



CITY OF NEW HAVEN  
COMMUNITY SERVICE  
ADMINISTRATION  
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**ALTHEA MARSHALL  
BROOKS**  
COMMUNITY SERVICES  
ADMINISTRATOR

November 1, 2013

Dear Mayor-Elect:

Please find attached the Transition Reports for the five (5) departments that are a part of the Community Services Administration. The reports attached have been prepared by the appropriate department directors. The Transition Reports provide insight into the activities of each department as well as the staffing levels, sources of funding, operational capacities and partners/collaborators. The departments are understaffed and under resourced but continue to meet the need of their respective constituencies despite the deficiencies.

Below, I have provided a summary of the activities I am currently engaged in. As the Community Services Administrator, I serve as the liaison from the City to various Boards, Committees and Initiatives. These activities align with the focus of CSA and they are as follows:

- a. BOOST! Performance Management Team - Boost! was created to address the social, emotional and physical needs of students and to engage parents and families, as well as business and community leaders, in the hard work of turning around New Haven's public schools. It is a component of New Haven's nationally-lauded School Change Initiative.
- b. MOMS Partnership Advisory Board - The MOMS Partnership is a collaboration of agencies across the City of New Haven that work together to support the wellbeing of mothers and families living in the city. The collaboration includes: The Diaper Bank, All Our Kin, Clifford Beers Clinic, the State of Connecticut Department of Children and Families, the Housing Authority of New Haven, New Haven Healthy Start, the New Haven Health Department, and the Yale School of Medicine. The overall mission of the MOMS Partnership is to transform the delivery of services for mothers and children through community and neighborhood-based resources that are dedicated to their wellness and strengthening generations of families.

- c. Community Alliance for Research and Engagement (CARE/Yale School of Public Health) Steering Committee - identifies solutions to New Haven's health challenges through an approach known as community engaged research. CARE alliance includes community organizations, neighborhood associations, hospitals and health centers, city government and public schools, faith communities, arts and cultural institutions, businesses, Yale University and its School of Public Health, and other academic partners domestically and globally. We bring evidence to action to improve health.
- d. Robert Wood Johnson Steering Committee on Community Projects - Each project must directly benefit New Haven residents and the research must be deemed important by individuals or groups in New Haven (community partners) who are willing to partner and champion and sustain the research and/or action on the results. The Scholars work effectively across disciplines, think creatively about healthcare issues, generate ideas and test hypotheses, participate in policy development, work within communities, and lead organizational change. The Program balances classroom experience with ample time for research project development and individual mentoring.
- e. Parent University New Haven Steering Committee - is a free Parent Support Network for all New Haven Public School parents. A critical component of New Haven's School Change Initiative, Parent University aims to give parents the tools they need to help their children succeed in school and in life.
- f. Project Longevity, Co-Chair, Service and Implementation Team - a joint federal-city-community campaign that targets violent drug gangs.
- g. Partnership for a Healthier New Haven - The Partnership for a Healthier New Haven is an effort of the City's Community Services Administration to mobilize leaders in the private sector, public sector and academia towards creating policy that will positively impact the health of the New Haven community. The Partnership will focus on two broad areas: childhood obesity and community safety.
- h. Greater New Haven Open Doors (aka The Greater New Haven Alliance to End Homelessness) and Coordinated Access Steering Committee. – The focus of this group is to comply with the federally enacted Hearth Act. As a result the GNHOD seeks to rapidly end a person's homelessness and connect them with permanent housing as quickly as possible; a shifting of the focus of resources away from 'managing homelessness'. It seeks to establish a community-wide strategy to ensure that families and individuals experiencing homelessness have access to the best housing and service resources that quickly ends their housing crisis permanently, ensure the best fit between the person's needs and the intervention provided, standardize decision-making within a community through use of common assessment procedures and improve program and system (community) outcomes.

