capital funds towards the Heating System and or Windows. The total project cost \$75,000. Provided by \$25,000 cdbg, \$50,000 Capital Funds. Project anticipated to start late fall 2013

**Marrakech
\$19,350**

The project called for the installation of new exterior siding for its affordable rental unit dwelling located at 159 Osborne Avenue. Subsequent findings about the condition of the dwelling indicated additional rehabilitative work is necessary. Marrakech requested and LCI granted an extension of the contract term in order to permit Marrakech the time to plan, raise financing and initiate work on a project some six times (est.) the original scope.

**Habitat For
Humanity
\$40,000**

To acquire property for the purpose new construction for low-income homeownership primarily in the Hill and Newhallville areas. 827,829, 833, 837Congress Avenue. Project to begin March 2013 and completed by December 2013. All four houses are framed and weather tight. (4) families have been selected are working on sweat equity. See **Habitat for Humanity-Congress Ave** above

CDBG INVESTMENT PROJECTS FY 2013-2014

**Fair Haven
Community Health
\$50,000**

Repairs to a handicapped ram, repair and replace existing fence, parking lot improvements and repaint and re-side parts of the structure.

**Beulah Land
Development
\$40,000**

Acquire vacant property at 1-7 Shelton Street; the parcel will provide 6 units of new construction for home ownership. The parcel is divided in three a portion belonging to HANH (7-9 Shelton St HANH), an portion to the City (1 Shelton St) , and a portion to a local church (329 Dixwell Ave).

Beulah has an agreement with HANH for the disposition of their parcel in the amount of \$49,900. Application TO the City For city owned portion of the parcel will be submitted, and proof of intent to sell from church on their parcel.

**Habitat for Humanity
\$50,000**

To acquire property for the purpose new construction for low-income homeownership primarily in the Hill and Newhallville areas. Habitat is in the process of submitting organizational documentation to City for Agreement.

Crossroads \$15,000	For the renovation of the kitchen entrance and exit, basement exit, northeast, southeast and southeast exits and replacement of interior doors in the original portion of the 54 East Ramsdell St. residential treatment facility which currently houses the Men's residential services. Crossroads In the processes of putting organizational documentation, bids, together for submittal to City for Agreement
Junta \$22,000	The replacement of the roof and repairs to the attic walls, without the repairs there will be significant structural damage due to the leaks.
Mary Wade Homes \$45,000	Replacement of fifty (5) aluminum hung windows that include screens and receptors.
Marrakech \$8,300	To replace doors, windows, roofing, gutters, leaders, ADA compliance and additional interior renovations. Funds to be used for vinyl siding. Pending ROF from MB for RFA.
New Haven Ecology \$30,000	Construct a new 3,700 square foot multi purpose space which will house community programs for up to 400 residents.
New Haven Home Recovery \$60,000	Lucht Hall an eight unit supportive housing complex located at 192 Fitch street. The project could include the renovation of bathrooms, kitchens, upgrade of mechanicals or back up power generator. New Haven Home Recovery in the process of organizational documentation and bids.
New Haven Home Recovery \$10,000	Provide for updates at Life Haven. NHHR in the process of submitting organizational documents and work plan to City.

RESIDENTIAL LOAN PROGRAMS

Emergency Elderly/Disabled Program

Provides a 0% interest loan of up to \$15,000 to elderly and/or disabled homeowners. The loan is forgiven at the rate of 20% per year over 5 years. The homeowner's household income may not exceed 80% of the area's median family income, adjusted for family size. The loan can be used for **EMERGENCY** improvements such as: roof replacement, electrical repairs, furnace repairs/replacement, plumbing repairs, and access and egress issues. Protect the health/life/safety of the owner. The sources of loan funds are HOME.

Lead Abatement Program

The primary purpose of the program is to reduce the exposure of young children to lead based paint hazards in their homes. Eligible property owners will be offered a five-year forgivable loan of up to \$10,000 per unit and up to \$2,000 for common/exterior areas for lead hazard control as identified in the City's lead abatement plan. Loans are 0% interest, for a 5-year term and forgiven at the rate of 20% per year through the term of the loan. Property owners will be responsible for any costs of abatement in excess of the loan amount.

Energy Efficiency Rehabilitation Assistance Program

Financial assistance for costs related to housing energy efficiency and rehabilitation for the purpose of providing safe, decent and energy efficient living conditions.

Owner-Occupant (Owner principal place of residence)

Up to Maximum Allowance of \$30,000.00 deferred loan with a term of 10 years if in the first 5 years the property is sold, transferred or refinanced 100% of the allowance is due and payable. On the 6th anniversary date of the loan and each anniversary thereafter 20% of the allowance will be forgiven until the term expiration, however, if the Owner sells, transfers title or refinances the balance at that time of the allowance is due and payable.

