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

Phone number and e-mail address of proposed direct supervisor: Leasley Negron, Director of Moving to Work Initiatives, 203 498 8800 x1016

Placement dates (8-11 weeks between Tuesday, May 28 and Friday, August 9, 2019): Are placement dates flexible? If so, please describe: Yes, can be flexible to meet the fellows’ needs.

Proposed work schedule (placements should be equivalent to full-time and not more than 37.5 hours/week): Monday through Friday – any 7-hour timeframe between 8 am and 6 pm.

Placement Description

Organization description (mission statement, population served. 150 words or less.):

Our mission is:

Elm City Communities/Housing Authority of New Haven is a dynamic organization with a vision that public housing is the foundation of self-sufficiency. Our vision is to end poverty and racism through housing and supportive services to residents. 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 cost savings measures, and strives to make a meaningful difference in the lives of residents and the community of New Haven.

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, equity, 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 personal goals.

Write a 1-2 sentence **summary** of the work that the Fellow would be conducting

Summary: Elm City Communities/Housing Authority of New Haven (ECC/HANH) is seeking a Yale Fellowship intern to assist us with an **Outcomes Improvement Process** for programs in our Moving to Work (MTW) initiative.

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.**)

As a US HUD-designated Moving to Work housing authority, ECC/HANH tracks and monitors outcomes for programs within our Community & Economic Development, our Low-Income Public Housing, and Housing Choice Voucher departments.

Currently, ECC/HANH has several initiatives as part of our MTW efforts including:

- Community Reentry program
- Teacher in Residence program
- Tenant Based Vouchers for Supportive Housing for the Homeless program

This analysis would be geared toward determining the best way improve the identified outcomes for these three programs by improving internal systems and collaboration with our subcontractors. Goals for the project would include:

- Identify ways to strengthen relationships with the subcontractors hired by ECC/HANH to support these initiatives
- Identify ways to coordinate and align subcontractor efforts more closely with our program staff and engage them in our internal outcomes and outcome management processes
- Identify and implement new systems that ensure continued coordination of work between ECC/HANH staff and subcontractors over time
- Develop scopes of work to be in alignment with our MTW outcomes
- Create or update policies and procedures to define the service delivery process and improve communication between agencies to assure that we
are getting the best services for the resources and housing vouchers that we provide

- Strengthen lines of communication between individuals at ECC/HANH and subcontractor staff assigned to support our initiatives
- Engage subcontractors in supporting ECC/HANH in meeting our MTW outcomes, including data collection and outcomes tracking activities
- Throughout this process, look for examples of individuals whose lives have improved as a direct result of the programs we have put in place; we seek to develop case studies showing the measurable and unmeasured impact of the programs on the people we are serving
- Create ways to track families and review outcomes that can be shared in the MTW report to US HUD and other funders

The fellow will be a direct report to Leasley Negron, the Director of ECC/HANH’s Moving to Work Initiatives and will work closely with the Directors of the Community & Economic Development (CED), Public Housing, and Housing Choice Voucher (HCV) departments. The fellow will gain knowledge and practice work in outcome measurement, program design, public housing, affordable housing, federal grants, organizational development, interdepartmental coordination, collaboration with external organizations, and contract management. Public policy knowledge will be gained on the topics of public housing, affordable housing, educational programs for youth, student achievement, prison re-entry, supportive housing, and ending homelessness.

List specific skills/experience required for the project:
We are seeking an individual who has an interest in helping us improve our Moving to Work outcome measures for the three programs identified; someone with good interpersonal skills, writing ability, and good logical and creative thinking skills is an ideal candidate.

Additional requirements (e.g. a car or weekend working hours). If a car is required, include information regarding parking arrangements and mileage reimbursement): Most of the proposed work will take place at our main offices at 360 Orange Street, within walking distance to the Yale campus community and City Hall. Parking will be provided for the student as needed.

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 has a long history of providing excellent internships to Yale Fellows. Previous PPSF fellows have worked on several 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. Most recently:

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; and

2019 – Sneha Mittal was our Yale Presidential Fellow in 2019; she worked with the Asset Management and Community & Economic Development Teams to conduct program evaluation and data analysis on the organization’s social services programs.