

# FOUNDATIONS FOR THE

# *Future*





**COMMUNITY PARTNERSHIP**  
**INNOVATION ADVOCACY**  
**DEVELOPMENT LEADERSHIP**

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# LETTER FROM THE CHAIRMAN

## Greetings Friends and Partners,

As we reflect on the past year at Elm City Communities, I am filled with gratitude for the incredible progress we've achieved together. This year marked the beginning of a new chapter for our organization as we bid farewell to Karen DuBois-Walton, whose 17 years of transformative leadership have left an indelible mark. While her vision and dedication will be deeply missed, our team has embraced this transition with steadfast commitment, ensuring that the legacy of excellence she built continues to guide us.

This year has also been one of momentum and impact. We celebrated the completion of several transformative projects, including the ribbon cutting for the Valley Townhomes on Valley Street—our first carbon-neutral affordable housing development. This milestone reflects our growing focus on sustainability and our responsibility to create resilient, environmentally conscious communities.

Looking ahead, we are embarking on exciting new initiatives that promise to shape the future of housing in our region. These include the redevelopment of Union Square (formerly Church Street South) and the Robert T. Wolfe community—projects that represent more than structures; they embody our mission to create equitable, thriving neighborhoods for all. Additionally, we secured a \$450,000 federal

grant to electrify and green the senior housing at 34 Level Street. This funding underscores our dedication to sustainable innovation, climate resilience, and enhancing the quality of life for our residents.

Change often brings new opportunities, and this year has been no exception. As we step forward with renewed purpose, we are strengthened by the partnerships and community support that make our work possible. Together, we are not just creating housing; we are reimagining what it means to build safe, affordable, and aspirational homes that serve as a foundation for individuals and families to thrive.

On behalf of the Board of Directors and our entire team, thank you for your continued support, trust, and collaboration. Together, we are not just building homes; we are shaping the future of our communities, one project and one family at a time.

*With gratitude and optimism,*



**William E. Kilpatrick**  
Chairman



# LETTER FROM THE PRESIDENT

## Dear Community,

It is with great pride and gratitude that I address you as the President of Elm City Communities. As we reflect on a year filled with milestones, innovation, and transition, I am humbled by the responsibility of continuing the transformative work that has defined ECC for nearly nine decades.

This year has been one of growth and evolution. I step into this role with a deep appreciation for the foundation laid by Dr. Karen DuBois-Walton, whose visionary leadership helped shape ECC into the vibrant, forward-thinking organization it is today. Her legacy is evident in the communities we've built, the lives we've touched, and the vision we continue to carry forward.

A highlight of our year has been our unwavering focus on community engagement and collaboration. One shining example is the Union Square Planning Charrette. This collaborative process brought together residents, architects, urban planners, and key community stakeholders to envision a revitalized Union Square. Together, we explored innovative concepts to enhance the area's vibrancy, sustainability, and connectivity.

In addition to this collaborative work, we have celebrated significant milestones, including the opening of Valley Townhomes, our first carbon-neutral affordable housing development. We also secured critical funding to electrify and green the upcoming senior housing at 34 Level Street, advancing our commitment to sustainability and climate resilience. These projects, along with the redevelopment of Union Square and the Robert T. Wolfe community, exemplify our mission to create equitable, forward-thinking neighborhoods.

We are also proud to share that our partnership with the Connecticut NAACP on the #OneMillionJobsCampaign has been selected as a case study in the 2024 Public Housing Authority Pathways to Advancing Equity report by the Public and Affordable Housing Research Corporation (PAHRC). This recognition underscores our dedication to addressing historic disparities and creating equitable opportunities for all.

As someone who has dedicated over a decade to advancing ECC's mission through my leadership at The Glendower Group, I am energized by the opportunities ahead. Housing is the foundation of opportunity, but our vision extends far beyond providing homes. We are creating pathways to stability, growth, and empowerment.

ECC's strength lies in its people—our dedicated staff, our engaged residents, and our invaluable community partners. Together, we will build on the achievements of the past and shape a future that is even brighter.

At ECC, excellence is not just a goal; it is a habit. Let's make excellence a habit in all we do as we continue to innovate, collaborate, and serve.

Read on to learn more about the work and progress we've made this past year. Thank you for your commitment, collaboration, and belief in our shared vision. Together, we are building not just homes but thriving communities.

*Warm regards,*



**Shenae Draughn**  
President



# WHO WE ARE



## Elm City Communities (ECC) is where affordable housing and opportunity meet.

Comprised of the Housing Authority of the City of New Haven (HANH), the Glendower Group and 360 Management Group, Co., ECC manages Low-Income Public Housing, Tenant-Based Housing Choice Vouchers, Low-Income Housing Tax Credits and Project-Based Vouchers including the Rental Assistance Demonstration. We envision a New Haven where everyone has a safe home and the potential to fulfill their goals. Our social service programs — like CARES, ECC Believes and Family Self-Sufficiency — reduce the achievement gap, increase workplace readiness and help residents secure employment, start a business or buy a home.

In this year's annual report, we take a moment to pause and reflect upon some of this year's takeaways and successes. We know that our work is not done and that it is just beginning in many ways. As we continue to answer our community's call, we will also continue our journey towards advocacy, equity and the fight for meaningful housing policy change that are a mainstay of this agency's essential work.



**You cannot be great without the greatness of others.** Everyone here has a role to play in making ECC better, and I want our staff and residents to know they are part of that mission. When families come to us, they are often at a point where they feel like nothing is working for them. And sometimes, they're right—the systems in place haven't always worked for them the way they should. My job is to change that. We're working every day to improve our services, to be more responsive, to create real solutions that don't just provide housing but also stability and opportunity. That's what excellence looks like—it's not just a goal, it's a habit we build every day.

**- Shenae Draughn, President**

## Our Mission

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 and by providing opportunities for greater self-sufficiency

## Our Vision

A New Haven where every resident has a safe and quality home that they can afford and opportunities to fulfill their goals

## Leadership & Partnerships

Elm City Communities consists of the Housing Authority of the City of New Haven and two affiliated instrumentalities: The Glendower Group, LLC, a development company. 360 Management Group, Co., a property management company. In addition, we have partnered with other entities to manage some properties



## Our Values



**WE CARE**



**WE CREATE  
OPPORTUNITIES**



**WE INNOVATE**



**WE ARE  
COMMUNITY**





# MEET SHENAE

## Shenae Draughn: A Visionary Leader for Elm City Communities

Shenae Draughn's journey to leadership at Elm City Communities is one of passion, purpose, and perseverance. A familiar face to many, Draughn has been with ECC and The Glendower Group for 15 years, beginning as an executive project manager in real estate development before rising through the ranks to deputy and now president. But her story doesn't begin in housing—it begins with a drive to make a meaningful impact.

A Philadelphia native, Draughn's early career was shaped by experiences that reinforced her belief in community-driven change. A pivotal moment came during a trip to Ecuador, where she witnessed the stark disparities in access to basic infrastructure like running water. "It was a wake-up call," she recalls. "It made me realize how essential stable housing and community resources are—not just for shelter, but for dignity, opportunity, and progress."

That moment, she says, was her "lighthouse moment," guiding her toward a career dedicated to improving lives.

*"I want to be that beacon for families, lighting the way and guiding them to their destination."*

That realization fueled her transition from finance into the world of affordable housing, where she has been a force for innovation and equity ever since.

## A Vision for Excellence

Taking on the role of President, Draughn brings a clear vision: "Let's make excellence a habit." She understands that many residents seek assistance during challenging times, and she wants to ensure they feel heard, respected, and supported. Under her leadership, ECC is focused on improving the "customer experience," not just customer service. "When families walk through our doors, I want them to feel welcomed. I want them to feel that they have been heard and respected, and that we will take appropriate action. That means everything."

