

Yale University

President's Public Service Fellowship

Proposal for Fellowship Placement Summer 2023

Organization information

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| <i>Name of organization</i> | City of New Haven, Office of Economic Development |
| <i>Full street address</i> | 165 Church St (City Hall), suite 4R, New Haven, CT 06510 |
| <i>Website or link to social media page</i> | www.newhavenct.gov/gov/depts/ed |

PPSF Fellow's direct supervisor

The supervisor must be available to supervise Fellow on a daily basis.

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| <i>Name</i> | Carlos Eyzaguirre |
| <i>Title</i> | Deputy Economic Development Administrator |
| <i>Cell phone number</i> | 2039465761 |
| <i>E-mail address</i> | ceyzaguirre@newhavenct.gov |

Placement dates (8-11 weeks between Tuesday, May 30, 2023 through Friday, August 11, 2023)

5/30-8/11 ok

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

yes, a late start or early end is ok

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

M-F, 9-5 with an hour for lunch (flex hours ok if working remotely)

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

The mission 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 thrive. This is accomplished by focusing on 4 functions:

- ATTRACTING & RETAINING QUALITY INVESTMENT in both the public and private sectors
- DEVELOPING LOCAL JOBS & BUSINESSES: Providing small businesses, particularly (Black, Brown, women, and locally owned) with access to growth opportunities, while also preparing residents to secure sustainable employment.
- REVITALIZING NEW HAVEN'S NEIGHBORHOODS: Fostering mixed-use/mixed-income development, forming distinctive, welcoming communities; partnering with community stakeholders and developers to offer high-quality housing options.
- IMPROVING NEW HAVEN'S GLOBAL COMPETITIVENESS: Maximizing New Haven's connection to the global economy, by crafting and promoting a distinct brand to those seeking a hometown.

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

The City's Economic Development Administration is seeking a Fellow to assist with implementation of the American Rescue Plan (ARP) COVID-recovery programs including economic development, housing and vocational/technical pathways. Previous interns supported 2021's Civic Space community engagement process and ARP programming known as the "Summer Reset" and implementation of ARP Phase 3 in Summer 2022. A particular focus will be placed on minority communities, and others impacted by systemic racism

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 underway in Summer 2023. 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 but also remotely. 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 specific skills/experience required for the project

Required-strong research, writing, analytical and digital skills (especially if the work goes virtual); 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 and the needs of its residents while helping them rebuild the “new normal” of a post-COVID world.

Additional requirements (e.g. a car or weekend working hours). If a car is required, include information regarding parking arrangements and mileage reimbursement.

flexibility to work remotely, hybrid or in-person depending on COVID mitigation protocols.

Briefly describe any work that Yale PPSF Fellows have done with your organization in the past and present. If you have not worked with Yale Fellows, describe any work that Yale students have done with your organization.

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. Conducting and preparing the City’s annual Downtown Housing Survey update:
 - a. revise and issue an online survey for Downtown property managers;
 - b. follow up with them by email and phone;
 - c. compile and analyze the collected survey data using excel or statistical analysis software; and
 - d. update and revise the standard report with the 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.

4. Working to expand Tweed Regional Airport: the expansion process is at a pivotal moment, with the City having recently received Aldermanic approval to expand the runway which is vital for long-term viability as it impacts the size and weights of jets that can use the airport. Tweed also begin a new master planning process in 2021 that will require significant input from stakeholders. 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 work 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.

5. Paycheck Protection Program (PPP) award analysis: using public record of PPP awards statewide, previous fellows (in both 2020 and 2021) have conducted analyses that determine how much funding New Haven businesses received and how it compared to New Haven’s municipal peers statewide, how much various sectors received, what average amounts were, etc. This analysis was then turned into a PPT-type presentation for use with our Together New Haven economic roundtable and was also presented to the Mayor at one point. We expect to need similar COVID program-related analyses this summer.