

Yale University President's Public Service Fellowship
Summer 2021

Proposal for Fellow working remotely for organization

- Organization: Office of Economic Development, City of NHV
- Full street address of organization: 165 Church St, NHV, CT 06510
- Website: <https://www.newhavenct.gov/gov/depts/ed>
- Name and title of person who will be the Fellow's direct supervisor: Carlos Eyzaguirre, Economic Development Officer
- Phone number and e-mail address of proposed direct supervisor: 203.946.5761; ceyzaguirre@newhavenct.gov
- Placement dates: 6/1-8/13, 2021
- Are placement dates flexible? Are you able to accommodate a Fellow working in a different time zone? YES
- Proposed 37.5 hour per week work schedule: M-F 9-5 with a flexible lunch break

- Organization description:

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 a model, modern, world-class city in which everyone who wants a well-paying, career-oriented job can find one. This is accomplished by focusing on four specific functions:

- 1. ATTRACTING & RETAINING QUALITY INVESTMENT in both the public and private sectors**
 - 2. DEVELOPING LOCAL JOBS & BUSINESSES: Providing small businesses, particularly minority-, woman-, 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.**
 - 3. 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**
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and developers to offer residents of all circumstances diverse, high-quality housing options.

4. 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 an exciting and fulfilling hometown.

- Write a 1-2 sentence summary of the work that the Fellow would be conducting:
As the City of New Haven navigates a world changed by the COVID pandemic, we have created the Together New Haven (TNH) economic resiliency roundtable in partnership with local business organizations and institutional partners. The goal of Together New Haven is to support and promote local companies, offer technical assistance for businesses that must find new ways to engage customers at a distance, and to connect us as a region and as a community.
- Write a more complete description of the specific project you propose and list the duties/outcomes expected of the Fellow.

Assisting with the TNH initiative will entail:

-business outreach/technical assistance to New Haven businesses affected by the crisis: Fellows will assist staff in business outreach as well as research on best practices for post-COVID business assistance in order to implement appropriate recommendations for affected businesses.

-“Economic Resiliency” work: as the country navigates a changed economic landscape, initiatives like moving businesses online and retail/restaurants outdoors will remain paramount. Fellows ease with digital technology and online business models will be helpful in this endeavor.

-implementing the City's pilot workforce development pipeline: with many New Haven residents out of work due to the pandemic, the City has created a pilot in-house workforce training program with partners including New Haven Works, Workforce Alliance and the New Haven Building Trades. The first cohort is currently underway with a focus on the construction industry. Other potential cohorts include IT, Warehousing/Logistics and CNA Plus (all industries identified as having growth potential in a post-COVID workforce).

-creation and implementation of targeted marketing campaigns for COVID-affected neighborhood business districts including Grand Ave, Kimberly Square, Dixwell Ave among others

-major City development projects including 101 College St, Union Station garage/retail strategy and former Coliseum site are all moving forward over the next two years and will require a laser focus from a small group of staff. Fellow will provide project management support in a new environment where much of the work will be done remotely and virtually including government and community meetings.

Some of the workplan will remain as it was before the pandemic as many projects can generally be done virtually (Fellows may not work on all of these projects due to time constraints of Fellowship) :

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; and**
 - d. **update and revise the standard report with the findings.**
3. **Long Wharf Responsible Growth Plan (LWRGP) Implementation: in 2019 the City formally adopted the LWRGP as an amendment to its citywide Comprehensive Plan. The LWRGP’s emphasizes the development of offices, housing, retail, and hotel rooms in the 352-acre, underutilized waterfront area while also requiring a variety of public infrastructure improvements designed to protect the low-lying area from the threat of rising sea levels and climate change. Several projects envisioned in the LWRGP are already underway and the Fellow will work across a variety of City departments to ensure different aspects of the LWRGP and complementary initiatives are enacted.**

- **List specific skills/experience required for this work:**

Required: strong research, writing, analytical and digital skills (especially with the work going virtual); a solid grasp of basic quantitative/statistical methods; and proficiency in Microsoft Office suite. Spanish very useful. Preferred: prior coursework in government/political science or urban/environmental/public policy; desire to better understand New Haven and the needs of its residents while helping them rebuild in what we expect to be the “new normal” of a post-COVID world.

- **Equipment/resources you will provide to help Fellow conduct work:**

City has an enterprise Zoom account that can be linked to an employee’s City-enabled Outlook account which will enable them to easily interact with City staff,

partners, businesses and residents. City's phone system is VOIP and connected to Skype for Business. A VPN is also available to access the City's server.

- Briefly describe the 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.

In Summer 2020, our Fellow, Andres Burgos played a critical role in the City's economic resiliency program handling assignments that would have gone to FT staffers in his absence. In one particularly impressive instance, Andres, using raw data from the Small Business Administration, created and presented a comprehensive analysis on New Haven-based businesses that received Paycheck Protection Program (PPP) funding to City leadership including the Mayor and Economic Development Administrator. This helped City staff and partners better understand the ongoing economic recovery by seeing how New Haven measured up against other CT cities in awards as well as determining how the funding had been distributed by sector. This in turn allowed us to identify gaps that needed to be filled in our local economy.

Other 2020 work included:

-the creation of a neighborhood business district vacant storefront database to be used as an early post-COVID baseline for citywide vacant storefront surveys going forward

-designed and implemented a public parking garage/lot usage survey to determine how full they were during pandemic in comparison to existing pre-pandemic counts. This info could then be synthesized with other economic indicators related to parking/pedestrian counts to get a clearer picture of economic impact of COVID on local economy

-creation of monthly PowerPoint presentations for the New Haven Development Commission that covered much of the City's economic development work completed in the previous month. Fellow was a participant in June, July and August Development Commission meetings

-much-needed update of Economic Development and related landing pages on City website. Included new content, links, pictures and graphics.

Other previous work is described above. See: Official Statement, Downtown Housing Survey, LWRGP Implementation.