Down Payment Assistance Program

Financial assistance for first-time homebuyers for down payment and closing costs. The amount of assistance provided to any low-income family cannot exceed the greater of six percent (6%) of the purchase price of a single family (1-4) housing unit or up to \$10,000*. The City will provide a **zero (0%) interest forgivable loan** that is forgiven at the rate of 20% per year, as of each anniversary of the loan's execution date. At the end of the five-year loan period the loan is fully forgiven. *An additional \$2,500 is available for City of New Haven employees, police officers, firemen, military and teachers for a total assistance of up to \$12,500.

Neighborhood Property Services Division

Frank D'Amore, Deputy Director

The Neighborhood Property Services division is responsible for the coordination of the City anti-blight and property maintenance activities, the demolition of public and private owned structures, the acquisition and disposition of City owned property, and for the relocation of persons displaced by government actions. The division is comprised of fourteen(14) staff persons broken down in the following manner.

Staff Position	Number
Deputy Director	1
Neighborhood Specialists	7
Acquisition/ Disposition Coordinator	1

Relocation Specialist	1
Property Management Supervisor	1
Property Management Staff	3
Total Staff	14

Summary of Activities

Acquisition / Disposition of City Property

- Facilitate the acquisition and disposition of City property (structures and vacant lots)
- Facilitate for public, zoning and legal usage of property including leases and licenses for use of City property,
- Attend meetings ie: Management Teams, BOA, Community, City Plan Commission, LCI Board, BZA
- Monitor and track vacant buildings database
- Assist with Community Garden / URI Green Space Program
- Coordinate with Office of Corporation Counsel on Land Disposition Agreements, Liens, Licenses, Foreclosures, Zoning matter, etc.

The acquisition and disposition of property is coordinated through the PAD Committee and the LCI Board in advance of being submitted to the Board of Alderman for approval. The PAD Committee is comprised of representatives from City Plan, Economic Development, the City Tax Collection Office, the Board of Alderman Finance Committee and LCI. Once items have been approved by PAD Committee they are submitted to LCI Board for its review and approval. The LCI Board is comprised of two (2) representatives from the Board of Alderman and five community representatives appointed by the Mayor, the LCI Executive Director is a non-voting member of the Board. Approved items are submitted to Board of Alderman as Second Reading Items.

As part of the acquisition and disposition process all items are required to obtain City Plan report. Larger development projects are often coordinated through the Community Development Committee of the Board of Alderman.

Neighborhood Specialists

- Provide resources to neighborhood stakeholders, organization, and other entities for community development activities.
- Assist NHPD with Community Policing through interdepartmental coordination (and Community Management Teams)
- Assist residents, organizations and Block Watches with resolving quality of life issues through Community Outreach
- Enforcement of City of New Haven Zoning Ordinance
- Coordinate community “clean-ups” and other neighborhood based events
- Liaison for residents to assist in resolving matters outside of LCI’s jurisdiction

- Remove unsightly and offensive graffiti through LCI Graffiti removal Program
- Track and resolve matters on SeeClickFix.com
- Attend meetings (including but not limited to; Management Teams, Aldermanic Meetings, City Board Meeting, Community Meetings, City Plan Commission, and other meetings as needed)
- Coordinate with Aldermen, non-profit groups, and other agencies to assist residents
- Educate residents about local laws, codes, and ordinances
- Promote available resources and programs offered by the City

Demolition Activities

- Oversee all aspects of demolition of public and private property including but limited to project procurement, abatement and disposal of all contaminated materials in accordance with Federal and State National Building Code

Relocation Coordination

- Provide residential and commercial relocation (for families & businesses) displaced as a result of governmental actions under Code Condemnation and Eminent Domain as required by Federal, State, and Local law

Anti-Blight

- Enforce the City of New Haven Anti-Blight Ordinance
- Enforce compliance of local laws on bank owned properties
- Track and schedule all fines, liens and foreclosure in accordance with anti-blight ordinance.

Property Maintenance / Management

- Maintain and manage all LCI owned improved and unimproved property through LCI property Maintenance Division
- Manage all property management private contracts
- Facilitate and manage City Graffiti removal program

Housing Code Enforcement Division

Rafael Ramos, Deputy Director

The Housing Code Division is responsible for the enforcement of the City Housing Code and Public Space Ordinances. The department responds to housing code complaints from residents, in non-single family structures. The Housing Code Division is also responsible for administering the City Residential and Business License Program and for inspecting and Hotel, Motels, Rooming and Boarding Houses. Department has a

contractual relationship with the New Haven Housing Authority where it inspects the Agency scattered site Section 8 units.

