

# Community Services Administration

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<b>Positions:</b>	<b>GF- 4</b>	<b>SF- 3</b>
<b>General Fund Budget:</b>		<b>\$ 1,993,712</b>
<b>Capital Fund Budget:</b>		<b>\$0</b>
<b>Special fund Budget:</b>		<b>\$1,702,973</b>

## Legal Authority: Charter

**Sec. 11.1** To appoint up to four coordinators, with professional qualifications in such fields as, but not limited to, community development, human services, public administration and public finance, to aid the mayor in the carrying out of said mayor's duties as chief executive and administrative officer of the City of New Haven. The coordinators shall be under the direction of the mayor and removable at the pleasure of the mayor.

## Mission/Overview:

**Mission:** The Community Services Administration (CSA) is to enhance the quality of life for all New Haven residents. This is accomplished through strong collaborations and partnerships with the singular goal to create a stronger, healthier New Haven.

**Vision:** CSA's vision is to continually cultivate a vibrant, engaged and healthy New Haven Community

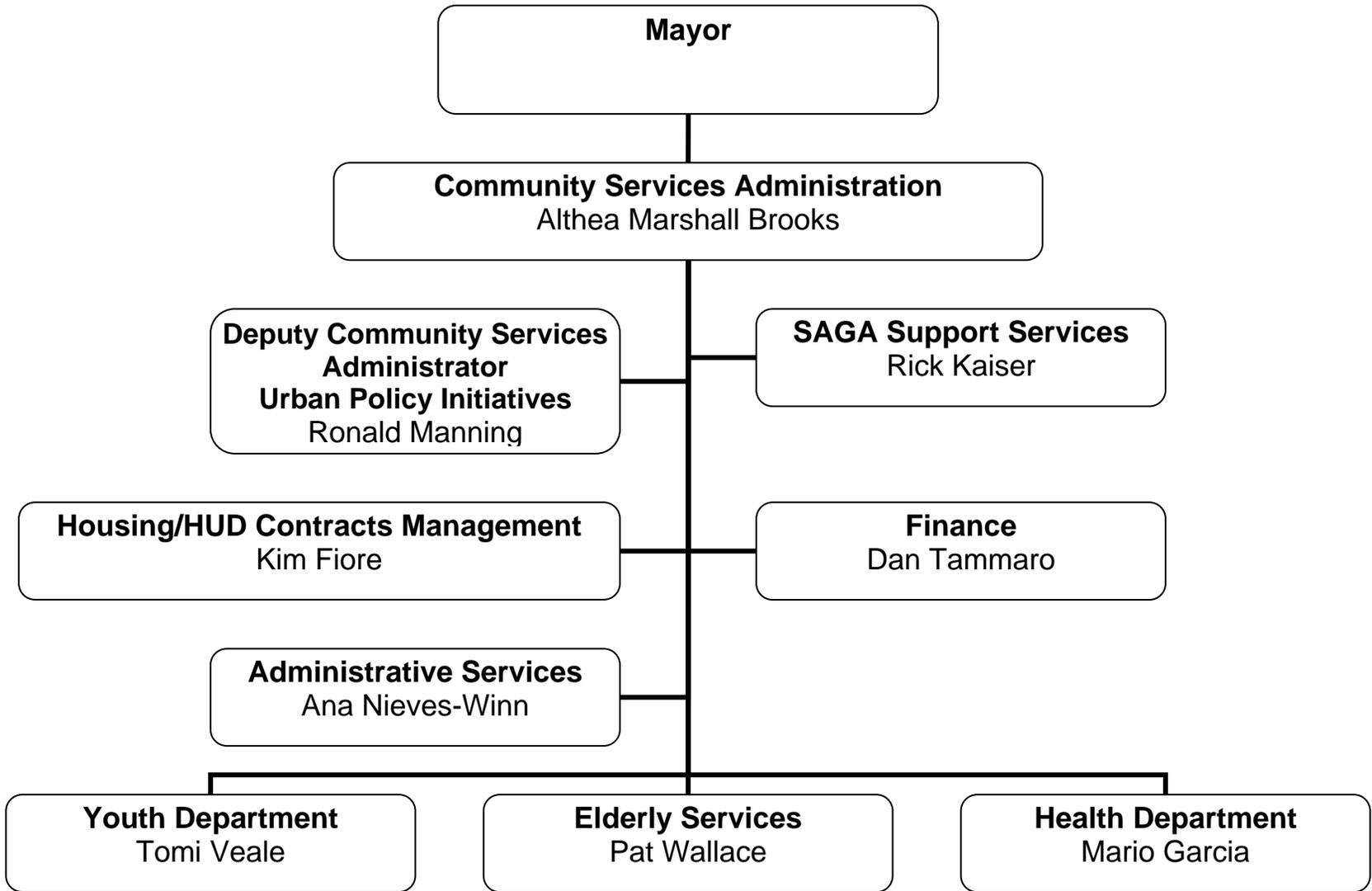
**Overview:** The Community Services Administration's objective is to develop human capacity to succeed which lays the foundation for a strong community. CSA is firmly committed to addressing the health and well-being of all New Haven residents. Encompassing the Youth Services Department, Elderly Services Department, the Health Department and the State-Administered General Assistance (SAGA Support); CSA is the health and social service arm of City Hall.