To help make this vision a reality, ECC recently hired a Customer Service Liaison Manager to roll out new initiatives aimed at improving communication and efficiency. "We are implementing automated systems so residents can check where they are on the waitlist without needing to call. That way, when our team does connect with residents, we can focus on providing meaningful assistance."

One of her first initiatives as president was launching “Coffee with the President,” a series of conversations with residents and staff to gather feedback and ideas for improvement.

*“I want to hear from our families and our team. Their voices will help inform the work we do and shape the future of ECC. It’s important that we don’t just talk about change—we follow up, track progress, and keep residents in the loop.”*

## Looking to the Future

Draughn envisions ECC as a place where families have housing choices and access to resources that empower them. She emphasizes accountability across all levels of the organization, ensuring that leadership, staff, and residents work together to create a better future. “We have to hold ourselves accountable. When we ask our residents to meet a certain standard, we have to meet that standard too. If something isn’t working, we need to acknowledge it and fix it.”

Despite her many responsibilities, Draughn remains accessible, frequently walking through ECC buildings to connect with staff and residents. “You cannot be great without the greatness of others. Everyone here has a role to play in making ECC better, and I want our staff and residents to know they are part of that mission.”

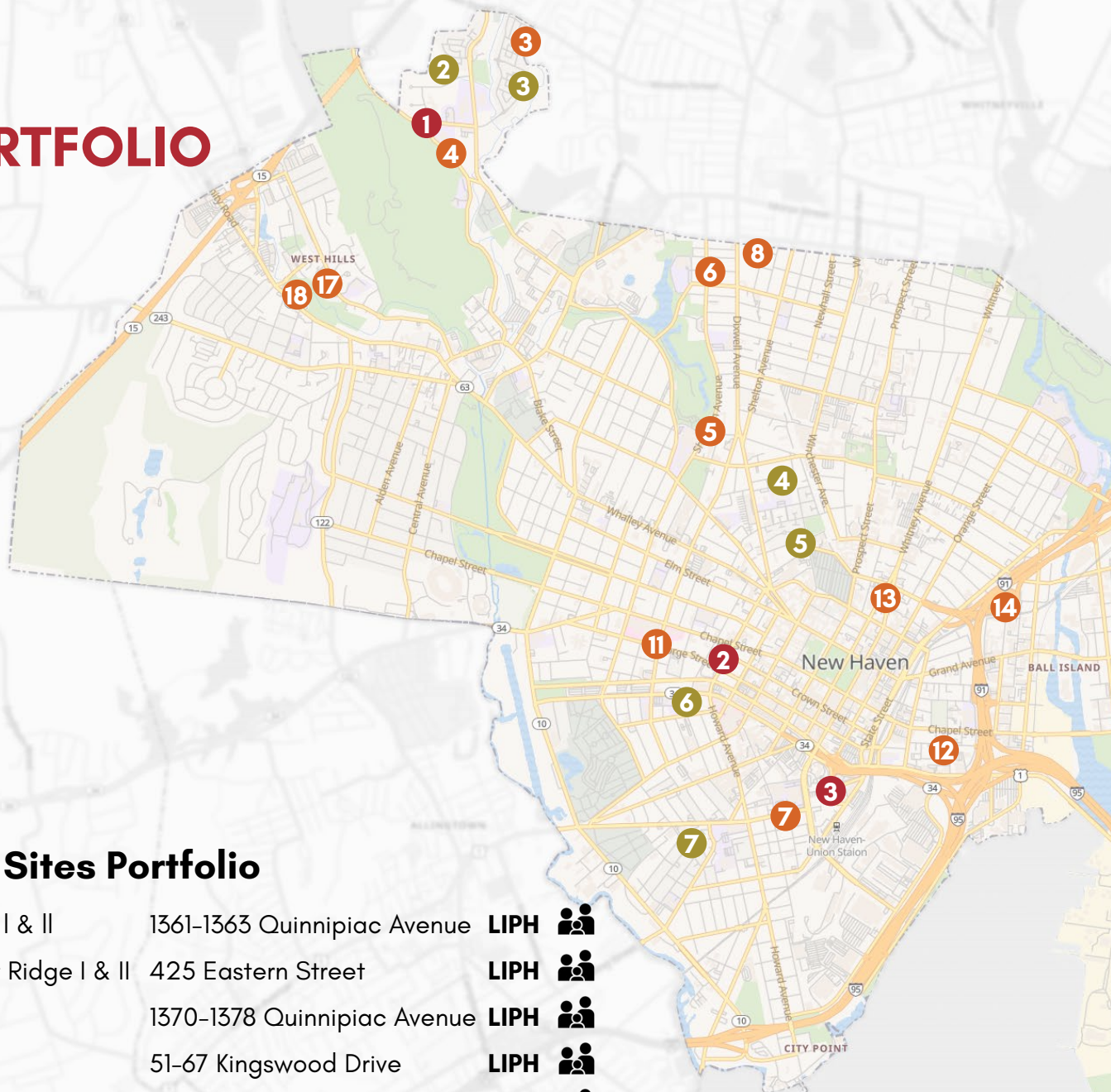
Draughn also acknowledges the challenges ECC faces, from long waiting lists to the need for more affordable housing options. “I know our families are often in situations where they feel like nothing is working for them. And sometimes, they’re right—the systems in place haven’t always worked for them. But my job is to change that. We’re working every day to improve our services and ensure residents have the support they need.”

With a deep commitment to ECC’s mission and a focus on continuous improvement, Draughn is building on the strong foundation of the organization’s past while pushing toward an even brighter future.

*“I am listening. I am committed. And together, we will continue to grow and improve.”*



# OUR PORTFOLIO



## Scattered Sites Portfolio

|          |                            |                             |             |                                                                                       |
|----------|----------------------------|-----------------------------|-------------|---------------------------------------------------------------------------------------|
| <b>1</b> | St. Anthony's I & II       | 1361-1363 Quinnipiac Avenue | <b>LIPH</b> |  |
| <b>2</b> | Cornell Scott Ridge I & II | 425 Eastern Street          | <b>LIPH</b> |  |
| <b>3</b> | Kingswood I                | 1370-1378 Quinnipiac Avenue | <b>LIPH</b> |  |
| <b>4</b> | Kingswood II               | 51-67 Kingswood Drive       | <b>LIPH</b> |  |
| <b>5</b> | Chamberlain Court          | 23 Chamberlain Street       | <b>LIPH</b> |  |
| <b>6</b> | David L. Echols Court      | 26-44 Chamberlain Street    | <b>LIPH</b> |  |

