Outreach Non-Profit Consulting Club
Yale School of Management

Fostering a close relationship between Yale students and the greater New Haven community

2015-16 Project Book
October 6, 2015
Organization: Artspace
Project Title: Developing a New Sponsorship Schedule

Worked with ONC before: No

Address: 50 Orange St, New Haven, CT 06510

Mission:
Our mission is three fold: to catalyze artistic activities; connect contemporary artists, audiences, and resources; and to enrich art experiences and activate art spaces.

Organization History:
Artspace is a visionary and dynamic non-profit organization championing emerging artists and building new audiences for contemporary art.

For nearly thirty years, Artspace has championed the ideas and artistic concerns of local artists and created space for exhibitions on some of the most urgent issues of our time. These topics have spanned the AIDS Crisis (with the group exhibition Interrupted Lives, in 1991), the War on Terror (Between Fear and Freedom, 2002), Immigration (Mythical Nation, 2003), Globalization and the loss of manufacturing jobs in Connecticut, (Factory Direct, 2005), Climate Change (Futurecast, 2012), and in 2015, racial bias in the Criminal Justice system.

Programs and Services:
Our exhibition and commissioning programs (in the gallery, out of doors, and city-wide) encourage experimentation, discovery, and lively civic discourse, while fostering appreciation for the vital role that artists play in improving our community.

Our 5,000 square foot space in a former civil-war era furniture factory anchors an affordable housing complex and features a rotating set of thought-provoking exhibitions. Through our popular City-Wide Open Studios festival, now in its 17th year, nearly 2 million square feet of underutilized or vacant space have been activated and showcased for the benefit of artists and their supporters. Through our award-winning apprenticeship program, teams of teens from New Haven Public Schools collaborate with professional artists on the creation of artworks and installations.

Project Type: Marketing/PR

Project Description: Artspace aims to develop a new and improved sponsorship schedule to acquire potential donors more effectively. This modified sponsorship schedule will be informed by the best practices of peer arts festivals’ sponsorship activation efforts.

Deliverable(s): Prototype/mock-up of new sponsorship schedule, PowerPoint Presentation

Contact Persons:
Helen Kauder, Executive Director
Katie Jurkiewicz, PR Coordinator
Organization: CleanBirth.org
Project Title: Improving Card Sales

Worked with ONC before: No

Address: 17 Post Ave. Westbrook, CT 06498

Mission:
CleanBirth.org is on mission to make birth safer in Salavan Province, Laos. We provide birthing supplies, training for nurses and funding for nurses to train CleanBirth Village Volunteers. We empower local nurses and volunteers to make birth safer in their own villages.

Organization History:
CleanBirth.org was founded in 2012 and is led by Kristyn Zalota. Since completing a MA from Yale, Kristyn has focused on projects that empower women in the developing world. From 2008-2011, she worked with Burmese, Cambodian and Ugandan women and saw that prenatal and postnatal care was largely unavailable in their countries.

Motivated to make birth safer, she discovered AYZH Clean Birth Kits, birthing supplies proven to reduce infection and death. Having learned about the dire state of birthing in Laos, she partnered in 2012 with Our Village Associate (OVA) to bring Clean Birth Kits and education to southern Laos. OVA has more than 10 years experience working with ethnic minorities in southern Laos, in the areas of education, agriculture and health.

Programs and Services:
- **CleanBirth.org provides low-cost, life-saving birthing supplies to nurses and patients.** This year approximately 1 million women and infants will die of infection after birth. For every woman who dies 30 more suffer a debilitating illness or permanent disability. Many of these deaths are preventable by providing education about clean birthing practices and Clean Birth Kits, which promote and enable clean birth.
- **CleanBirth.org trains nurses to use and distribute Clean Birth Kits.** We train nurses in 4 Districts of Salavan Province to use, distribute and track the use of Clean Birth Kits. The nurses also learn the importance of spreading information about safe birthing practices. Further, they are trained by midwives from the Yale School of Nursing in the WHO’s Essentials of Newborn Care.
- **CleanBirth.org also sells honor/donation cards**—for instance, as Mother’s Day gifts, baby shower gifts, and more.