Since its inception, CSA has worked collaboratively with community partners and city agencies to create (a) the Street Outreach Worker Program addressing youth engagement and violence prevention; (b) afterschool programming through the “Open Schools” concept; (c) the Elm City Resident Card to promote community and civic engagement; (d) the Prison Re-entry Program and (e) Health Matters! New Haven. As part of the nationally-acclaimed “School Change Initiative” in New Haven, CSA oversees Boost!, a novel partnership between the City, United Way of Greater New Haven and the New Haven Public Schools to give students and their families the tools they need to achieve academic success. In addition, CSA devotes resources to address homelessness, teen pregnancy prevention, and early childhood development.

## **Attention Required by March 31st:**

### **Housing**

HOPWA Quarterly Performance Report is due by March 31, 2013.

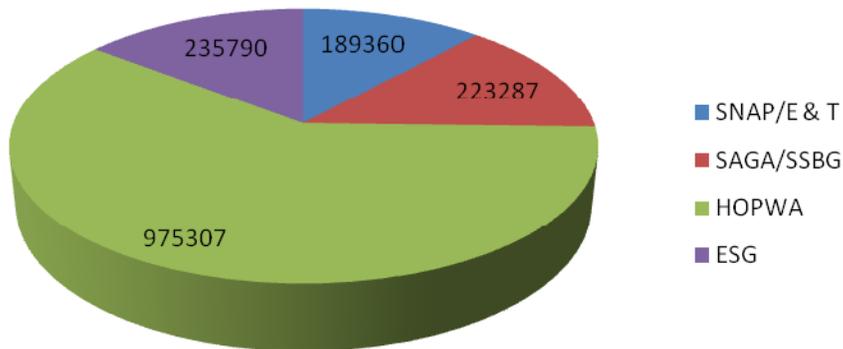


## Budget Summary:

### Community Services Administration 2013

<b>Personnel</b>	<b>Number</b>
General Fund	4
Special Fund	3
<b>Total</b>	<b>7</b>
<b>Budget</b>	<b>Dollars</b>
General Fund	\$1,993,712
Special Fund	\$1,702,973
<b>Special Fund Source</b>	<b>Dollars</b>
Federal	\$1,211,097
State	\$ 491,876
<b>Total</b>	<b>\$3,204,809</b>

### Special Funds by Program: SAGA Support Services & Housing



## **Summary of Open Items:**

### **Housing**

HOPWA Consolidated Annual Performance Report due 9/28/2013. Contracts to be executed following confirmation of line of credit from HUD.

## **Major Functions / Projects:**

### **State Administered General Assistance (SAGA) Support Services**

#### SAGA Support Services:

SAGA Support Services currently provides the following services to the approximate 5,000 State Administered General Assistance (SAGA) clients drawing welfare benefits from the Department of Social Services (DSS), for the Southern Connecticut Region:

- assessment and case management/counseling services
- information/referral to community based services and resources
- transportation assistance; bus fare, gasoline vouchers, drivers' licenses
- work/training related uniforms, clothing, examination / certification fee assistance.
- Job Search Skills Training

We provide our services primarily through two grant funding streams from the State of Connecticut Department of Social Services (DSS) supplemented by the City General Fund and a fund established by a former welfare recipient to perpetuate social service delivery in New Haven:

1) Federal Supplemental Nutrition Assistance Program Employment and Training is a performance-based program and funding is tied to results in our working with the population served. Under SNAP E&T, clients who are able-bodied adults without dependent children, are required to participate monthly in deemed appropriate activities or face possible sanctioning of their food stamp benefits. Receipt of monthly potential participants from DSS, enter into Access database, verify against DSS case management computer system via secure access, preparation of monthly mailings (800 piece on average) offering program services and engagement through in-house orientations "The Gathering" or via partner programs under community agency collaborations (STRIVE New Haven, JUNTA for Progressive Action). Preparation of monthly program reporting and invoicing to capture funding.

