

**Yale University President's Public Service Fellowship**  
**Summer 2021**

**Proposal for Fellow working remotely for organization**

- **Organization:** Elm City Communities/Housing Authority of New Haven (ECC/HANH)
- **Full street address of organization:** 360 Orange Street, New Haven, CT 06511
- **Website:** <http://www.elmcitycommunities.org/>
- **Name and title of person who will be the Fellow's direct supervisor:** Jana Douglas, Senior Assistant to President
- **Phone number and e-mail address of proposed direct supervisor:**  
  
(203) 498-8800 ext. 1007; [jdouglas@elmcitycommunities.org](mailto:jdouglas@elmcitycommunities.org)
- **Placement dates:**
- **Are placement dates flexible? Are you able to accommodate a Fellow working in a different time zone?** Yes, can be flexible to meet the needs of the fellow.
- **Proposed 37.5 hour per week work schedule:**  
  
Monday through Friday – any 7-hour timeframe between 8 AM and 6 PM.
- **Organization description:**

Elm City Communities/Housing Authority of New Haven (ECC/HANH) is a dynamic organization that envisions public housing as the foundation of self-sufficiency. It is committed to end poverty and racism through housing and supportive services to residents. Since becoming a HUD-designated Moving to Work agency in 2000, ECC/HANH has become an incubator of innovation and an economic engine in New Haven, Connecticut. As a result, ECC/HANH has increased affordable housing choice, provided an array of self-sufficiency programs, created cost savings measures, and continues to strive to make a meaningful difference in the lives of residents and the community of New Haven.

ECC/HANH 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.

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

Elm City Communities/Housing Authority of New Haven (ECC/HANH) is seeking a Yale Fellowship intern to assist us with advancing our work and making an impact internally and externally via strategic communications, policy and advocacy, and measurement, evaluation, and assessment (MEA).

- **Write a more complete description of the specific project you propose and list the duties/outcomes expected of the Fellow.**

The fellow will directly report to Jana Douglas, the Senior Assistant to the President of ECC/HANH, and will work closely with the Executive Communications Coordinator as well as the Administration department. The fellow will gain knowledge and practice work in strategic communications, public housing, affordable housing, federal grants, organizational development, interdepartmental coordination, collaboration with external organizations, measurement, evaluation, and assessment. Public policy knowledge will be gained on the topics of public housing, affordable housing, education and work opportunities for youth, supportive housing, and ending homelessness.

The PPSF would work with Executive members of ECC/HANH as it pertains to the following:

#### Communications

Specifically, communications will focus on skillfully messaging to preserve affordable housing in Connecticut and across the country by promoting multi-generation approaches to stopping cycles of poverty and removing systemic barriers. This includes but is not limited to developing materials and drafting policy briefs and memos outlining ways in which affordable housing in Connecticut can expand in a fiscally responsible, innovative, and effective way, which may require partnering with other housing authorities and organizations outside the City of New Haven. The PPSF will also support ECC/HANH as it communicates and seeks to implement equity in affordable housing opportunities and in the intersectionality between housing and education systems to local and national audiences through its membership with Bridges Collaborative. Lastly, there will be need for support on creative content generation for the agency (internal and external) through multimedia tools (video, photo, etc.) and communication of data analyses that help to compellingly craft/shape stories, trends, and outcomes in publication and in advocacy.

#### Policy and Advocacy

The PPSF will assist in advocating local and statewide policy solutions to issues of housing affordability, zoning, desegregation, etc. and work with key stakeholders to improve the ability of public housing authorities to meet the challenge of ensuring low income residents are able to reside in quality and affordable housing. This includes but is not limited to aiding in ECC/HANH's efforts to deepen community relationships and strengthen partnerships with various agencies as it navigates a changing fiscal and legislative environment, researching and analyzing successful bills that can transition here, and rallying awareness and support to increase the likelihood of policy implementations through things such as coalitions, common agendas, and education.

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### Measurement, Evaluation, and Assessment

This piece speaks to our agency's recognition and prioritization of cultivating an effective workplace through employee development and engagement opportunities. The ultimate goal is to not only determine where we are, but to plan ahead on employee development before it is necessary. With the assistance of the fellow, a Professional Development Program will be created based on the measurement, evaluation, and assessment of the current agency/employee environmental and work performance standings. Those results will then be used to aid in the orchestration and design of the program and its goals. The program is expected to include but not be limited to elements such as a Competency Based Model, experiential learning opportunities, implementation strategies, and multifaceted methods that can measure success and allow for evaluated feedback.

- **List specific skills/experience required for this work:**

We are seeking an individual who has an interest in helping us improve and advance our agency's work externally through policy, advocacy, and skillful communication methods as well as internally by evaluating and assessing our staff. Someone with good interpersonal skills, writing ability, creative thinking skills, assessment ability, and strategy development is an ideal candidate.

- **Equipment/resources you will provide to help Fellow conduct work:**

Agency email, phone number, and laptop or similar device if 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;

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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.

2020 - Audrey Hung. She worked on MTW initiatives. Audrey assisted in writing and updating policies and procedures for a few MTW Initiatives