Project Type: Marketing/PR

Project Description:
CleanBirth.org wishes for its consulting team to develop a strategy/recommendation to improve its card sales, conducting relevant analyses in the areas of market-sizing of different geographies, customer profiling, pricing adjustments, etc.

Deliverable(s): Planning Document (e.g., strategy or recommendation)

Contact Persons: Kristyn Zalota (Founder/Director), Max Zalota (Board Secretary)
**Organization:** Community Action Agency of New Haven (CAANH)

**Project Title:** Developing a Learning Center for Social Change

**Worked with ONC before:** Yes

**Address:** 419 Whalley Ave, New Haven, CT 06511

**Mission:**

**Organization History:**
We are a 35-year-old organization in its current form as a Community Action Agency. We serve New Haven and 24 surrounding towns and communities and are one of 11 Community Action Agencies in Connecticut. Nationally, there are 1100 CAAs across America and we serve every community in America. We see on an annual basis approximately 12,000 families representing about 30,000 individuals.

**Programs and Services:**
We provide a variety of services designed to meet various short and long term needs of our customers and clients. Some of our programs are Fuel Assistance, Homeless Outreach, Youth Services focused on employment and financial literacy. We provide managed services that are designed to support a customer’s progress over time and that leads increasingly to income stability and growth. We also provide services to low-income non-custodial fathers in conjunction with the New Haven Healthy Start Program.

**Project Type:** Design & Innovation/Strategy

**Project Description:**
We are interested in developing a Design and Innovation model for a Center for Social Change and Integrated Service Delivery. Our aim is to create a strategic plan for a center with a specific design in collaboration with local colleges and universities in the New Haven region, which would include Yale University, Gateway College, Southern Connecticut State University, Albertus Magnus, and Quinnipiac University. As stated above, it is our desire to form and create a place of learning, which not for profit organizations would see as a Center for Change and Integrated Service Delivery. It is our ultimate aim to establish a “Do Tank” that attracts a broad range of practitioners, researchers, administrators, and students to study, drive, impact and create positive outcomes. We envision a place where residents and community leaders hone their skills, and scholars find resources to practice.

**Deliverable(s):** Planning Document (i.e HR plan, strategy recommendation, etc.)

**Contact Persons:**
Amos Lee Smith, President & CEO
Larry Stewart, Board Chair
**Organization:** Community Health Network of CT Foundation, Inc.

**Project Title:** Presenting Success Stories

**Worked with ONC before:** No

**Address:** 11 Fairfield Blvd, Wallingford, CT

**Mission:**
To advance, support, and promote programs and activities that fundamentally improve the health status of the people of Connecticut.

**Organization History:**
In 2003 Community Health Network of CT, a managed care plan, formed a foundation to expand its vision to serve low-income, medically underserved populations by encouraging the creation of community/public health partnerships in the implementation of prevention interventions.

**Programs and Services:**
CHNCT Foundation envisions a state where all people have the ability to live healthy lives. We partner with health centers and community organizations that help us develop programs that will produce solutions for Connecticut’s health problems. CHNCT Foundation programs include:

- **Cooking Matters**, a program that works to ensure children and parents with lower incomes learn to shop, prepare, and eat healthy foods on a limited budget.
- **KHAIR** (pronounced “care”), a program aimed to increase self-esteem in at-risk youth by pairing them with a hairstylist/barber who provides complimentary hair services. In addition, participants also attend life skill workshops to help bolster their self-esteem.
- **Modern Tea**, an annual event designed to raise heart health awareness among women.

**Project Type:** Marketing/PR

**Project Description:** CHNCT Foundation would like its consulting team to outline how best to present its success stories and to whom (e.g., donors, the press, etc.).

**Deliverable(s):** PowerPoint Presentation, and Planning Document outlining how best to present CHNCT’s success stories and to whom.