2) the SAGA/Social Service Block Grant is a line item grant intended to serve up to 360 SAGA clients providing case management services activities for the arrangement, coordination, and monitoring of services to meet the needs of individuals. Component services and activities shall include but are not limited to, individual service plan development; counseling; monitoring, developing, securing, and coordinating services; monitoring and evaluating client progress; and assuring that clients' rights are protected.

Target Population are "vulnerable" SAGA clients who are residents of the greater New Haven area (New Haven, East Haven, West Haven, Orange, Woodbridge, Hamden, North Haven, Branford and North Branford), with special emphasis to serve those groups which are less able than others to care for themselves e.g. special needs. Throughout the term of this contract, the Contractor shall annually provide Program services to at least 300 of unduplicated individuals, ages 18 to 65. SAGA Support

Service produces the weekly “Careers” publication (eighteenth year) featuring current employment opportunities, State Department of Labor / Workforce Alliance / CT Works supported programs, important contact information on DSS services for current or potential state benefit recipients, information on free services and beneficial offerings of community service organizations of the Greater New Haven area. “Careers” is posted weekly on [www.cityofnewhaven.com](http://www.cityofnewhaven.com)

Other duties include:

- Partner with New Haven Economic Security Coalition Volunteer Income Tax Assistance VITA – help coordinate annual campaign to bring free tax preparation and e-filing of returns for low-income tax payers, provide information on financial literacy.
- Researching & computing past welfare indebtedness to the City of former recipients of City Welfare. Preparation of reports for the Corporation Counsels Office in defense of cases brought against the City by former clients...
- Property lien and settlements from assignment of interest in causes of former recipients at sales of lien property or in settlement of litigation cases.
- Oversight of the New Haven paupers cemetery trust – funding to maintain and refurbish the facility while potentially affording training opportunities (*project in developmental stages*)

## **Housing**

### HOPWA

The City of New Haven reserves 7% of the overall HOPWA award for administrative costs. The total amount of the award is determined on an annual basis by the Federal Government. The remaining 93% of funding is awarded to non-profit organizations throughout New Haven County that compete in an annual RFP process. No more than 35% of the award is allocated to Supportive Services, with the remaining 65% allocated to housing services. In New Haven, the major expense categories are

The HOPWA applications are made available to the public as part of the overall Consolidated Plan Application in early to mid-October. Applications are due mid-November. A team of reviewers from various backgrounds are assembled to review the applications against a scoring matrix. Awards are made based on a ranking of applications, and recommendations are made to the Office of Management and Budget for presentation to the Board of Alderman as part of the larger package. Once the awards are approved, and notice is given to agencies regarding their award amounts, scopes of services and budgets are developed in coordination with the agencies to ensure no service.

### Reporting

All HOPWA funded agencies are required to input data into 1) the centralized Homeless Management Information System (HMIS), from which programmatic, demographic and performance reports are generated, and 2) OneCPD income eligibility calculator. Annually, the City of New Haven produces the HOPWA specific CAPER which consolidates from all agencies performance deliverables, qualitative narratives, expenditure data, housing stability indicators and unmet need information. This is due to HUD no later than September 28 of each program year.

### IDIS

HUD requires the collection and input of various data elements into IDIS for the HOPWA program, including number of households served, housing destination for clients that exit the program, expenditure amounts, leveraged funding information and case management delivery.

### Monitoring

A fiscal and programmatic monitoring takes place at each HOPWA funded sub recipient agency on an annual basis, usually in the Spring of each year. Agencies are monitored with forms provided by HUD. Monitoring visits include time for face to face contact with HOPWA clients without the presence of agency staff to confidentially discuss agency performance and program delivery. Housing unit visits are also conducted during the monitoring periods to ensure the housing and habitability standards are met.

### Technical Assistance

The City of New Haven provides at a minimum one EMSA (Eligible Metropolitan Statistical Area) wide technical assistance meeting for all HOPWA sub grantees each year. The TA sessions are often held in conjunction with other formula grantees, HUD, AIDS CT, and the State of Connecticut. This allows for a centralized dissemination of program requirements and updated federal standards to HOPWA sub recipients on a statewide level.

### Statewide HOPWA Roundtables

The City of New Haven actively participates in quarterly Statewide HOPWA Roundtables, and is required to host at least one per program year. Attendees include HUD, all formula grantees and the State of Connecticut.