- i. The New Haven Community Violence Response Group - is a diverse group of stakeholders that convene to reduce violence in our neighborhoods and help neighborhoods address the trauma that is created by pervasive community violence. The group, led by Barbara Tinney, Executive Director of New Haven Family Alliance and Georgina Lucas, Deputy Director, Robert Wood Johnson Fellows at Yale School of Medicine, meets monthly. Stakeholders include New Haven Police, City Health Department, Youth Services Department, community-based and neighborhood-based organizations; federal agencies, health care providers, the faith community, Gateway Community College and others interested reducing youth violence.
- j. Community Resiliency Initiative Steering Committee - is a plan to expand the system of supports to address behavioral, emotional and mental health needs of the New Haven Community through a partnership with New Haven Public School/Board of Education, City of New Haven CSA, United Way of Greater New Haven/BOOST!, Clifford Beers Clinic, and community based providers.
- k. Mayor's Task Force on AIDS - serves as an advisory body to the Mayor of the City of New Haven. The mission of the task force is to foster a broad-based community response to the HIV epidemic by encouraging partnership building and by serving as advocates to raise AIDS/HIV awareness at the local, state and federal levels.
- l. Emerge Connecticut Inc. Board of Directors - Emerge began in 2010 as Empower Enterprises, LLC - a pilot initiative launched under Empower New Haven, Inc. The program was created to provide men and women offenders entering or re-entering the workforce with applied skills training paid work opportunities and educational and life skill supports that better position them on their journey to attain stable employment and economic independence.

The various groups, boards, committees and projects are critical partnerships in the Community Services Administration (CSA) fulfilling its mission of improving and enhancing residents' quality of life. Additional committees include current Ad Hoc Committees driving city projects and initiatives including but not limited to the following: *Dixwell Q House Steering Committee, New Haven Youth Facilities Feasibility Study, School Based Health Clinics Steering Committee, and Youth Violence Prevention Grants Ad Hoc Committee.* The following are initiatives and strategies I am currently engaged in to further advance the mission, objective and intent of CSA. They are:

- Get Healthy CT/New Haven. On Wednesday, September 25, 2013 over 75 New Haven leaders gathered at Beulah Height First Pentecostal Church for the first meeting of Get Healthy CT: New Haven. By building this collaboration across all corners of the city, we aim to remove the barriers to healthy eating and nutrition, physical activity and the negative impacts of obesity in our community. They

challenged participants to organize around the City of New Haven's 375th anniversary in 2013 by challenging the City to lose 375,000 pounds with the ultimate goal of reducing obesity in the City by 5% by 2015. This effort will begin in earnest in January 2014. Our aim is to build a single network where ideas, policies and resources around nutrition and physical activity can be amplified to speed up progress in preventing obesity. Leveraging evidence from our recent community health needs assessments, we will foster collaboration among health care providers, community organizations, schools, government, businesses and individuals – supporting existing and new evidence-based policies and programs. This effort Co-chaired by myself and Dr. Jeannette Ickovics, Director of the Community Alliance for Research and Engagement at the Yale School of Public Health.

- “What Works: Moving from Theory to Practice”. CSA and The Reentry Initiative sponsored a Symposium on September 18, 2013 bringing together over 200 practitioners, legislators, policymakers, the faith community and community advocates from across the state. "What Works: Moving From Theory to Practice" was designed to highlight several programs using evidence-based practices, present research findings from national experts on what we know “works” to improve services for formerly incarcerated persons, and build consensus on a call to action for improving services among service providers in the Greater New Haven area. What Works will be hosted quarterly across the state to continue the dialogue around improving statewide outcomes for reentrants by adopting a common set of evidenced based practices throughout Connecticut. CSA and the Reentry Initiative are seeking to launch the “What Works” Workforce Development Institute in January 2014.
- “What Works” Workforce Development Institute. This series of workshops is for workforce practitioners serving job seekers in a community-based setting with particular emphasis on those working with formerly incarcerated persons. Participants will gain new skills to improve service delivery through better front line practice, engage participants and employers in their programs, and learn about emerging trends in the field. The series is intended to build the ability of program practitioners to provide high quality workforce development services through use of experiential and cohort learning.
- City of New Haven Youth Map and Data Warehouse. A comprehensive interactive information and referral portal designed to connect youth and service providers in the New Haven area. The map is a system to coordinate community organizations and City efforts to improve key indicators, such as student academic progress, graduation rates and college going. The partnership responsible for implementing this is the New Haven Public Schools (NHPS), United Way of Greater New Haven/BOOST! and the City of New Haven/CSA. The City, NHPS and community organizations will work as a team with Boost! staff from United Way to create a database of youth serving organizations with a re-invented online directory to assist families in obtaining resources and assist