**Contact Persons:**
Tressa Spears Jackson, Executive Director
Elvin Melendez, Program Manager
Organization: Connecticut Food Bank
Project Title: Designing a Strategy for Member Support

Worked with ONC before: No

Address: Wallingford, CT

Mission: Connecticut Food Bank’s mission is to provide nutritious food to people in need.

Organization History: Born from the concept of matching excess food supplies to individuals with limited resources, Connecticut Food Bank began distributing food in 1982 out of a 2,000 square foot warehouse in New Haven, supplying 400,000 pounds to 70 programs. Today, Connecticut Food Bank is the state’s nonprofit leader in the fight against hunger and is the largest centralized provider of donated food. We distribute 21 million pounds of food annually to benefit 300,000 residents at risk of hunger in six of the state’s eight counties: Fairfield, Litchfield, Middlesex, New Haven, New London, and Windham.

Programs and Services:
Connecticut Food Bank acquires, transports, warehouses, and distributes nutritious food to people in need through a network of 700 community-based partner programs that include food pantries, soup kitchens, emergency shelters, residential programs, and day programs for low-income adults and children. In addition to acquiring and distributing food to people in need, Connecticut Food Bank works with community partners and organizations to provide nutrition education to clients and to advocate for hunger-relief programs by promoting public awareness about the prevalence of food insecurity in Connecticut.

Project Type: Strategy

Project Description: The Food Bank is entering into a phase of expanding capacity and services. To better manage this process, it would like to develop a system for offering more tailored supports to its 700 member programs, which range in effectiveness from larger programs that are open each day and are better resourced to smaller programs that may only be open one day a month and are completely volunteer run.

The Connecticut Food Bank would like ONC’s support in designing and piloting a tiering system that analyzes the organization’s programs and provides Connecticut Food Bank with a tool to better understand our programs and focus our delivery of services based on the capabilities and needs of each member program and their local community.

Deliverable(s): PowerPoint Presentation, Planning document

Contact Persons:
Maria Markham, Senior Director of Network Capacity
Paul O’Leary, Chief Operating Officer
**Organization:** Connecticut Mental Health Center Foundation, Inc.

**Project Title:** Evaluating Wellness Programming

**Worked with ONC before:** Yes

**Address:**
34 Park Street, Suite 144, New Haven CT

**Mission:**
The CMHC Foundation is a private non-profit supporting organization for the Connecticut Mental Health Center that raises and administers charitable funds and sponsors projects and programs that help people in mental health and addictions recovery achieve and sustain meaningful lives in the community.

**Organization History:**
In the spring of 1993, a group of Connecticut citizens came together to form the CMHC Foundation. These founding members were concerned about decreased funding and the increasing need for excellent behavioral health services that would help people in mental health and addictions recovery, bridge the gap between institutional care and healthy and meaningful lives in the community.

**Programs and Services:**
We raise funds through special events, direct appeals, and donor cultivation and administer these funds as follows: 1) financial assistance for emergency or unmet personal needs for clients served by CMHC and through the Community Services Network (CSN) for which it is the lead agency; 2) a grants program that supports projects that address the overall health and quality of life of our clients; 3) community outreach and public education initiatives that raise awareness about mental health and addictions recovery and the services provided by CMHC and the CSN; and 4) general improvements to the environment of care at CMHC.

**Project Type:** Design and Innovation

**Project Description:**
We would like ONC to help us evaluate state of the art workplace wellness programs and advise us on strategies we could undertake to design and implement initiatives that support and improve employee health and wellness at CMHC. The final deliverable would be a final report on state of the art workplace wellness initiatives to include specific program design recommendations that CMHC could undertake, as well as initiatives it should avoid. We hope the project will guide our overall effort to create a comprehensive health and wellness strategic direction and plan at CMHC to support our clients and staff. We are striving to make CMHC the “healthiest” community mental health center in the country.

**Deliverable(s):** PowerPoint Presentation, Planning Document

**Contact Persons:**
- Kyle Pedersen, Director
- Norma Gibson, Managing Coordinator
Organization: Columbus House

Project Title: Jobs Analysis

Worked with ONC before: No

Address: 586 Ella T. Grasso Blvd., New Haven CT

Mission: To serve people who are homeless or at risk of becoming homeless by providing shelter and housing and by fostering their personal growth and independence.