### Emergency Solutions Grant (ESG)

The City reserves 5% of the overall award for administrative costs. The remaining portion. Of the remaining 95% of the award, 60% is currently allocated to shelter services and 35% towards Rapid Rehousing and Prevention Services. The City awards funding to non-profits within the City of New Haven to provide services eligible according to Federal regulation.

Beginning in FY2012/2013, the City of New Haven will be required by HUD to include a Citizen Review Board to participate in the development of ESG programs and allocation

of funds. This Citizen Review Board will be composed of community stakeholders well versed in the growing demands of the homeless and at risk of becoming homeless. The Board includes representation from the Supportive Housing Department of the local Veteran's Administration, Police, Parks and Fire, an HMIS expert, the Connecticut Coalition to End Homelessness, The Greater New Haven Opening Doors, the United Way, and a formerly homeless individual. Recruitment to the board will continue into the next program year. The Board will review the application, make recommendations on funding and program priorities for the overall program, review applications for funding, establish and review on an ongoing basis performance based outcomes established for sub grantees, and provide year end recommendations for agencies for improvement and best practices. The application is included as part of the overall Consolidated Plan Application, and follows the same timeframe as HOPWA. The above programs and contracts are administered by Kimberly Fiore, Manager of Community Development Programs, listed under the above flowchart under HUD/Housing Contracts Management. This position reports directly to the Deputy Community Services Administrator.

## **Shelters: Singles and Families**

### Singles:

The City contracts with homeless service providers for Singles, which includes Shelter, Case Management, Planning/Prevention, Placement and Support Services. Contractors/vendors respond to a Request for Proposal (RFP) for Emergency Shelter facility management and operations for single youth, adult males and females. This RFP is typically issued in the month of April by the City of New Haven.

Currently, under contract for single male homeless shelter funding are: Emergency Management Services Inc. which has a 75+ Beds capacity. Columbus House Inc. operates the seasonal overflow shelter from November-April providing an additional capacity of 110 Beds for males and females. Single females are exclusively served by New Haven Home recovery Inc.'s Martha's Place and Careways shelters which provide a total of 26 beds. Youth Continuum provides outreach, peer support services, sober housing, and case management for homeless youth. The Deputy Community Services Administrator manages this grant program, providing technical assistance, contracting, grant payment(s), and reporting.

### Families:

The City contracts with homeless service providers for Singles, which includes Shelter, Case Management, Planning/Prevention, Placement and Support Services. Contractors/vendors respond to a Request for Proposal (RFP) for Emergency Shelter facility management and operations to serve women and children. The RFP typically issued in the month of April by the City of New Haven. New Haven Home Recovery currently operates a 15 bed facility serving women and children at Life Haven, Inc. The Deputy Community Services Administrator manages this grant program, providing technical assistance, contracting, grant payment(s), and reporting.

## **CDBG – Public Service Activity (Software):**

CSA has between 25 – 30 CDBG contracts and roughly 20 Youth Services contracts. The process for CDBG contracts is as follows:

- Agencies are notified in early Fall regarding the application for CDBG funding. Applications are returned in mid/late November. Applications are reviewed for accuracy and completeness then given to the Community Services Administrator for review and recommendations for funding based on the criteria established in the Consolidated Plan. These recommendations are then reviewed by the Mayor. Once the funding amounts are approved, the Board of Alderman provides final review and approval. This process occurs early/late Spring. Upon approval, notification is provided to the agencies.
- Once agencies are approved, the contract process commences. All required documentation for a contract is reviewed for accuracy and completeness then processed. All city contracts are signed by the Mayor. All invoices for CDBG Public Service funds are processed either monthly or quarterly.
- Programmatic monitoring's of these agencies is done bi-annually.
- All programmatic data and outcomes is entered into the IDIS (HUD) System. This occurs annually.

## **New Haven Early Childhood Council**

The goal of the NHECC is to ensure all children in New Haven birth through age 8 are healthy, thriving in nurturing families and successful life-long learners. The (NHEC), formerly called the New Haven School Readiness Council, was created by state law in 1997 to increase local community involvement in early care and education. Council members are appointed by the Mayor and Superintendent, and advise them on early childhood issues. Parents, community members, and representatives from over 20 organizations participate on the Council. The Community Services Administration in the presence of the Deputy CSA Administrator represents the Mayor on the Council.

