Proposal for In-Person Fellowship Placement • Summer 2022
If conditions allow, PPSF will offer in-person fellowships in the summer of 2022. In the event that in-person summer placements are not approved by Yale University, prospective sites will be notified and asked to modify proposals to reflect remote work.

- Organization: City of New Haven, Office of Economic Development
- Organization’s street address: 165 Church St (City Hall), suite 4R, New Haven, CT 06510
- Website: www.newhavenct.gov/gov/depts/ed/
- Name and title of person who will be the Fellow’s direct supervisor (the supervisor must be available to supervise Fellow on a daily basis): Carlos Eyzaguirre, Deputy Economic Development Administrator
- Phone number and e-mail address of proposed direct supervisor (please note: during the application process, we encourage prospective Fellows to contact organizations directly with any questions about organization placements or projects): ceyzaguirre@newhavenct.gov, 203.946.5761 or 203.780.1726
- Placement dates (8-11 weeks between Tuesday, May 31 and Friday, August 12, 2022): 5/31-8/12 ok
- Are placement dates flexible? If so, please describe: yes, a late start or early end is ok
- Proposed work schedule (placements should be equivalent to full-time and not more than 37.5 hours/week): M-F, 9-5 with an hour for lunch (flex hours ok if working remotely)

Placement Description

- Organization description (mission statement, population served. 150 words 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 residents of all circumstances diverse, 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 an exciting and fulfilling hometown.

• Write a 1-2 sentence summary of the proposed work for a summer 2022 Fellow: 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 career pathways. Previous interns supported last summer’s Civic Space community engagement process and ARP programming known as the "Summer Reset" and we look forward to continuing this work in 2022. A particular focus will be placed on Black and Brown communities and other communities that have been impacted by systemic racism and 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 ARP 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 (“PPP award analysis”).

Duties will also include business outreach/technical assistance to New Haven businesses affected by the crisis. 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.

In addition, transformational City development projects including 101 College St bioscience tower, along with the Union Station garage and the former Coliseum site redevelopments will be
moving forward over the summer and will require focus from a small group of staff. Fellow will provide project management support in an environment where much of the work will be done remotely and virtually. Tasks include planning and staffing government/community meetings, creating new content for project websites and preparing regular updates for use with the project team.

- 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 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.

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. Working with City staff, the Fellow conducted work to determine the feasibility of creating Tax Increment Financing (TIF) Districts to help fund infrastructure and other public improvements in some of New Haven’s commercial industrial districts (e.g., Long Wharf and River Street industrial area). A TIF has never been undertaken in New Haven due to its complexity, but it is something City leadership is seriously considering and would spur new development projects, create jobs, and significantly grow the tax base. This project required financial analysis of present and future tax assessments, community outreach/organizing to build neighborhood consensus and presentation of findings to residents, City leadership, and other stakeholders.

4. Working to expand Tweed Regional Airport: the expansion process is at a pivotal moment, with the City having recently received Aldermonic 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 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.

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.