Yale University President’s Public Service Fellowship
Proposal for Fellowship Placement • Summer 2019

- Organization: Elm City Communities/Housing Authority of the City of New Haven
- Full street address of organization: 360 Orange St. New Haven, CT 06510
- Website: www.elmcitycommunities.com
- Name and title of person who will be the Fellow’s direct supervisor (the supervisor must be available to supervise Fellow on a daily basis): Karen DuBois-Walton, Ph.D., Executive Director
- Phone number and e-mail address of proposed direct supervisor: 203-498-8800 ext. 1002 kdwalton@newhavenhousing.org
- Placement dates (8-11 weeks between Tuesday, May 28 and Friday, August 9, 2019): May 28 through August 9, 2019
- Are placement dates flexible? If so, please describe: Yes, can be flexible to meet student need
- Proposed work schedule (placements should be equivalent to full-time and not more than 37.5 hours/week): Monday through Friday – any 7 hour period between 8 am and 6 pm

Placement Description

- Organization description (mission statement, population served. 150 words or less.): We, at Elm City Communities (ECC), believe affordable housing is the foundation from which the American Dream will survive and thrive for generations to come. Since becoming a HUD-designated Moving to Work agency in 2000, ECC has become an incubator of innovation and an economic engine in New Haven, Connecticut. As a result, ECC has increased affordable housing choice, provided an array of self-sufficiency programs, created across the board cost savings measures, and spurred millions of dollars of indirect economic activity through redevelopment projects and job creation.
ECC provides housing and support programs for more than 14,000 city residents. Our mission is to make a positive difference in the lives of residents of the City of New Haven through the development and operation of affordable communities of choice and by providing opportunities for greater self-sufficiency. Our vision is a New Haven where every resident has a safe and decent place to live and opportunities to fulfill their goals.

Our goal simply put is to end poverty and improve lives— one family at a time.

- Write a 1-2 sentence summary of the work that the Fellow would be conducting (50 words or less. This will be used as your organization’s project description summary on the PPSF website, so be succinct):
  The PPSF Fellow will be immersed in program evaluation and data analysis seeking to document the impact of our multi million dollar investment in resident self sufficiency. Evaluation will be of both qualitative and quantitative methods and will afford the fellow the opportunity to work with staff, partners and residents.

- Write a more complete description of the specific project you propose and list the duties/outcomes expected of the Fellow. (Suggested length: one to two pages.)
  Because of the breadth of services offered at ECC/HANH, PPSF fellows have the opportunity to be exposed to many facets of work in a large public–sector, mission-oriented organization. As an innovative agency, we are constantly engaged in program evaluation designed to identify what is most successful in order to better serve our families and impact the delivery of affordable housing services in this community.

  In cross-sectional work, the Fellow will also have an opportunity to work with the Executive, supportive services and information technology teams to assess the impact of the supportive services that are delivered to our residents. ECC/HANH holds an extensive longitudinal data set on thousands of low-income families in our communities. Additionally, we house data on many services provided to these families. Our goal is to use these data sets to conduct comprehensive analysis with the goal of answering the question “what works in moving low income families out of poverty?”

  Working with our Community and Economic Development staff who oversee the supportive services work, the PPSF fellow will examine quantitative and qualitative data available and will work with staff to craft questions that can be answered. The Fellow will work to mine data sets and conduct analyses. Opportunities to interact directly with staff, partners and residents may enrich the evaluative work providing important contextual, qualitative data. Work with our Information Technology area
will be essential in this work and the fellow will have the opportunity to develop and hone research and analytical skills.

Given that we serve families with individuals across the life span, interesting research questions may include: what supports healthy births? How do we best support families’ engagement with quality early childcare providers? How do we best support youth’s academic success? What supports children’s social emotional development? How are we reducing family violence? What supports adults securing higher paid employment? How do we support families’ financial literacy? What moves families toward economic self-sufficiency? How are we building a stronger sense of community and how is this impacting individual functioning? How are we assisting our elderly to have a higher quality of life? How do we assist our disabled residents in securing a higher quality of life?

Upon a comprehensive review of available data, the fellow will be engaged in planning discussions to identify any gaps in data that may be addressed. The fellow may be involved in data gathering. Resident surveys and focus groups may be a useful way of gathering information and fellow may play a key role in designing, implementing and analyzing data gathered in this manner.

Working with our data analysis team, the fellow can perform data mining, data cleaning and data analysis utilizing report writers and statistical analysis packages. The fellow will be guided in analysis of the results and can contribute to report writing of the findings. Fellow’s skills in creating infographics to informatively present key findings will be utilized. Finally, the fellow will be given opportunities to present what s/he is learning throughout the summer to ECC/HANH leadership.

ECC/HANH is a fast-paced, innovative environment that seeks to create meaningful opportunities for fellows to learn and contribute. The work completed during the summer has the potential to be hugely valuable locally but also may inform program delivery throughout the state and nationally.

- List specific skills/experience required for the project:
  Advanced research ability;
  Interest in qualitative and quantitative research methods
  Ability to communicate effectively, both written and verbal;
  Data analytic ability; interest in learning to work with large data sets
  Facility with excel.
  Knowledge of statistical analysis concepts and tools and/or the willingness and ability to learn.
Skill with creating infographics and/or willingness and ability to learn.

- Additional requirements (e.g. a car or weekend working hours). If a car is required, include information regarding parking arrangements and mileage reimbursement): Not applicable

- Briefly describe the work that Yale PPSF Fellows have done with your organization in the past and present. If you have not worked with Yale Fellows, describe any work that Yale students have done with your organization.

ECC/HANH’s previous PPSF fellows have worked on affordable housing development projects in conjunction with our Special Projects, Planning and Development and Glendower Group, LLC (our development affiliate); resident support services through our Community and Economic Development department; and housing policy work through the Executive Office and our Strategy, Policy and Innovation group.

2009 – David Lee worked extensively on the redevelopment of the William T. Rowe building completing several steps necessary to secure the demolition/disposition approvals at the State and Federal levels.

2011- Anna North worked with our Community and Economic Development area assessing resident services and working closing with community partners such as the Hill Health Center on service delivery models to residents in affordable housing communities.

2016- William Viederman worked within the Executive Office on housing policy research, communications and community organizing efforts.

2017- Alissa Yi worked with our Strategy, Policy and Innovation department to revise our Family Self Sufficiency initiative which offers supportive services to assist our work-able families in reaching economic self sufficiency.

2018- Brian Spence worked with our Strategy, Policy and Innovation department to develop an early childhood program format for our organization culminating in a well attended strategy session held in July 2018.

ECC/HANH has also worked with the following Yale undergraduate students on a winter workshop for high school students in the 2014-15 school year, although not through the PPSF Program. These students include: James Doss-Gollin, Annabelle Marty, Alondra Arguello, Devin Mahoney, Spencer Munroe and David Guzhnay.