The three (3) planks in the plan are:

1. Early Care and Education - Grant programs in this area provide a continuum of professional development opportunities to help all early child and education teachers to increase their education utilizing curriculum boxes, professional development workshops, and coordinated early care and education outreach;
2. Family Engagement - Grant programs in this area are targeted, coordinated family outreach and information campaigns to identify and engage all agencies working directly with families through outreach to neighborhoods, to increase

participation in Early Child Education programs, utilizing a (NHEEC) website development project with updates, Help Me Grow Breakfast information sessions, and family information and resource outreach activities; and

3. Council Operations - Grant programs in this area are directly related to council infrastructure, operations, capacity building, and accountability. Part-time council coordinator and assistant are funded through this program, and the Week of the Young Child to coincide with the national efforts in this regard, and Child/Teacher Recognitions. The Council Committees develops specific strategies and budgets, which are presented to the Council for action. A majority approved the budget and project summaries. The Council and Committee Chairs are aware that the projects must be completed and funds expended no later than June 30, 2014. Committees submit both narrative and financial information to document the funds spent and work accomplished.

This year's funded projects align with the strategies outlines in the Early Childhood Plan and are described below. The Committees have developed specific strategies and budgets, which were presented to the Council for action. A majority approved the budget and project summary. The Council and Committee Chairs are aware that the projects must be completed and funds expended no later than June 30, 2014. Committees submit both narrative and financial information to document the funds spent and work accomplished. The Deputy Community Services Administrator manages this program providing technical assistance, contracting, grant payment(s) and reporting.

## **Key Systems/Processes:**

### **SAGA Support Services**

- Monthly, receipt of listing from State Department of Social Services (DSS) on potential clients to be served under our funding. Contact and demographic information is entered into our Access Database (800 individuals on average). Then comparison is made to DSS Eligibility Management System (EMS) for clarity of most current contact data and gain clearer understanding of client appropriateness for mandatory federal requirements.
- Monthly outreach mailings are created sending personalized letters to potential clients (800 on average) offering program services or services of collaborator agencies within New Haven. Informational flyers on other beneficial services available are included as part of each mailing.
- Monthly, host our “Gathering” orientation, a two-day session that welcomes participants, explains state and federal requirements for their monthly participation, delves into employment readiness, the services of the Regional Workforce Alliance / Department of Labor / CT Works, describes program services under on-going case management, provides information on alternate or more appropriate services available within the Greater New Haven Area, makes referral to service providers.
- Under case management service – assessment of individual situations, suggested action plans developed, individual counsel and referral to alternate resources or possibly to more intensive professional care providers for physical / mental or substance abuse help. Provision of incidental needs assistance in areas of transportation (bus fare, gasoline vouchers), access to State Department of Motor Vehicles for Drivers’ Licenses (newly issued, renewal, replacement, transfer from out-of-state) or non-drivers’ photo identification, accessing certification for vocational state licensing, assistance in accessing criminal records or obtaining fingerprinting for job opportunities when required, accessing birth certificates for those born in New Haven.
- Program produces the weekly “Careers” publication (now in seventeenth year) highlighting current job postings, announcements on newly offered services, promotions for partner programs and community organization of Greater New Haven offering free services, where to obtain food assistance, clothing, etc.

### **Housing**

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#### ESG

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Veteran's Administration, Police, Parks and Fire, an HMIS expert, the Connecticut Coalition to End Homelessness, The Greater New Haven Opening Doors, the United Way, and a formerly homeless individual. Recruitment to the board will continue into the next program year. The Board will review the application, make recommendations on funding and program priorities for the overall program, review applications for funding, establish and review on an ongoing basis performance based outcomes established for sub grantees, and provide year end recommendations for agencies for improvement and best practices. The application is included as part of the overall Consolidated Plan Application, and follows the same timeframe as HOPWA. The above programs/contracts are administered by Kimberly Fiore, Manager of Community Development Programs, listed under the above flowchart under HUD/Housing Contracts Management. This position reports directly to the Deputy Community Services Administrator.

**Homeless Advisory Committee** (HAC) serves as an advisory group to the Mayor and Board of Aldermen concerning the problems of homeless individuals and families in the city of new haven and to make recommendations as to proposed solutions. The Deputy CSA administrator is the designee to the (HAC) and provides staff and professional assistance.