\*Various scattered sites and east/west locations of smaller buildings

**Family**



**Senior**



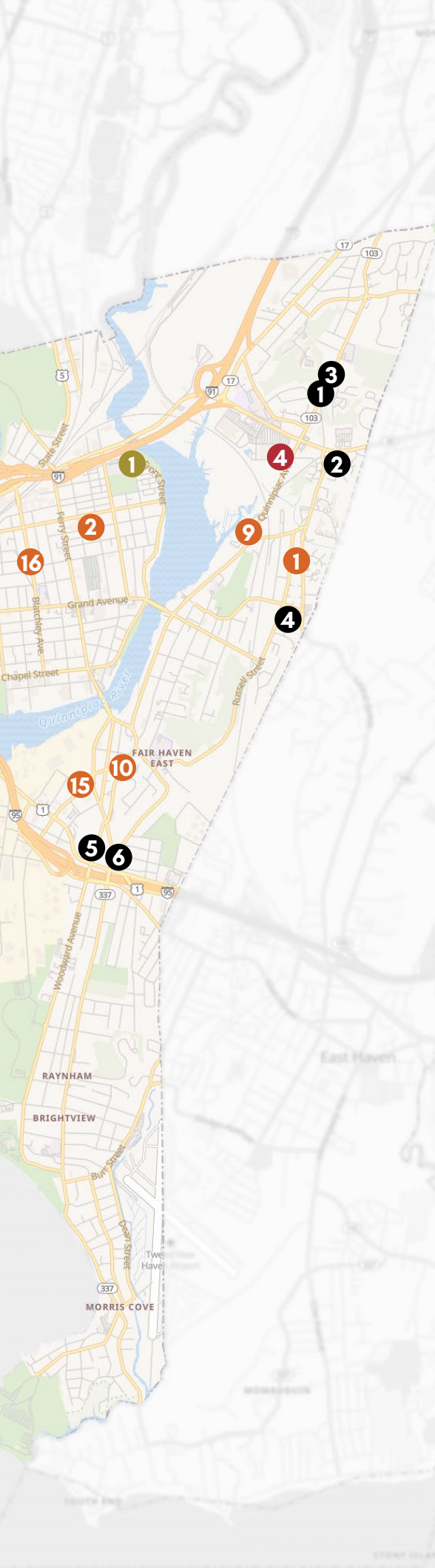
**Senior/Disabled**



**RAD** – Rental Assistance Demonstration

**LIPH** – Low-Income Public Housing

**PVB/LIPH** – Project-Based Vouchers/Low-Income Public Housing



## 360 Management Group, Co.

|    |                             |                        |         |  |
|----|-----------------------------|------------------------|---------|--|
| 1  | Eastview Terrace            | 185 Eastern Street     | RAD/PBV |  |
| 2  | Fair Haven/Chatham          | 531 Ferry Street       | RAD     |  |
| 3  | Twin Brook Properties       | 41 Augustine Street    | RAD     |  |
| 4  | Wilmot Crossing             | 122 Wilmot Road        | RAD     |  |
| 5  | Prescott Bush Mall          | 220-230 County Street  | RAD I   |  |
| 6  | Constance B. Motley         | 819 Sherman Parkway    | RAD I   |  |
| 7  | Katherine Harvey Terrace    | 81-95B Liberty Street  | RAD I   |  |
| 8  | Newhall Gardens             | 5A-45B Daisy Street    | RAD I   |  |
| 9  | Stanley Justice             | 1000 Quinnipiac Avenue | RAD II  |  |
| 10 | Fulton Park                 | 210 Quinnipiac Avenue  | RAD II  |  |
| 11 | Waverly Townhouses          | 578 George Street      | RAD II  |  |
| 12 | Winslow-Celentano           | 60 Warren Street       | RAD III |  |
| 13 | Charles T. McQueeney Towers | 358 Orange Street      | RAD III |  |
| 14 | Mill River Crossing         | 210 Hamilton Street    | RAD     |  |
| 15 | Fairmont Heights            | 70-72 Fairmont Avenue  | RAD IV  |  |
| 16 | Matthew Ruoppolo Manor      | 480 Ferry Street       | RAD IV  |  |
| 17 | Valley Townhouses           | 210 Valley Street      | RAD IV  |  |
| 18 | McConaughy Terrace          | 410 Valley Street      | RAD     |  |

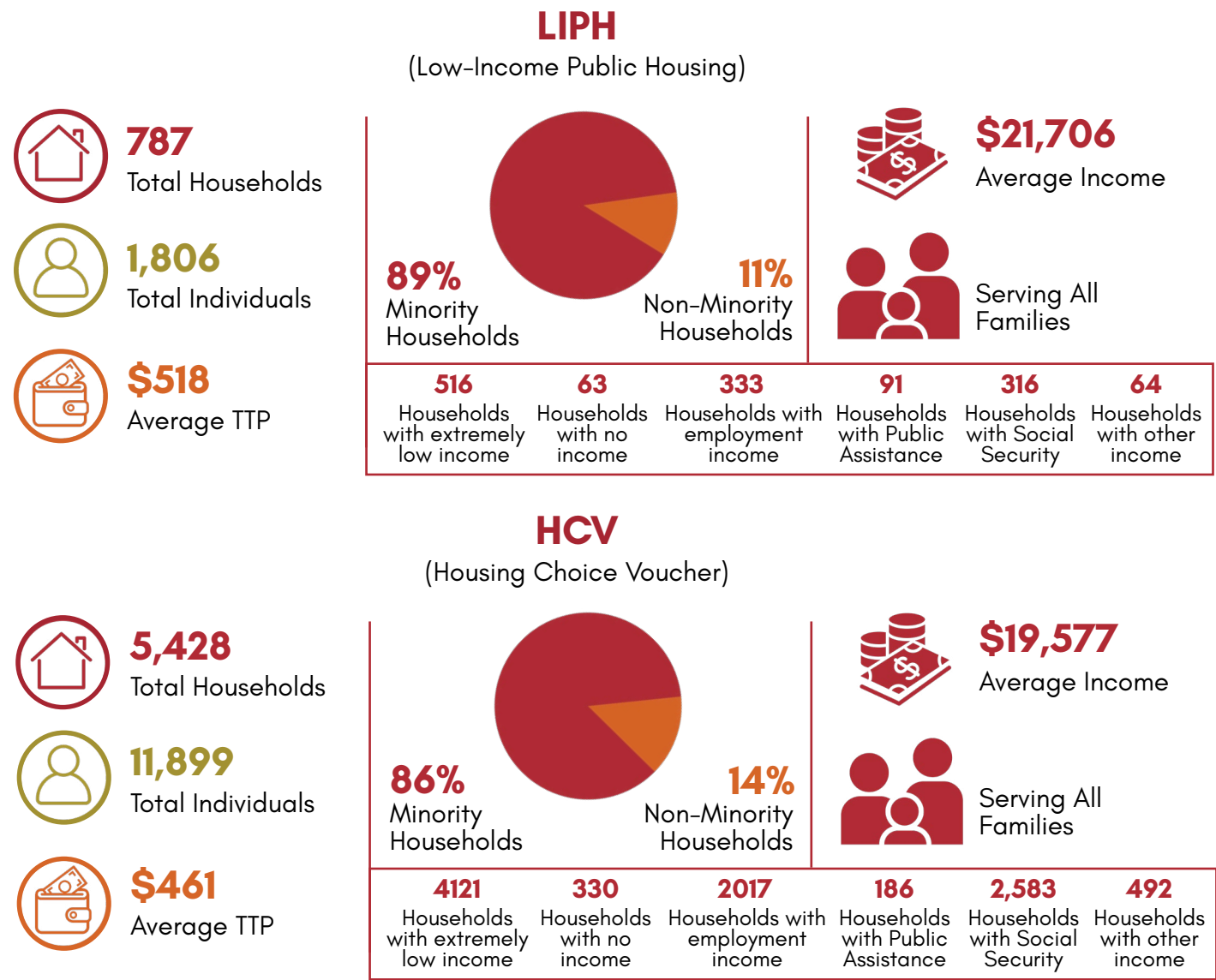
## Housing Authority of the City of New Haven

|   |                       |                        |      |  |
|---|-----------------------|------------------------|------|--|
| 1 | Westville Manor       | 19 Level Street        | LIPH |  |
| 2 | George Crawford Manor | 90 Park Street         | LIPH |  |
| 3 | Robert T. Wolfe       | 49 Union Street        | LIPH |  |
| 4 | Essex Townhouses      | 1134 Quinnipiac Avenue | LIPH |  |

## Third Pary-Managed Sites

|   |                      |                         |          |  |
|---|----------------------|-------------------------|----------|--|
| 1 | Quinnipiac Terrace   | 2 John Williamson Drive | PVB/LIPH |  |
| 2 | Rockview Terrace     | 6 Rockview Circle       | PVB/LIPH |  |
| 3 | Brookside Estates    | 6 Solomon Crossing      | PVB/LIPH |  |
| 4 | Monterey Place       | 69 Webster Street       | RAD      |  |
| 5 | William Griffin Apts | 123 Bristol Street      | RAD      |  |
| 6 | William T. Rowe      | 33 Sylvan Avenue        | PVB/LIPH |  |
| 7 | Val Macri Court      | 109 Frank Street        | LIPH     |  |

# WHO WE SERVE



# RELOCATION SERVICES

Glendower’s team of experts manages the relocation process seamlessly and painlessly. A dedicated Glendower Relocation Specialist will help your residents find safe, decent and comparable housing — temporary or permanent — while you renovate and rebuild or in the event of disposition of property. Participating individuals and families will work with their personal Relocation Specialist throughout their move to assist the transition.