The division is comprised of 14 staff positions, and operates with 3-4 interns who manage some of the department's administrative tasks. Annually the division conducts approximately 10,000 inspections, across all programs.

Staff Position	Number
Deputy Director	1
Housing Inspectors	9
Admin Clerk Typist	2
Admin Section 8	1
Admin RSL Program	1
Total Staff	14

Housing Code Enforcement Division positions are funded through combination of General, CDBG and Special Funds. Section 8 and Residential Licensing Program activities are funded out a Special Funds.

Functions:

- Inspection of units based on residents calls/complaints about outstanding housing violations
- Enforcement of health and safety standards for multi-family development throughout City
- Enforcement of Public Space and Zoning ordinances throughout City
- Monitoring and where necessary enforcement of public space and zoning issues as the relate to vending issues
- Participate in Emergency Management Task Force for City of New Haven

Residential Licensing Program

Established in 2008 the Residential Business Licensing Program was created as a means to (1) pro-actively address housing conditions throughout the City and (2) increase awareness around health and safety issues. In 2012, Board of Alderman approved changes to program, increasing the compliance period from 2 to 3 years, changing the fee structure, and linking penalties for non-compliance to the City and State Anti-Blight Property Maintenance Ordinances.

Inspection fees and lien repayments are intended to cover the administrative costs of the program. In 2012, LCI began working with ViewPermit Systems to develop a new administrative back office and mobile inspection platform for the program. The ViewPermit applications for the program should be completed by 12/31/2013.

New Haven Housing Authority Section 8 Housing Contract

LCI inspection scattered site Section 8 units for the New Haven Housing Authority, the value of the contract for fiscal year 2013, was \$289,000. HANH is proposing changes to its Section 8 program which will likely decrease the value of the contract. This reduction in contract value will likely have an impact on staffing levels within LCI.

System Deficiencies/Attention Required:

	Issue	Description
1	Lack/Poor Fleet Vehicle System	LCI staff is primarily field workers (inspectors, specialists, property management). The current condition of the majority of the City fleet vehicles is poor, and there are not enough vehicles to service the existing needs, because the fleet system is not managed in a coordinated fashion each department is responsible to procuring and maintaining its existing fleet without an annual operating budget to do so. Recommendation: If fleet operations continue to be decentralized, they should be allowed to enter into a multi-year (3-5) lease agreement with a vendor to acquire and service the vehicles they need to adequately meet the department's goals and objectives. Cost of leasing vehicles over time is more cost-effective than attempting to purchase or replace 1-3 vehicles per year based on limitations in the department capital budget.
2	IT Systems	Current condition and capacity of the City's IT network is insufficient to deal with data and connectivity needs. Offices should have access to wi-fi and City should give strong consideration to transitioning from PC to thin client based network for employees. Additionally, City needs to invest in a better data management system for files.
		<u>Payroll Systems</u> : City's payroll systems are outdated. Administrative staff have to manually enter time in "weekly" which consumes a lot of time in larger departments. Additionally, City still uses paper time sheets which are not tied directly to weekly payments. City needs to be better automated or outsourced.
		<u>Housing Code + Residential Licensing Reporting Systems</u> : Reporting modules for the ViewPermit System for the Housing Code, Residential Licensing and Neighborhood Services modules are not yet complete. As a result, reporting capacity is not complete as it should be to track department and individual inspector activities.
3	Lack of Staff Training	Both professional and line staffing do not receive enough professional development training. Results are (1) staff cannot provide updated technical assistance necessary to grantees; (2) are not able to meet demand or requests to residents; (3) are at a skill disadvantage which impacts professionalism and productivity.
4	Adequacy of Funding	Changes in federal policy and priorities have adversely impacted funding City and department receives from the Federal Government. With increasing matching fund requirements, City needs to consider making allocations of more general and/or capital funding to support the development of non-New Haven Housing Authority Housing

		and other Community Development Projects. While the re-development of public housing is of great importance, similar public commitments have to be made to multi-family and single development for working and middle incomes individuals and families that will positive impact neighborhoods and contribute to the City tax base in ways that HANH project do not.
5	Storage	Department does not have sufficient storage space to effectively and accurately maintain records. Investment and training into a new coordinated Data Management System.
6	Performance Management	Union contracts (3144 or 884) do not allow for performance evaluations or merit based pay incentives. Consideration should be given to incorporating these tools in future contracts to help improve staff performance.
7	Anti-Blight File Audit Procedures	Department needs to establish file protocols for Anti-Blight and other lien activities.