Organization History:
Columbus House opened its doors in 1982 to provide shelter for men and women experiencing homelessness in New Haven. Columbus House began to expand our programs and services in the 1990s, offering comprehensive case management, transitional living programs, and eventually permanent supportive housing. In doing so, we shifted our focus from managing homelessness to ending homelessness. Today, Columbus House services over 3,000 clients each year and offers 33 programs and services throughout New Haven, Middlesex, Hartford, and New London counties. About 90% of our revenue comes from federal, state, and municipal contracts, while the remainder comes from private foundations, individual donors, and fundraising campaigns and events.

Programs and Services:
Columbus House programs and services are divided into the following areas:
(1) Outreach – Outreach programs work with clients who are living on the streets or in a shelter without case management, or are transitioning out of prison or into recovery treatment programs.
(2) Shelter – Shelter programs include our 81-bed New Haven Shelter on Grasso Blvd., as well as the Middlesex Family Shelter in Middletown.
(3) Transitional Living Programs – Transitional Living Programs provide temporary housing, usually up to 24 months. In New Haven, we operate two transitional programs, one of which is exclusively for Veterans.
(4) Permanent Supportive Housing – Permanent Supportive Housing programs provide subsidies for clients living in designated apartment complexes or individual rental units throughout the area.
(5) Housing and Income Security – Housing and Income Security programs include a variety of services designed to get clients housed and keep them housed, including employment services, benefits counseling, and behavioral health services.

Project Type: Human Resources

Project Description: Conduct a systematic study of the agency’s jobs. While job analyses on the organizational level have a variety of applications, this project will focus on (1) drafting a creating standardized job descriptions, (2) designing new performance standards, and (3) compensation administration.

Deliverable(s): PowerPoint Presentation, Planning Document

Contact Persons:
Shannon Ramsby, Director of Human Resources
Alison Cunningham, Executive Director
**Organization:** Creative Arts Workshop (CAW)  
**Project Title:** Modeling Tuition Revenue  
**Worked with ONC before:** No  
**Address:** 80 Audubon Street, New Haven CT

**Mission:** Creative Arts Workshop is an educational and cultural resource center devoted to fostering creativity through participation in, appreciation of and leadership in the visual arts. CAW affirms its commitment to making programs available to a broad and diverse population.

**Organization History:** Located in the heart of the award-winning Audubon Arts District, the Workshop offers a wide range of classes in the visual arts in its own three-story building with fully equipped studios and an active exhibition schedule in its well-known Hilles Gallery.

**Programs and Services:** More than 2,000 adults and young people enroll annually in the over 400 courses offered by Creative Arts Workshop, while thousands of visitors enjoy the exhibitions in both galleries throughout the year.

**Project Type:** Finance/Analytics

**Project Description:** CAW is looking for ONC's support in determining the structure of our tuition-based income, which accounts for 45% of our annual operating budget. Our strategic plan is to increase our reliance on tuition, but we need a financial model that determines how. Will look to primarily evaluate pricing, and class mix in the model.

**Deliverable(s):** Financial Model, PowerPoint presentation with recommendations

**Contact Persons:**  
Daniel Fitzmaurice, Executive Director  
Ben Bruce, Board President
Organization: New Haven Parks Department

Project Title: Linking parks and property values

Worked with ONC before: No

Address: 720 Edgewood Ave, New Haven, CT

Mission: At the Department of Parks, Recreation and Trees our mission is to create community through people, parks and programs.

Organization History: New Haven Parks and Recreation is a component unit of city government and reports to the Chief Administrative Officer and the Mayor. The Department is governed by the Parks Commission which has three lifetime members, two aldermanic appointed representatives and three members appointed by the Mayor.

Programs and Services: From maintenance of the over 2,200 acres of parkland to stewardship of the over 30,000 street trees and a wide range of recreation programs. From our summer camps to our intramural programs and our open schools, the tree lighting, fireworks and support of other festivals the Parks Department serves thousands of New Haven residents each year.