The Glendower Group has over 10 years of relocation experience, assisting more than 2,500 families including RAD conversion and redevelopment within ECC/HANH’s portfolio. We’ve also successfully worked with other housing authorities and private corporations to steer the relocation of their populations.



### Success by the Numbers

|                                                                                                                  |                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
|  <b>109</b><br>Park Street      |  <b>12</b><br>Valley Street       |
|  <b>20</b><br>Scattered Sites D |  <b>35</b><br>Essex Townhouses    |
|  <b>93</b><br>Union Ave.        |  <b>115</b><br>McConaughy Terrace |



|                           |                              |                             |
|---------------------------|------------------------------|-----------------------------|
| <b>External Contracts</b> | <b>26</b><br>Antillean Manor | <b>30</b><br>Church Corners |
|---------------------------|------------------------------|-----------------------------|

# OFFICE OF PROCUREMENT

### Award to Contractors

|                                                                                     |                                                       |
|-------------------------------------------------------------------------------------|-------------------------------------------------------|
|  | <b>\$ 179,730.00</b><br>Minority-Owned Businesses/MBE |
|  | <b>\$ 1,105,368.37</b><br>Women-Owned Businesses/WBE  |

### Award to Subcontractors

|                                                                                     |                                                         |
|-------------------------------------------------------------------------------------|---------------------------------------------------------|
|  | <b>\$ 6,476,576.33</b><br>Minority-Owned Businesses/MBE |
|  | <b>\$ 12,819,255.60</b><br>Women-Owned Businesses/WBE   |



# MOVING TO WORK

**ECC/HANH was awarded Moving to Work (MTW) status in 2001 — making us 1 of the original 39 Public Housing Authorities to achieve it.**

Since then, we've restored and redeveloped hundreds of units across the city of New Haven. This includes the highly anticipated redevelopment of our Valley Street property which is scheduled for completion in the near future.

## Expanding Our Reach

ECC/HANH's MTW status has undoubtedly grown our capacity to support New Haven residents. During the 2001 baseline year, we served a total of 4,827 families through the Housing Choice Voucher (HCV) and Low-Income Public Housing (LIPH) programs.

In FY2024, we reached 6,215. That's 1,388 more families — an increase of nearly 29%!

The vast majority can be categorized as Extremely Low Income (ELI). ELI households make up 71% of both HCV and LIPH families. 83% of the former and 80% of the latter range from 1-person to 3-person families.

36% of HCV and 42% of LIPH households earn wages, while only a small percentage of ELI families report no income (just 4% of HCV and 9% of LIPH). Despite the challenges posed by the COVID-19 pandemic, we saw an increase in the number of LIPH families earning income in recent years.

## Nurturing Self-Sufficiency

As an MTW agency, we facilitate more than 25 innovative social service programs to ensure residents thrive. ECC/HANH helps families on the journey to homeownership, supports new business owners and fosters an environment for learning and growth.

Youth receive job training, educational opportunities and internships, while adults can seek assistance to return to school, earn a high school diploma or GED, pursue secondary education or complete a certificate program.

Programs offered under the Community and Economic Development Department (CED) include:

- Caring About Resident Economic Self-Sufficiency (CARES)
- Section Eight Home Ownership Capital Improvement
- Family Self-Sufficiency
- Incremental Earning Exclusion
- Prison Community Reentry
- Teacher in Residence
- Elderly/Disabled Services
- Jumpstart
- REACH Grant

## In 2024, ECC/HANH Served:



**6,215**  
FAMILIES



**13,705**  
INDIVIDUALS





## ECC/HANH

### Achievements

In 2024, ECC/HANH continued to be an incubator of innovation and an economic engine for the City of New Haven.

- We increased affordable housing choice, provided an array of self-sufficiency programs, created across-the-board cost savings measures and spurred millions of dollars in indirect economic activity through redevelopment projects and job creation
- We **served over 6,200 families**, many from the lowest income levels — representing a **29% increase** since 2001, our baseline year
- We rehabilitated and redeveloped almost **1400 units** of high-quality, affordable housing
- We processed a **59% higher** voucher volume compared to our baseline year, with just a **40% increase** in administrative costs related to inspections
- We saw **three new homeowners** despite real estate market challenges
- Families in our FSS Program were offered programs that included employment seminars, child care, financial literacy and mental health services. There were **128 workshops** held in FY 2024 with **1,541 attendees**.

- CARES helped **3 families graduate to self-sufficiency**, no longer requiring a housing subsidy

ECC/HANH also **instituted new initiatives** including: Talent Management, Customer Service, “Earn While You Learn,” and creating an internal Equity Committee.



**29% MORE**  
FAMILIES SERVED



**OVER 1400**  
UNITS REDEVELOPED



**\$129K**  
IN FSS FAMILY DEBT  
REDUCTION

## Summary and Financial Statements

The Housing Authority of the City of New Haven (HANH) manages the Housing Choice Voucher (HCV) and Low-Income Public Housing (LIPH) programs, the Planning & Modernization (P&M) Department, the Community and Economic Department (CED) and Central Office Operations, including the Executive, Finance, IT, HR and Asset Management teams.

In 2024, ECC/HANH continued to support our HCV and LIPH residents and expand our Rental Assistance Demonstration (RAD) portfolio. Each development benefited from the investment of MTW funds, which leveraged hundreds of millions of dollars in federal, city and state funds as well as private investment.

### Leveraged dollars were realized through some combination of the following:

**Federal Funds** like HOPE VI, the American Recovery and Reinvestment Act (ARRA), Replacement Housing Factor Grants, Capital Fund Grants and the Capital Fund Financing Program

**State Funds** like DECD, the Department of Housing and CHFA Loans

### City Capital and Bond Funds

**Private Investments** like 9% and 4% Low-Income Housing Tax Credits, State Tax Credits, Private Equity Bonds, Federal Bank Home Loans and traditional mortgages

All new developments offer resident self-sufficiency initiatives — because transforming the face of public housing starts with cost-efficient, worthwhile investments in our community.

### Statement of Net Position

|                                                                |                      |
|----------------------------------------------------------------|----------------------|
| Cash & Cash Equivalents                                        | \$91,908,571         |
| Restricted cash, deposits and funded reserves                  | \$3,089,219          |
| Investment in the financing of affordable housing developments | \$346,726,551        |
| Capital Assets, net of accumulated depreciation                | \$76,584,495         |
| Other Assets                                                   | \$7,380,210          |
| <b>Total Assets</b>                                            | <b>\$525,689,046</b> |

|                                           |                      |
|-------------------------------------------|----------------------|
| Liabilities                               | \$8,163,701          |
| Net Position                              | \$517,525,345        |
| <b>Total Liabilities and Net Position</b> | <b>\$525,689,046</b> |

### Statement of Revenue, Expenses & Changes in Net Position

|                                    |                     |
|------------------------------------|---------------------|
| Operating & Non-Operating Revenue  | \$192,294,037       |
| Operating & Non-Operating Expenses | \$106,971,555       |
| <b>Change in Net Position</b>      | <b>\$85,322,482</b> |

|                                   |                      |
|-----------------------------------|----------------------|
| Net Position – Beginning of Year  | \$432,202,863        |
| <b>Net Position – End of Year</b> | <b>\$517,525,345</b> |



# THE GLENDOWER GROUP

## Summary and Financial Statements

A development company that creates, constructs, renovates and restores.

