

Yale University

President's Public Service Fellowship

Proposal for Fellowship Placement Summer 2024

Organization information

<i>Name of organization</i>	City of New Haven Economic Development Administration
<i>Full street address</i>	165 Church St New Haven CT 06510
<i>Website or link to social media page</i>	https://www.newhavenct.gov/government/departments-divisions/economic-development-administration

PPSF Fellow's direct supervisor

<i>Name</i>	Carlos Eyzaguirre
<i>Title</i>	Deputy Economic Development Administrator
<i>Cell phone number</i>	203.780.1726
<i>E-mail address</i>	ceyzaguirre@newhavenct.gov

What is the best way for prospective student applicants to contact you with questions about your proposal?

- Send an e-mail with questions

or

- Send an e-mail to set up a 15-meeting phone call to discuss

Placement dates (8-11 weeks between Tuesday, May 28, 2024 through Friday, August 9, 2024)

5/28-8/9 but some flex if needed

Are placement dates flexible? Are there any dates on which your Fellow must work?

yes, flexible; no hard dates to work

Proposed work schedule (*work week should equal (and not exceed) 37.5 hours per week*)

9-5, M-F; 1 hour for lunch

If a hybrid schedule is offered at your site, please describe:

some hybrid if necessary but bulk of hours should be in person, conditions permitting

Organization description (*mission statement, population served. 1,000 characters or less*)

The mission of the Office of Economic Development is to facilitate commercial development, attract quality businesses/investment, expand employment opportunity, and improve the City's overall quality of life to create an equitable world-class city in which all residents who want a well-paying, career-oriented job can find one. This is accomplished by focusing on four specific functions:

- ATTRACTING & RETAINING QUALITY INVESTMENT in both the public and private sectors
- DEVELOPING LOCAL JOBS & BUSINESSES: Providing small businesses, particularly Black and Brown-, women-, and locally-owned businesses, with access to resources to grow in New Haven, and preparing City residents of all backgrounds to find and secure sustainable employment opportunities.
- REVITALIZING NEW HAVEN'S NEIGHBORHOODS: Fostering mixed-use/mixed-income development that accelerates the formation of distinctive, welcoming communities throughout the city; partnering with community stakeholders and developers to offer

Write a 1-2 sentence summary of the work that the Fellow would be conducting (500 characters or less).

The EDA is seeking a Fellow to assist with continued implementation of the American Rescue Plan (ARPA) COVID-recovery programs including economic development, housing and vocational/technical career pathways. Previous interns supported programming known as the "Summer Reset" and implementation of ARPA Phase 3 in Summer '22 which continued in Summer '23. Particular focus

is on Black and Brown communities and other groups that have been impacted by systemic racism & other forms of discrimination.

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

COVID Recovery workplan- The City of New Haven has received a large amount of funding through the ARPA bill that is being used to develop recovery programs for businesses and neighborhoods experiencing financial and social setbacks due to COVID-19 crisis. These programs and initiatives are being created to ensure that the funding has as widespread a positive impact on our community as possible. Some examples are formation of a land bank to encourage responsible, inclusive development, especially of affordable housing and other projects with positive community outcomes like job creation; workforce development programs to train New Haven residents for the modern workplace; and collaborative learning pathways connecting students with companies and skills on the cutting edge of science and technology in the city. The Fellow will assist in managing funding, programming, and grant applications related to the recovery programs mentioned above. This will include assisting with the creation and review of RFP to bring on outside partners to assist with program design and implementation; design of workplan/deliverables for new COVID-related programming; and review and potential selection of grant awardees.

Fellow will also assist in research on existing and similar programs in other municipalities and states to ensure City designs programs that fit best for New Haven's businesses and residents. Oftentimes this research will be presented to the Economic Development Administrator, the Mayor, and other members of City leadership. Please see below for another previous example of COVID recovery program analysis that is generally conducted every summer ("Vacant Storefront Survey").

In addition, transformational ARPA Phase 3-funded City development projects, including Neighborhood Main Streets Revitalization, Neighborhood Commercial Playbook Development, along with the formation of the Kimberly Square Business Association will be well underway in Summer '24. Many of the ARPA-funded projects will also be used to leverage expanded programming in the form of more funding via the State of CT's \$800m Community Investment Fund (CIF) program. This may require assisting with the submission of CIF applications related to several of the aforementioned projects. A data-heavy real-time EDA Budget narrative project (non-ARPA) will also be moving forward over the summer and require focus from a small group of staff and perhaps the Fellow.