professionals in making referrals. Additionally, the partnership is working with schools and community organizations around four domains: social, emotional and behavioral; physical health and wellness; student engagement and enrichment; and family and community engagement and enrichment.

- Community Fund for Women and Girls. The Fund was established to provide social and economic advancement for women and girls through strategic philanthropy, grants, advocacy and collaboration.
- The Beloved Community (TBC). TBC is a consortium of African Americans, dedicated and compassionate advocates of common interest, who seek to collaborate in developing and implementing paradigms that bring about economic, educational, emotional, political and social well-being for the African American community. TBC desires to strengthen and sustain effective and positive working relationships among African American leaders and potential leaders in order to support the well-being of the New Haven African American community.
- Homeless Elderly Housing Subsidy Pilot. CSA, Emergency Shelter Management Services, Elderly Services and the Housing Authority of New Haven/Elm City Communities are partnering to launch a pilot to reduce the number of individuals over the of 62 that currently reside in City emergency shelters. The pilot, which was initiated in September 2013, will target those in the ESMS shelter to commence the launch of the project and then expand based on capacity and availability of subsidies/funds. After soliciting information on the homeless population in conjunction with the outcomes of the annual Point in Time Count in January 2013, there were approximately 199 individuals 62 years of age and over residing in local shelters. The HANH has provided us with 8 tenant based vouchers and we are in discussion to have a coordinated application process to serve this challenging yet fragile population.

Below is the current working agreement or procedures that the CSA is involved in and providing oversight. They are:

1. New Haven Works Jobs Pipeline - New Haven Works seeks to build a middle class in an urban center and improve economic stability in all communities by providing employers with a trained and qualified workforce and connecting New Haven residents to good jobs. New Haven Works is governed by an independent Board of Directors that is structured as a coalition to take full advantage of existing programs and resources. The Board represents key leadership in the community, including the Mayor, Yale's Vice President for New Haven and State Affairs, the Hospital's Vice President for Public Affairs, and the President and CEO of UIL Holdings Corp. These individuals have the vision, influence, and expertise necessary to carry out this project. In particular, they

provide New Haven Works with access to regional policy, decisions that drive job creation, and private funders.

In addition to the above matters, the following are monthly and quarterly meetings that occur within the CSA Department. They are:

- Monthly meeting with the Deputy CSA to discuss any departmental matters including but not limited to: personnel matters, funding, budget, contracts, to name a few.
- Monthly meeting with the Department Heads to discuss current programming and any issue impacting the department and its operations including but not limited to personnel matters, funding, budget, contracts, to name a few.
- Monthly meeting with the Shelter providers receiving funding from the City to provide shelter services for the City's homeless population. The attendees are from Emergency Shelter Management Services, New Haven Home Recovery and Columbus House.
- Quarterly meeting with employees of all CSA departments to discuss any pressing matters impacting City operations that may have bearing on their respective departments, position and work.

I hope this email has provided you with some insight into the work that the Coordinator for the Community Services Administration is engaged and the department's current priorities. The aforementioned partnerships and collaborations partake in dialogue and activities which focus on all manners of health – medical, behavioral and physical health, reentry services as well as improving outcomes for vulnerable populations, specifically, homeless families, youth and adults. Their respective efforts help to inform and are critical to the development of strategies, initiatives and services that the City and CSA invests in and supports.

If you require any additional information or detail regarding this correspondence, moreover, if I can be of assistance in your transition period or thereafter, please do not hesitate to contact me. Until then, be well

Best Regards,



Althea Marshall Brooks, M.S., M.Div.  
Community Services Administrator