The Glendower Group (Glendower) is a nonprofit 501(c)(3) corporation established in November 2001 as an instrumentality to the Elm City Communities / Housing Authority of New Haven (ECC/HANH), located in New Haven, Connecticut.

Glendower is at the forefront of those leading the private sector market in affordable housing. Glendower provides comprehensive and integrated real estate development services specializing in affordable housing.

### Statement of Net Position

|                                                                |                      |
|----------------------------------------------------------------|----------------------|
| Cash & Cash Equivalents                                        | \$14,460,651         |
| Restricted cash, deposits and funded reserves                  | \$44,1359            |
| Investment in the financing of affordable housing developments | \$29,181,789         |
| Capital Assets, net of accumulated depreciation                | \$307,060,944        |
| Other Assets                                                   | \$4,279,674          |
| <b>Total Assets</b>                                            | <b>\$355,424,417</b> |
| Liabilities                                                    | \$282,448,189        |
| Net Position                                                   | \$72,976,228         |
| <b>Total Liabilities and Net Position</b>                      | <b>\$355,424,417</b> |

### Statement of Revenue, Expenses & Changes in Net Position

|                                    |                     |
|------------------------------------|---------------------|
| Operating & Non-Operating Revenue  | \$2,279,096         |
| Operating & Non-Operating Expenses | \$2,762,244         |
| <b>Change in Net Position</b>      | <b>\$(483,148)</b>  |
| Net Position - Beginning of Year   | \$73,459,376        |
| Net Position - End of Year         | <b>\$72,976,228</b> |

## Achievements

Glendower is proud to report a year of transformative growth in affordable housing development and community revitalization. Construction of the Valley Townhomes was completed, adding 40 high-quality homes to New Haven. Construction progress continued at McConaughy Terrace. In this comprehensive rehabilitation project, 196 units are being substantially updated while an additional 26 modern, accessible units are being constructed. Our dedicated relocation team has ensured a seamless transition for residents, highlighting our commitment to supporting families at every phase of redevelopment.

This year also marked substantial advancements in our community-wide redevelopment initiatives. With HUD's Choice Neighborhoods Planning Grant, we've launched an in-depth study of potential redevelopment opportunities for the Robert T. Wolfe Development, former Church Street South development and the surrounding Hill neighborhood, supported by a \$1.4 million grant from the State Department of Housing. This funding strengthens our community-driven approach, with task forces and charrettes bringing stakeholders together to reimagine the Union Square / Hill neighborhood. A \$6 million grant from the CIF program for Whalley Ave. and St. Luke's Development project underscores a vital partnership between state agencies, Glendower and the City of New Haven, bringing us closer to realizing more accessible, affordable housing for New Haven residents.

Further accomplishments include meeting major planning milestones for key projects advancing through approval processes. Highlights include City Plan approval for The Heights at West Rock, Hazel Street apartments, and St Luke's apartments. Our comprehensive relocation initiatives supported the relocation of over 650 residents across multiple sites, with targeted Mobility Counseling empowering nearly 300 families with new housing options. Another keystone project, the Wilnot Social Service Center, received \$3 million in Congressional funding, beginning its transformation into a state-of-the-art facility in the West Rock neighborhood. This center will serve as a community hub, providing health, educational, and self-sufficiency resources to foster long-term empowerment for all residents.

Glendower is excited to embrace new opportunities in community development as we look to the future. We recently completed the purchase of a waterfront property on East Grand Avenue, marking a significant step forward in our mission. Our partnership with LMXD as co-developers for the State and George Street project highlights our ongoing commitment to creating thoughtfully designed, sustainable spaces that meet the evolving needs of New Haven residents. Additionally, we're broadening our impact beyond New Haven with our latest project at Mount Olive Missionary Baptist Church in Lackawanna, New York, providing high-quality housing options for even more communities.



# 360 MANAGEMENT GROUP

## Summary and Financial Statements

360 Management Group Co. is the 501(c)(3) non-profit arm of Elm City Communities/Housing Authority of New Haven (ECC/HANH). Established in 2018, 360 Management was created to deliver high-quality housing management services in New Haven and surrounding areas. By generating additional income and expanding ECC/HANH’s sphere of influence, 360 Management collaborates with affordable housing developers and investors to cultivate vibrant, safe communities that enrich and revitalize neighborhoods.

### Portfolio Overview

As of 2024, 360 Management Group oversees a diverse portfolio of **23 developments** totaling **1,407 units**, financed or subsidized through state and federal affordable housing programs, including:

- Low-Income Housing Tax Credits (LIHTC)
- Rental Assistance Demonstration (RAD)
- HUD Moderate Rehabilitation
- HOME Programs
- Project-Based and Tenant-Based Voucher Programs

The portfolio includes key multifamily developments such as:

- Chatham
- Constance Baker Motley
- Eastview Terrace I & II
- Katherine Harvey Terrace
- Mill River Crossing
- McConaughy Terrace
- Prescott Bush Mall
- Twinbrooks
- Valley Townhouses
- Wilmot Crossing
- Newhall Gardens

### Statement of Net Position

|                                                                |                  |
|----------------------------------------------------------------|------------------|
| Cash & Cash Equivalents                                        | \$49,545         |
| Restricted cash, deposits and funded reserves                  | -                |
| Investment in the financing of affordable housing developments | -                |
| Capital Assets, net of accumulated depreciation                | \$2,598          |
| Other Assets                                                   | \$263,269        |
| <b>Total Assets</b>                                            | <b>\$315,412</b> |
| Liabilities                                                    | \$3,295,473      |
| Net Position                                                   | \$(2,980,061)    |
| <b>Total Liabilities and Net Position</b>                      | <b>\$315,412</b> |

### Statement of Revenue, Expenses & Changes in Net Position

|                                    |                      |
|------------------------------------|----------------------|
| Operating & Non-Operating Revenue  | \$4,376,352          |
| Operating & Non-Operating Expenses | \$4,338,866          |
| <b>Change in Net Position</b>      | <b>\$37,486</b>      |
| Net Position – Beginning of Year   | \$(3,017,547)        |
| <b>Net Position – End of Year</b>  | <b>\$(2,980,061)</b> |

# Achievements



Guided by our values — **We Are Community. We Create Opportunities. We Care. We Innovate.** — 360 Management has achieved significant milestones in 2024, enhancing compliance, operational efficiency, and community impact.

## Compliance Excellence

- **Investor File Audits:** Completed 14 distinct audits with no findings, ensuring compliance with LIHTC and fostering investor confidence.
- **Physical Inspections:** Successfully passed investor physical inspections at key properties, including Chatham, Eastview Terrace II, and Mill River Crossing.
- **CHFA Compliance:** Achieved clean file reviews and physical inspections for several properties, including Ribicoff 9, Wilmot Crossing, and Fair Haven, demonstrating a commitment to quality and regulatory standards.

## Leasing Success

- Leased **130 units** across newly developed properties, bringing fresh opportunities for families.
- Housed **215 families** from the waitlist, ensuring access to safe and affordable housing for those in need.

## Organizational Growth

- **Leadership Transition:** Appointed **Claribel Shavers** as Senior Vice President in late 2024. With over 20 years of housing management experience, Claribel brings expertise and vision to lead 360 Management into its next phase.
- **Team Building:** Hosted the first company-wide team-building event in December 2024 at an escape room. Staff participated in six groups, fostering collaboration, morale, and a sense of camaraderie, with overwhelmingly positive feedback.

## Looking Ahead

360 Management continues to expand its capacity to serve families, leveraging expertise in compliance, funding regulations, and property management. With a strong partnership with Glendower's mixed-finance development pipeline, the team is poised to grow and innovate further in 2025.