The powers and duties of the Commission shall have the following powers and duties:

- a. monitor existing planning documents which have been developed to address the issue of homelessness in new haven with a particular focus on the city of new haven consolidated plan, the continuum of care plan, and other plans which may be developed over time, and ensure that the proposed plans are carried out.
- b. conduct such studies into the conditions of homeless persons and families and the facilities which exist for providing services to them as it may consider necessary.
- c. receives complaints and comments of neighborhood groups, individuals and refers them to appropriate. The departments shall report to the commission the results of any investigation.
- d. prepare reports of the results of any studies conducted by it and to transmit such reports including recommendations to the mayor and board of aldermen as it shall deem appropriate.
- e. makes recommendations to the mayor and board of aldermen as to funds necessary and to advice as to possible additional sources of funds to meet such needs.
- f. make recommendations to the mayor and board of aldermen concerning any changes which it deems appropriate in any comprehensive plans adopted by said mayor and board of aldermen for the provision of services and housing to homeless persons and families.
- g. request meetings of appropriate city departments to ensure coordination among them for the provision of housing and services to homeless individuals and families.
- h. ensures that evaluations of homeless shelters are conducted every two years at a minimum through the appropriate entity which entity may be the city. Review these evaluations and make recommendations to ameliorate problems as appropriate. Investigate the feasibility of ensuring that such evaluations of to securing existing evaluations, of service providers to the homeless population are done as well.

i. when transitional housing programs are being considered, the affected neighborhoods and aldermen will be notified and their input sought. The commission is to make recommendations on what the process should be in consultations with the city, the board of aldermen, and representatives of the service provider, resident, consumer, and advocacy communities.

## **System Deficiencies/Attention Required:**

### **SAGA Support Services**

- Currently there is a vacancy for an employment readiness case manager position - the filling of which was placed on hold until determination of funding status under the SNAP E&T grant is known. The State of Connecticut Department of Social Services has placed this grant out for request for proposal process (RFP) as required by the State of Connecticut Office of Budget and Management and governing statutes. The RFP response by SAGA Support Services is due November 7, 2013 with state evaluation / determination process in awarding the grant to be completed by January 1, 2014.
- This vacancy places additional burden on the remaining team, two of which are funded in part-time supportive clerical / financial and direct service roles.
- We are currently in process of updating our computer equipment for our program staff and for other staff of CSA. Replacement of CPU's with new units loaded with current operating software. Completion of this process is anticipated by November 1, 2013

### **Housing**

#### HOPWA

The City of New Haven's HOPWA program spans across the entirety of New Haven County. Some HOPWA sub-recipients are on an HMIS system that is connected with the State of Connecticut called Service Point. The New Haven providers are on an HMIS system called Provide. Since these two systems are not linked together, generating consolidated reports for the entire region requires a great deal of time in manually compiling information. Additionally, it is difficult to duplicate client counts for services when a client moves from the Waterbury area to the New Haven area.

Mapping is becoming of greater importance in planning activities for HUD, and will have even greater significance when formula block grantees such as the City of New Haven are required to prepare plans within OneCPD Maps. Being able to map client services and using mapping technology to better guide funding decisions without compromising client confidentiality is one area of the program that should be addressed. The City of New Haven has many data sources that could be linked together to get a greater understanding of service delivery for individuals with HIV/AIDS, and could produce efficiencies.

#### ESG

Currently, ESG is funded primarily based on what services applicant agencies request. ESG Rapid Rehousing is providing first month's rent and security deposit, but no ongoing shallow or medium rental subsidies. Under HPRP, ongoing rental subsidies

proved to be an effective way to stabilize housing for individuals who were adversely impacted by the recession (those who had experienced a sudden loss of income, those who were working to secure employment after illnesses, and those who had fallen behind on rent and were being evicted). This component is not being provided in New Haven primarily because no agencies have applied for this funding. The State of Connecticut has earmarked some funding for Rapid Rehousing rental assistance, but due to the high demand for these services in New Haven, additional resources should be allocated to this activity. A service gap is indicated by the number of calls and referrals received at City Hall, agencies, and partner organizations. Additionally, funding has been cut, which increases service gaps within the community.

### **Community Services Administration**

- The 1st floor front reception desk is currently staffed by part-time interns, volunteers, and/or other CSA professional staff as available. Because there is a high volume of client contact, and engagement with the public, including walk-ins for assistance including information/referrals, there is a need for full-time bilingual receptionist coverage at the front desk to offer customer service for the public accessing the CSA and its assigned Department(s).
- The 1st floor CSA clerical administrative support is a part-time position is nineteen (19) hours per week. The CSA Deputy Administrator utilizes this person for all administrative and support functions for CSA. There is a need for a full-time Administrative Assistant to more efficiently manage CSA operations. This position is currently vacant due to medical leave.