Yale University President’s Public Service Fellowship
Proposal for Fellowship Placement • Summer 2017

- Organization: City of New Haven Chief Administrative Office (CAO) and City of New Haven Fire Department (NHFD)

- Full street address of organization: 165 Church Street, 3R, New Haven, CT. 06510

- Website: www.cityofnewhaven.com/CAO

- Name and title of the Direct Supervisor (please note: the Direct Supervisor must be available to supervise Fellow on a daily basis): John Alston, Fire Chief.

- Phone number and e-mail address of Direct Supervisor: 203-946-8100; jalston@newhavenct.gov

- Placement dates (8-11 weeks between May 31 and August 12, 2017):

- Are placement dates flexible? If so, please describe: Yes. Depends upon the student’s schedule.

- Hours of the program (placements should be equivalent to full-time): 9:00 a.m. until 5:00 p.m. Monday thru Friday.

Placement Description

- Organization description (Mission statement, population served. 150 words or less.): Oversight of eight major departments and coordinates activities of the following City departments: Police, Fire, Emergency Operations Center, Public Safety Communications, City Engineer, Public Works, Parks/Recreation/Trees and Library; as well as Human Resources and Benefits.

- Develop and implement service and program initiatives.

- Evaluate departmental operations and service delivery and implement productivity improvements.

- Manage the City’s emergency response and emergency preparedness functions.
  - Coordinate annual evaluation of appointed officials.
  - Serve a population of 130,000+
Please write a 1-2 sentence summary of the work that the Fellow would be conducting (50 words or less): Conduct research on the opioid crisis nationwide and in New Haven and make recommendations to respond to this situation.

Please write a complete description of the specific project you propose and list the duties/outcomes expected of the Fellow. (*Suggested length: one to two pages.*)

Many articles have been written and research done about the opioid crisis in this country. The epidemic is here in New Haven and has placed undue financial burden and stress upon emergency medical responders, including fire and police, as well as social service agencies within the city, region and state. In 2015 over 12.5 million people misused prescription opioids in the United States, resulting in 33,091 deaths that year and another 15,281 deaths attributed to overdosing on commonly prescribed opioids. In the City of New Haven, the opioid epidemic has resulted in several deaths directly and indirectly, as well as put a strain on the economic vitality of the downtown business district and a negative perception about the New Haven Green and the City. Contrary to perception, this crisis has crossed all sections of our population. Drug use is a serious public health problem that affects every community and family in some way. Opioid abuse is a serious public health issue. Drug overdose is the leading cause of injury death in the United States.

Since coming to the New Haven Fire Department a year ago, the Fire Chief has been conducting formal and informal analyses on our operations and service delivery. One huge hurdle was that fact that our data sets were missing, incomplete or incorrect. Unbeknown to many, the Fire Chief did not complete his administrative staff until July of this year - 2017. Fire now has a better handle on its data (and city data). Having reviewed our processes and previous studies of the department, the Fire Chief has come to the conclusion that we need to manage the New Haven Fire Department from a “Balanced Scorecard Approach”. The Fire Chief has worked through Total Quality Management (T.Q.M.) Matrix Driven and Kaizen methodologies. They all have value but with the status of the department and the impact of the Opioid Epidemic, strategic planning is not enough. We face very serious challenges in the near future.

If we are successful in securing a Yale Student Fellow, it is the Fire Chief’s hope that he can bring into alignment our mission, vision, initiatives and operations to deal with this crisis. We want to able to focus and monitor our critical service deliverables and quality assurance. We want to be responsive to our stakeholders and increase efficiency. We need to forecast our capital improvements in culture and technology around future service requirements.
• Define Instruments used to measure the opioid epidemic in the city compared to regional and national statistics, including number and methods of response in terms of treatment and avoidance.

• The types of training that fire fighters, Emergency Medical Technicians, and Paramedics need to be fully equipped both skill wise and mentally as they respond daily on these opioid calls.

• The costs, both direct and indirect, to the city as well as hospitals and other health responders. The costs would include personnel, training, equipment, medicines, etc.

• Evaluate the current service delivery model and project future needs.

• Align the research to what is actually going on as to manage the new business model as part of T.Q.M.

The work of the Fellow would be used to build upon planning efforts underway and to begin implementation of a funding strategy for the New Haven Fire Department considering the current opioid crisis. The Fellow would be lodged in the Fire Department and interact daily within the Fire Department – Fire Marshal, Fire Operations, Fire Administration, Emergency Medical Technicians, CAO, Office of the Mayor, Corporation Counsel, Health Department, Community Services, Economic Development as well as local, state and federal agencies including hospitals and health care providers and the Board of Alders and other community stakeholders.

• Specific skills/experience required for the project (Please list):
  - Strong qualitative and quantitative research skills.
  - Knowledge of business, economic and social change theories.
  - Sociological focus on human behavior and interaction.
  - Excellent oral and written communication skills.
  - Ability to work alone, ability to complete tasks, set priorities and targets.

• Additional requirements (e.g. a car or weekend working hours). If a car is required, please include information regarding parking arrangements and mileage reimbursement: N/A. Public transportation accessible. Any meetings the Fellow requires will be in City Hall or transported outside of the building by City staff.

• Briefly describe the work that Yale PPSF Fellows have done with your agency in the past and present. If you have not worked with Yale Fellows, please describe any work that Yale students have done with your agency. Our agency had a Yale University President’s Public Service Fellow in 2014 and 2015. In previous years a PPSF has interned in Engineering and Economic Development.