## SENIOR LEADERSHIP ECC/HANH



**Karen DuBois-Walton**  
Former President



**Shenae Draughn**  
President



**Jack Rafferty**  
Senior VP of Finance,  
IT, & Administration



**Donna Piccirilli**  
VP of Information  
Technology



**Coreen Toussaint**  
VP of Housing Choice  
Voucher



**Natalia Rutenberg**  
VP of Finance



**Iris Rodriguez**  
Former VP of  
Administration

## 360 Management Group



**Claribel Shavers**  
Senior VP



**Yesica Hernandez-Perez**  
VP of Property  
Operations



**Daniel Ramos**  
Director of  
Maintenance



**Marilyn Dawson**  
Director Property  
Management

## Glendower



**Edward LaChance**  
VP of Development



**Jocelyne Barszczweski**  
Relocation Director

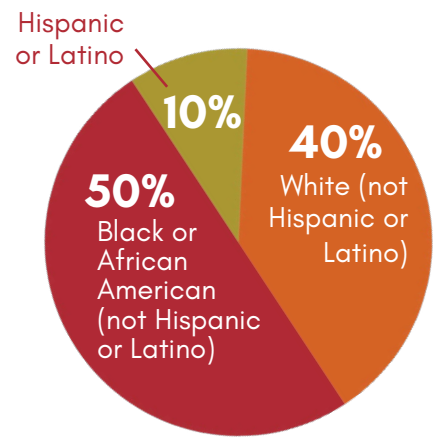
# Who Makes Up Our Team

ECC is committed to diverse representation and to building a team that looks like and understands New Haven and the communities we serve.

Here is a snapshot of the individuals who make up Elm City Communities.

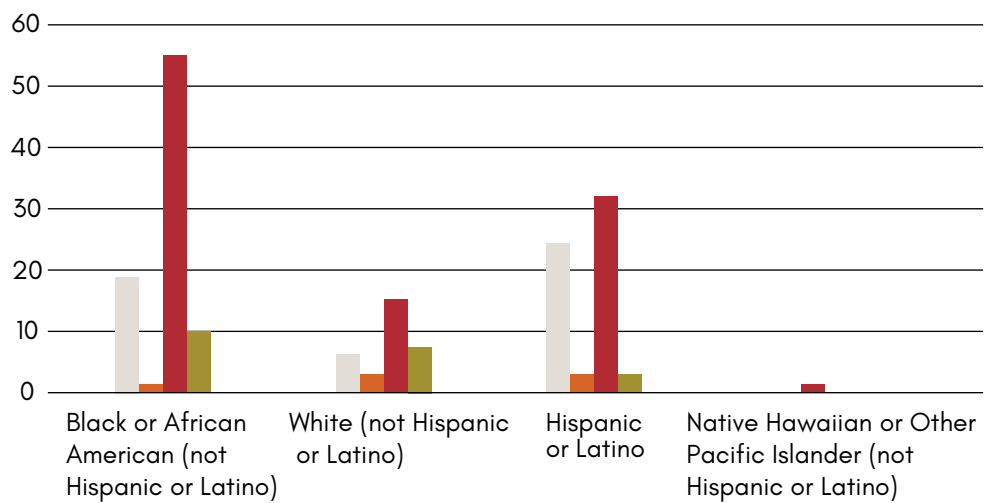
## Race and Ethnicity

(Director and Senior Leadership)

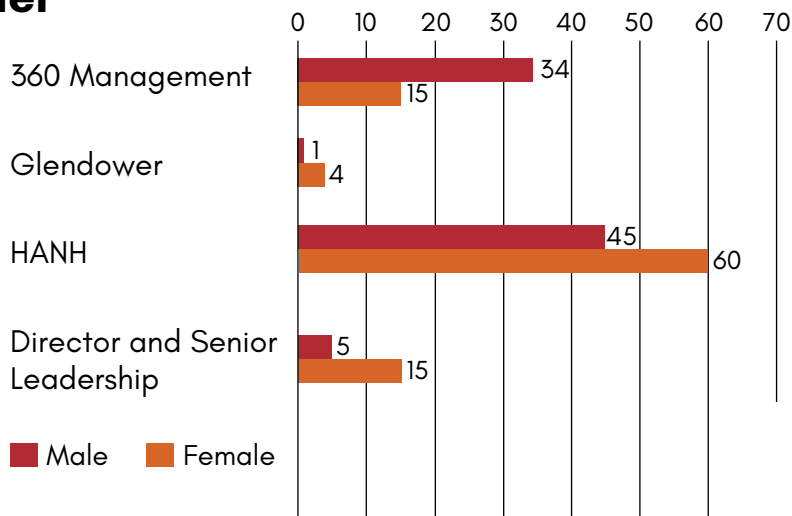


## Race and Ethnicity

- 360 Management
- Glendower
- HANH
- Director and Senior Leadership

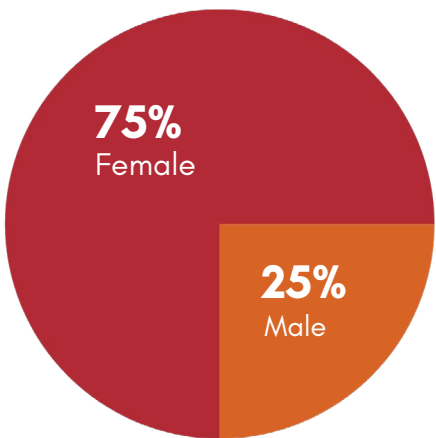


## Gender



## Gender

(Director and Senior Leadership)



## OUR TEAM

### HANH

|                               |                        |                            |                        |
|-------------------------------|------------------------|----------------------------|------------------------|
| Amelia M Rodriguez            | Frances Bordeaux       | Kimberly A Johansen        | Nydia Jimenez          |
| Anesha Boyd                   | Francesca Bruno        | Kristen Cloutier           | Olga Toledo            |
| Angela Evans                  | Francis L Emery        | Lakeya Moye                | Oralinda Coleman       |
| Angeline Fernandez            | Francisco J Rivera     | Lashanda L Jones           | Rachel Gilroy          |
| Anthony Mcknight              | Gayatri Rana           | Latoya Mills               | Radouane Farah         |
| Anyikor G Acuil               | Geraldine Handy Morris | Lavonta Bryant             | Rayan Grant            |
| Barbara Green                 | Griselle Mcfadden      | Lee V Purvis               | Reynaldo Ortiz         |
| Brian Lavigne                 | Gwendolyn Mccrea       | Liam Murphy                | Robin Miller Godwin    |
| Carmen Rodriguez Rivas        | Issac Kelley, Jr       | Lori Booker                | Roshelle Walker        |
| Carolyn B Dore                | James Turcio           | Lynn Brunache              | Shenae J Draughn       |
| Catherine F Hawthorne         | James A Pekar          | Manuel A Cuevas            | Suela Pergjoni         |
| Cheryl Goad                   | Jana Douglas           | Margarita Pagan            | Suresh Chachlani       |
| Colby Jenkins                 | Jasmine Ruiz           | Maria V Carmona            | Taejane Washington     |
| Coreen Toussaint              | Jengodji Gates         | Marilyn Correa             | Taisha Rivera-Franklin |
| Dale J Dibenedetto            | Johanna L Davis        | Mark Reynolds              | Tara D Jones           |
| Dalisha Amparo                | John Shively           | Mark A Wade                | Tarin Evans            |
| Darlene Perez                 | John P Rafferty        | Marta Vega                 | Taylor Robinson        |
| Dean L Falcone                | Jones Gore             | Matthew Mccoy              | Teddy Quinones         |
| Desire Sessions               | Jose I Caraballo       | Melody Ramos               | Terrance L Murphy      |
| Donna Piccirilli              | Jose J Correa          | Michael James              | Timothy C Regan        |
| Ebonie Williams               | Juathena Foreman       | Michael L Adams            | Tina Ugas              |
| Edward M Moore                | Kanisha Newman         | Michele M Deisser          | Tracy Dancy            |
| Elizabeth Rodriguez           | Karen E Dubois-Walton  | Michelle V Phillips Sharif | Wayne O Jones          |
| Erick Daniel Casasola Morales | Katiria Ocasio         | Mohana Yadavalli           | Weaverton V Whittley   |
| Eryka Claudio                 | Keith E Manning        | Monica R Wolkfork          | Wendy Wade             |
| Evelise Ribeiro               | Kenneth Barbour        | Monique Hardy              | Yarelis Rivera         |
|                               | Kenneth Harrington     | Natalia Rutenberg          | Yvonne Temple          |