Project Type: Finance/Analytics

Project Description: Building upon research in other communities throughout the country the goal of the project would be to build a model to demonstrate the link between Parks and property tax values. The project will have three phases:

- Research - synthesizing similar projects findings
- Qualitative Analysis - developing and implementing an evaluation tool for New Haven's Parks
- Quantitative Analysis - building a regression model that correlates the quality of Parks and the proximate property values.

Deliverable(s): Financial Model

Contact Persons:
Rebecca Bombero, Director
Michael Carter, Chief Administrative Officer
Organization: New Haven Public Schools
Project Title: Developing a budget communication strategy

Worked with ONC before: No

Address:
54 Meadow Street, New Haven, CT 06519

Mission:
The mission of New Haven Public Schools is to give all of our students a chance to rise – to learn and
grow and pursue their dreams. That is what New Haven School Change is all about – parents, teachers,
principals, school staff and the community coming together to support our young people so they can
achieve success in college, career and life.

Organization History:
Since NHPS School Change began five years ago, we have produced substantial accomplishments and
positive momentum for many of our students and schools. Moving forward our commitment remains to
success for all of our students, from their first days in our schools, through their learning experiences
with us, and even during those moments when some may go off track.

Programs and Services:
NHPS is also home to the largest magnet program in Connecticut! 7,325 students attend the 20 different
magnet schools in our district. Nearly 3,000 of the students attending magnet schools are from
suburban towns, which means that NHPS have the highest suburban enrollment in magnet schools in
Connecticut. An additional 7,000 students applied for the magnet program this year. In the 2013-14
school year, NHPS served more than 3,000 preschool children through Head Start, School Readiness and
Pre-K magnet school programs!

Project Type: Marketing/PR

Project Description:
New Haven Public Schools has made several attempts to increase the transparency and accuracy of its
annual budgeting process. Although the information that is now in the budget book is more reflective of
reality than it has been in the past, there is still a lot of misunderstanding of the budget and its
implication for schools. We would like ONC to develop a communication strategy for the FY16-17 Budget
and a framework to improve the communication of the budget process going forward.

Deliverable(s): Planning Document, Prototype/Mock-up

Contact Persons:
Siddhartha Chowdri, School Finance Resident
Victor De La Paz, CFO
Organization: New Haven Works
Project Title: Serving the Temporary Labor Segment

Worked with ONC before: No

Address: 205 Whitney Ave Apt 206, New Haven, CT

Mission: New Haven Works is a partnership between government, community, labor and the private sector to strengthen the middle class in New Haven by making it as easy as possible for local employers to find and hire qualified New Haven residents.

Organization History: In 2013, major employers, unions, and elected city officials collaborated to create New Haven Works, a non-profit that leverages public/private partnerships to ensure that regional employers and businesses have access to a local talent pool and that qualified, prescreened city residents have access to good jobs.

Programs and Services:
New Haven Works aims to:
1. Build a talent pool for regional businesses by recruiting, preparing, and screening City of New Haven residents for available jobs in growth occupations.
2. Collaborate on career pathways in construction, healthcare and educational services to meet employer demand for a skilled workforce.
3. Create access to regional jobs for city residents by collaborating with partner and participating employers to ensure that local residents successfully navigate pathways to employment.
4. Stimulate local employment by increasing the participation of local and disadvantaged businesses in the supply chain of large institutions, including Yale and Yale-New Haven Hospital.

Project Type: Strategy

Project Description: Five years into the economic recovery, the US continues to experience record levels of temporary employment. While common during recoveries, there are signs that temporary employment is here to stay; businesses are looking to reduce risk associated with hiring and industry business models increasingly look for “just-in-time” labor. New Haven Works seeks a strategic plan that will help position the organization to serve the temporary labor segment, a growing segment of the work force, while adhering to the organizations founding mission and goals. The focus of this project will be on conducting a market/ competitive analysis on the temporary labor market. In particular answering the questions: What are the market dynamics of the temp staffing industry? What are the macro economic trends and the potential opportunity in our region? What are the established business models? What are competitive points of entry?