Duties may also include day to day business outreach/technical assistance to New Haven businesses. Fellows will assist staff in outreach and determining appropriate recommendations to affected businesses utilizing both existing City/State/Federal/private programs or newly implemented ARP-funded programming.

Fellows will provide project management support in an environment where much of the work will be done in person. Tasks include planning and staffing government/community meetings, creating new content for project websites, and preparing regular updates for use with the project team. Also, Fellows will assist with monthly New Haven Development Commission meetings, where the Mayoral-appointed Commission is both updated on current City economic development projects and votes on City development items as needed.

List any specific skills/experience required for the project.

Required-strong research, writing, analytical and digital skills; a solid grasp of basic quantitative/statistical methods; and proficiency in Microsoft Office suite. Spanish and other languages very useful. Preferred- prior coursework in government/political science or urban/environmental/public policy; Ability to work across different racial, socio-economic and cultural lines; desire to better understand New Haven while always keeping the needs of its residents in the forefront.

Additional requirements

none

Briefly describe any work that Yale PPSF Fellows and/or Yale students have done with your organization.

In Summer '23 the Fellow responded with other City staff to a partial building collapse at a construction site in the City's medical district (<https://www.nhregister.com/news/article/new-haven-lafayette-street-construction-collapse-18132305.php?src=nhrhpdesecp>). The Fellow took real time photos and assisted the Mayor and EDA staff on scene for much of the afternoon. In the collapse's aftermath (thankfully no fatalities but several workers were injured), the Fellow worked closely with City leadership and its Corporation Counsel to compile and organize a voluminous report of previous City inspections and approvals of the site for submission to OSHA, the Federal agency tasked with reviewing serious workplace accidents. The quality and thoroughness of the report clearly illustrated that the City's oversight and

interactions with the site had been appropriate and not contributed to the incident.

-Perennial projects:

1. Spearheading the annual update of the City's Official Statement. This large, illustrated document provides a cohesive narrative of New Haven's economic base, infrastructure development plans, real estate development projects, and business services, for use by the Finance Department in its annual bond rating agency meetings, and also serves an "almanac" of the department's recent accomplishments. This project requires the Fellow to autonomously select and organize data that presents the City's vision and achievements in the most favorable light.

2. Quarterly Economic Indicators Report

(<https://www.togethernewhaven.com/economic-indicators>): The economic indicators report was initiated during the COVID-19 pandemic to track impacts to New Haven businesses and workers . The report utilizes primary source data from a variety of federal, state and local sources to inform the identification of trends in the local economy. Fellows play a significant role in creating the report with the ability to take a lead on the tasks of:

- Pulling updated data inputs from various federal, state and local sources
- Analyzing data in Excel by utilizing existing formulas and adding to longitudinal trend tracking
- Updating graphic representations of data with a focus on clarity and aesthetic standards
- Updating a PowerPoint presentation with findings from new analysis
- Creating narrative explanations of findings from analysis and monitoring of trends
- Recommending new data analytical methods that can be applied to existing data sets
- Recommending new graphic presentation methods for communicating data analysis
- Recommending additional data sources that are not currently being analyzed

The Fellow has the opportunity to shape the report by drawing on personal interests, expertise and experience to suggest alternative processes to data collection, the application of alternative data analytical methods, identification of new data sources, the utilization of alternative graphic communication methods and by leading the creation of narrative explanation of analytical findings.

3. Help City team organize and conduct a “Vacant Storefront Survey” in all City business districts; synthesize and report on changes via PPT and Excel spreadsheet and upload to Together New Haven (COVID-recovery) webpage: <https://www.togethernewhaven.com/>

4. Working to expand Tweed Regional Airport: the expansion process continues to be a pivotal moment, with the City having recently received a positive FAA determination on environmental impact on building a new "East Terminal" which is vital for long-term viability. Previous Fellows have developed collateral material and engaged in community outreach with residents, legislators, and other stakeholders to explain why expansion is critical for economic development in the region. They have also worked on developing potential community benefits to residents impacted by airport expansion many of which have been incorporated into the most recent agreement with the Board of Alders.