### Glendower

|                       |                         |
|-----------------------|-------------------------|
| Braulio Marquez       | Jailitza Rivera         |
| Christina Rosher      | Jessica L Rodriguez     |
| Edward Lachance       | Jocelyne M Barszczewski |
| Haley Vincent-Simpson | Mayra Bravo             |
| Herbert Curtis III    | Michael T Southam       |

### STEP Interns

|                     |
|---------------------|
| Adrian Colon-Rivera |
| Angel Taveras       |
| Jayden Thompson     |
| Tionna Smith        |
| Tyrek Solomon       |

# 360 Management

- |                           |                         |                     |
|---------------------------|-------------------------|---------------------|
| Jason E. Almeida          | Michelle G. Hollembaek  | Jasmine A. Sanchez  |
| Jose J. Arguello          | Kypher M. Jeudy         | Eric Sanchez        |
| Tanisha Barber            | Tyron W. Joyner         | Claribel Shavers    |
| Denisha Beverly           | Marta B. Laboy          | Marshall Toth       |
| Kenneth A. Brogdon        | Ana M. Lopez            | Jairo Uribe         |
| Christopher Y. Cabrera    | Miguel Lugo Lugo        | Amaryllis Viera     |
| Severino                  | Mabel Marte             | Brenda L. Ward      |
| Jonathan J. Crespo-Torres | Madeline Mendez         | Chaze E. Washington |
| Saudi Cruz                | Teirra Moore            | Loyd D. Watkins     |
| Marilyn Dawson            | Devon G. Morris         | Norman L. Wiggins   |
| Melvin Edwards            | John F. Murray          | Irtaza Zaidi        |
| Amy Y. Garcia             | Tracey L. Neal          |                     |
| Pamela Garcia             | Malcolm H. Nieves       |                     |
| Rogelio E. Garcia         | Shartarra L. Penn       |                     |
| Taoyidi Gbadamassi        | Christopher R. Prussing |                     |
| Marissa R. Godwin         | Daniel C. Ramos         |                     |
| Terrence L. Gray          | Gerard J. Roddy         |                     |
| Frieda Hawley             | Ramon Rodriguez         |                     |
| Yesica Hernandez-Perez    | Ricardo Rodriguez       |                     |



OUR BOARD



**William Kilpatrick**  
Chairman



**Dr. Danya Keene**  
Vice Chair

**Making a Difference...**  
Advancing  
Communities  
of Choice and  
Improving Lives



**Alberta Witherspoon**  
Commissioner



**Elmer Rivera Bello**  
Commissioner



**Kevin Alvarez**  
Commissioner



**64 RESOLUTIONS PASSED**



# OUR PARTNERS



# GROWING, WINNING, THRIVING

## Resident Growth Stories

- » One successful resident began working **for the first time**, as a paraprofessional in the NHPS and is proud of herself and brought pride to her children.
- » One successful resident graduated from the FSS program with **\$28,252** in escrow and a credit score of **790** and increased his annual salary from **\$21,000 to \$46,458**.
- » One successful resident enrolled in the FFSS program in 2017 and increased her annual income from **\$10,140 to \$37,009**, increased her FICO score to **753**, and accrued **\$34,721** in escrow.
- » One resident returned to work as a health aid and has been gainfully employed for **over 12 months**.

## Measuring Impact: FSS & CARES

- » **3** families became homeowners
- » **7** families transitioned to self-sufficiency
- » Average credit score increased by **35** points
- » **315** one-on-one budgeting sessions held
- » **46%** Increase in savings

## Engaging Our Youth

We reached **1,850** children and adolescents with academic support, leadership positions, resources and more.

**132** youth received employment opportunities through STEP, the Youth @ Work partnership. and community-based internships with Solar Youth, Urban Alliance and Alderperson Honda Smith.

Thanks to STEP, our partnership with Youthe@Work, after-school job shadowing and apprenticeships at ECC/HANH, youth employment increased by **50%**.

## ECC/HANH Believes

In FY 24, ECC Believes! has expanded and provides a range of valuable services to student residents and their families. ECC Believes! is structured in a “cradle to career” pipeline model that starts with access to education supports for prenatal care such as referrals to Hill Health, Yale and MOMs group and continues throughout secondary school and into postsecondary education and employment preparation. The cradle to career pipeline includes five program focus areas that each include different partnerships and opportunities for residents:



**Early childhood**  
Prenatal to 5  
years old



**Family engagement**  
All ages



**Attendance and school engagement**  
Students grades K-12



**Academic supports and afterschool programming**  
Students grades K-12



**Postsecondary preparation**  
Students grades 9-12

In FY24, ECC/HANH Believes! served 1,522 youth (34%) out of 4,526 youth (0-18 years old) in the LIPH and HCV programs. However, youth engagement decreased by 7% from FY 23 when 1,662 youth were engaged. ECC/HANH will continue to broaden community partnerships and identify new areas where they can support residents from “cradle to career.”

## MEET TYREIS

### Tyreis Gibson in his own words

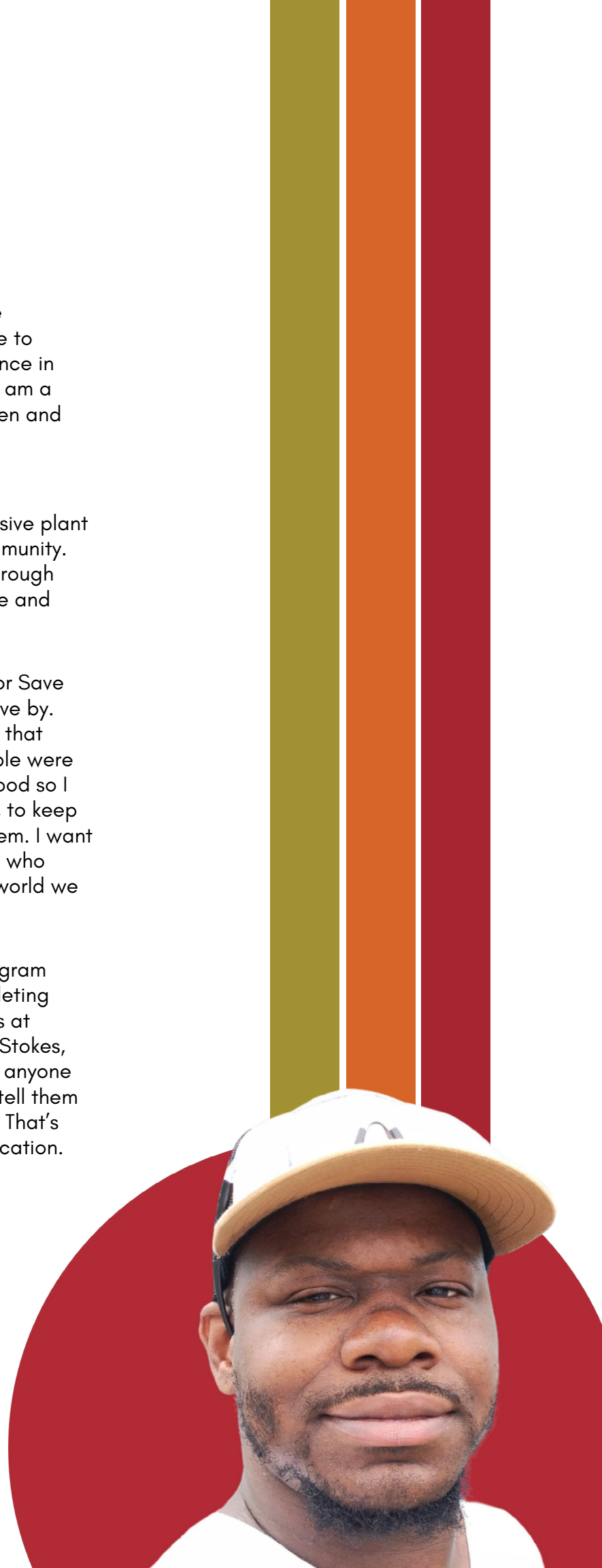
"Hello, my name is Tyreis Gibson. I'm a passionate entrepreneur that loves helping and giving service to communities in my city. I have 15 years of experience in customer service and 8 years of growing plants. I am a Garden Manager that maintains Fairmount Garden and the owner of Syfi Growers."