Deliverable(s): Presentation & planning document

Contact Persons:
Boris Sigil, Director of Business Development, SOM ’14
Organization: SARAH Inc.

Project Title: Evaluating a Virtual Office

Worked with ONC before: Yes

Address: 1620 Boston Post Rd., Westbrook, CT 06498

Mission: To enrich the lives of persons with differing abilities, families and the community and to provide advocacy, services and support “Enriching Skills and Enriching Lives Across Generations.”

Organization History: In 1957, three families with children with special needs each contributed $2.00 and a strong determination to ensure opportunities were available for their children and other children with intellectual disabilities. Soon joined by other families, this led to the founding of the Agency – now known as SARAH. Since education was among the greatest needs at the time, SARAH was established as a school for children operating in borrowed space in a church basement. As students aged and their needs changed, SARAH expanded to provide opportunities to meet those needs, including vocational training and supported employment. Today, with the addition of our KIDSTEPS Birth to Three early intervention program and Family and Children Center, SARAH, Inc. provides supports, services, and advocacy from birth through maturity to over 500 people with intellectual and other disabilities and their families.

Programs and Services:
SARAH Inc’s services are divided into several key programs:
Family Support and Advocacy - The foundation of our services is advocacy and family support. SARAH, Inc.’s history began like many around the country when a few families came together to create services where none existed and to be the voice of those who could not speak for themselves.
KIDSTEPS - professional services to infants, toddlers and their families to help them reach their full potential
Employment Services - supports that empower individuals to enhance the quality of their lives through job experiences
SARAH Recycles and the SARAH Redemption Center - provides jobs for people with intellectual and other disabilities through the collection of refundable cans and bottles that are donated by the public.
School To Work Transition - prepares students with disabilities for adult roles in their communities.

Project Type: Human Resources

Project Description: We would like assistance in understanding and developing a “virtual office” including an analysis of the resources, tools and structure to accomplish this goal. The project will analyze costs/benefits and conclude with the suggested strategies to change the current culture to adapt to future needs.

Deliverable(s): Planning Document and feasibility analysis

Contact Persons:
Patricia Bourne, Executive Director
Denise Henry, Associate Executive Director
Organization: Vantage Group, Inc.
Project Title: Workflow Analysis

Worked with ONC before: No

Address:
605 Washington Ave., North Haven, CT 06473

Mission:
Vantage Group’s commitment is to support the life-long needs of individuals with developmental disabilities in safe, comfortable settings, and to create opportunities for each person’s social, emotional, physical, intellectual, and spiritual growth.

Organization History:
Vantage Group was incorporated as a private, nonprofit agency in 1983 by a group of family members of individuals with I/DD (formerly referred to as “mental retardation”) and professionals from the greater New Haven area. In 1985, the first group opened for 6 men and women in North Haven.

Programs and Services:
Vantage provides residential supports to adults with I/DD both in-group homes and to those living in their own apartments. These services include: activities of daily living, medical/medication management, community membership, nutrition, money management, and other life enhancing supports. Vantage also provides daytime supports and employment services. Day supports are designed to help individuals take part in community-based recreational, educational and volunteer opportunities. In addition, individuals are provided nursing services as well as music, art, physical, and occupational therapies. The Vantage employment service helps individuals secure community-based employment.

Project Type: Operations

Project Description:
Vantage is asking the ONC to conduct a work flow analysis of the agency and make recommendations to increase efficiency. We are interested in how information flows and work is accomplished within the administrative/business office, between the business office and off-site programs, and within those offsite locations. Of particular interest are those parts of the system that are lacking, confusing, and redundant. After the analysis is completed, we would like recommendations from the team for improvement of our internal systems. We anticipate that these recommendations will help improve work flows and address division of labor.

Deliverable(s): Planning Document

Contact Persons:
Rick Pittman, Executive Director
Cheri Winters, Human Resources Director