"Syfi Growers is a startup dedicated to provide comprehensive gardening, landscaping, and invasive plant eradication solutions to support the growing community. We offer accessible information and resources through our website [syfigrowers.com] to help both novice and experienced gardeners succeed."

"Syfi was a way of life that I live by. Syfi stands for Save Yourself From Ignorance, a way of life that I still live by. Being different was separating me from lifestyles that did not fit me during COVID. It seemed that people were depending on the government to produce their food so I took it upon my own hands, with the help of God, to keep me focused and to start the solution to the problem. I want to teach people how to grow, especially to those who want a lifetime skill and to landscape the green world we live in."

"The ECC R.O.B. [Resident-Owned-Business] program helped me with obtaining my LLC, EIN, and completing my business plan. I've gotten help from Mrs. Jones at ECC. I would also like to thank my mom, Dorothy Stokes, and my dad, Bernia Gibson, for their support. For anyone interested in creating their own business I would tell them to have the 3 P's: patience, prayer, and progress. That's what still helps me the most, along with communication. My ultimate goal is to encourage people to start growing their own food and to take control of their own food source!"

**Tyreis Gibson**  
*Owner SYFI Growers*



# FAREWELL TO DR. KAREN DUBOIS-WALTON



**I want to extend a big thank you to my Board, team, residents and everyone who has worked so hard to help further ECC's mission of making a positive difference in the lives of New Haven residents and providing high-quality homes for our community.**

**I am leaving teary-eyes and with a heart full of gratitude.**

*– Dr. Karen DuBois Walton*

After 17 memorable years with Elm City Communities—16 of them as our president—we bid a heartfelt farewell to Dr. Karen DuBois-Walton.

Her visionary leadership, unwavering commitment to equity, and dedication to the well-being of our residents have left an indelible mark on our organization and the communities we serve.

Her leadership was not only about organizational success but also about personal connection and community.

## **During her tenure, Dr. DuBois-Walton spearheaded numerous initiatives that transformed lives and expanded opportunities, including:**

- Launching **HANH Believes**, now known as **ECC Believes**, a nationally recognized youth achievement initiative.
- Creating a **Community Re-entry Program**, pioneering housing options for returning citizens.
- Establishing **ECC's CARES program** to support families in increasing self-sufficiency.
- Introducing the **first-ever Teacher in Residence program**, blending education and housing innovation.
- Raising **millions for lead and other hazard abatement** to ensure safer homes.
- Serving **30% more families**, broadening ECC's impact across the community.

## Under her guidance, Elm City Communities earned several prestigious awards and funding opportunities, including:

- The **Choice Neighborhood Planning Grant Award** for Union Square.
- The **All-America City designation**, celebrating community excellence.
- The **HUD Mobility Grant**, enhancing opportunities for residents.

... to name a few accomplishments!

And Dr. DuBois-Walton's influence has extended far beyond the bounds of Elm City Communities. Her passion for equity and justice inspired us all, and her legacy continues to guide us as we move forward.

As we say goodbye, we express our deepest gratitude for her years of service, her vision, and her impact. While her presence will be missed, the foundation she built ensures that Elm City Communities will continue to thrive, growing and innovating in ways that honor her remarkable contributions.

Hello, my name is Haley Vincent-Simpson and I am a Project Manager for The Glendower Group. I've been working here for 5 years. As a Project Manager, there's really no such thing as a 'typical day'—and that's what makes this role so exciting! Every day brings something new. I love starting off by checking in on our project timelines to make sure we're right on track, keeping things moving smoothly for each of my projects. No two days are ever the same, and that's what keeps me energized and ready for whatever comes next!

Of all the projects I'm working on, the Union Square project is the one I'm most proud of. This is the first time in my role where I've stepped into a more outward-facing position. While I'm usually planning behind the scenes, this time around, I'm shaping the strategy and intentionally building meaningful connections with our residents. It's been a rewarding experience, and I'm learning firsthand why thoughtful planning and development are so critical to the success of a community. It's a role that demands coordination, adaptability, and being okay with the occasional setbacks while celebrating the wins.

I'm constantly learning and growing, with a big thanks to my amazing team, each of whom shares a passion for building better communities. Their dedication teaches me something new every day. I also have incredible supervisors who encourage creativity in problem-solving.

**In our field, a denial or failure doesn't mean you stop—it simply means you change course or try again to reach the goal!**

## FACES OF ECC Meet Haley Vincent!



## BUILDING FOR THE FUTURE

Elm City Communities is in the midst of a transformative era of redevelopment and expansion. After decades of relying on aging housing stock, we have successfully redeveloped an ever-growing number of properties, with new projects and further redevelopments actively underway.

From laying the foundation for future communities to celebrating the completion of long-awaited projects, our work is transforming neighborhoods and expanding opportunities for New Haven residents. Here's a snapshot of some of our upcoming and completed communities, led by Elm City Communities Development arm, the Glendower Group.

### Union Square

This year, Elm City Communities took a major step forward in reshaping New Haven's housing landscape by acquiring the former Church Street South development. Alongside the redevelopment of our Robert T. Wolfe Apartments, these efforts will come together to create **Union Square**—a vibrant, modern community designed to provide high-quality, mixed-income housing in the heart of the city.

Updates on the plan and progress at [unionsquarechoice.com](https://unionsquarechoice.com)



The Glendower Group hosted a charrette—a collaborative process bringing together residents, architects, urban planners, and key community stakeholders—to shape the vision for Union Square. The resulting master plan, informed by extensive community feedback gathered during the charrette, reflects a shared commitment to creating a vibrant, inclusive neighborhood.

## Valley Townhomes



After months of dedication and hard work, we proudly cut the ribbon on the new Valley Townhomes on Valley Street, developed by The Glendower Group. These homes are among the first carbon-neutral affordable housing units in our portfolio, marking a major step toward sustainable, high-quality living for our residents.

## Revitalizing Historic Spaces: The Clock Factory & St. Luke's Developments

Elm City Communities is set to transform two historic sites into vibrant, affordable housing communities. **The Clock Factory** will bring new life to a long-vacant industrial building, converting it into modern, sustainable homes while preserving its historic character.

Meanwhile, the upcoming **St. Luke's Development**, (announcement pictured right) located at Whalley Avenue and Sperry Street, will create a 55-unit affordable housing complex alongside St. Luke's Episcopal Church. This project will provide much-needed housing and community space, ensuring the site continues to serve New Haven residents for generations to come.



COMMUNITY  
PARTNERSHIP  
INNOVATION  
ADVOCACY  
DEVELOPMENT  
LEADERSHIP

360 Orange Street  
New Haven, CT 06510  
**[elmcitycommunities.org](http://elmcitycommunities.org)**

2024 ANNUAL REPORT

**Elm City Communities**