Yale University President’s Public Service Fellowship

Proposal for Fellowship Placement • Summer 2018

- Organization: City of New Haven, Office of Economic Development
- Full street address of organization: 165 Church Street, 4R, New Haven, CT 06510
- Website: www.newhavenct.gov
- Name and title of the Direct Supervisor: Carlos Eyzaguirre, Business Projects Manager
- Phone number and e-mail address of Direct Supervisor: 203-946-5761; CEyzaguirre@newhavenct.gov
- Placement dates: May 29 – August 10, 2018
- Are placement dates flexible? If so, please describe: Yes, the intern may start or end earlier or later than the placement dates, based on his or her own schedule
- Hours of the program: 9-5 weekdays (35 hours/week)

Placement Description
Organization description:

The mission of the Department of Economic Development is to build on New Haven’s advantages, by facilitating commercial development, attracting quality businesses and investment, and expanding employment opportunity, to create a model, modern, world-class city in which everyone who wants a good-paying, career-oriented job can find one. Economic Development pursues this mission by focusing on four specific objectives:

1. ATTRACTING & RETAINING QUALITY INVESTMENT: Securing public-sector investment and private-sector development partners that will build on New Haven’s advanced manufacturing, high technology, food processing, health care, and life sciences clusters.

2. DEVELOPING LOCAL JOBS & BUSINESSES: Providing small businesses, particularly minority-, woman-, and locally-owned small businesses, with access to resources to grow in New Haven, and preparing City residents of all backgrounds for sustainable employment opportunities.

3. REVITALIZING NEW HAVEN’S NEIGHBORHOODS: Fostering mixed-use development that accelerates the formation of distinctive, welcoming communities throughout the city; partnering with community stakeholders and accomplished developers to offer residents of all circumstances diverse, high-quality housing options; and promoting the growth of vibrant educational, artistic, and cultural amenities that enhance New Haven’s status as a leading recreational destination.

4. IMPROVING NEW HAVEN’S GLOBAL COMPETITIVENESS: Maximizing New Haven’s connection to the global economy, by crafting and promoting a distinct brand for the city as a strong alternative to New York and Boston for those seeking an exciting and fulfilling hometown; increasing Tweed-New Haven Airport’s appeal to major air carriers while respecting the East Shore’s quality of life; and enhancing our status as a regional transportation center by maintaining our successful stewardship of Union Station and supporting expanded rail connections to it.

Please write a 1-2 sentence summary of the work that the Fellow would be conducting:
• The Fellow will participate in all aspects of multidisciplinary community redevelopment projects in several of New Haven’s neighborhoods. He or she will work with Economic Development staff to design, organize, coordinate, implement, and complete interdepartmental initiatives that will enhance those communities’ commercial, infrastructural, and recreational attractiveness.

• Please write a complete description of the specific project you propose and list the duties/outcomes expected of the Fellow.

• The Fellow will help Economic Development staff with community and economic redevelopment initiatives that specifically impact New Haven’s neighborhoods, including, but not limited to, working on the following projects:

1. Assisting with planning, design and strategic implementation of the “New Long Wharf,” a series of interrelated strategies to advance the responsible growth of this important business district. Working with City staff and a design consultant, the Fellow will assist with completing a strategic economic plan; a design for streetscape improvements and improvements to Long Wharf Park; and a transportation plan.

2. With oversight from City staff, the Fellow will spearhead 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 our Finance Department in their annual meetings with the bond rating agencies. This project requires the Fellow to independently select and organize data that represents the City’s vision and achievements in the most favorable light.

3. Coordinating developer efforts to renovate older commercial properties in various neighborhoods, from Fair Haven to East Rock to Newhallville to Westville, into affordable housing stock.

4. Working with City staff and local volunteers to implement infrastructural and programmatic initiatives designed to mitigate geographic and social isolation in the West Rock neighborhood, in response to planning work conducted as part of the City’s effort to apply for the Federal Reserve Bank of Boston’s Working Cities Challenge grant program.

• Specific skills/experience required for the project:

  Required: strong writing and analytical skills; a solid grasp of basic quantitative/statistical methods; and proficiency in Microsoft Excel and Word.
Preferred: prior coursework in government/political science or urban/environmental/public policy.

- 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

- 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.

Over the years, Yale PPSF Fellows have performed a broad range of work assignments for the Office of Economic Development, including preparing project presentations, drafting proposed legislation for new development programs, organizing and monitoring arts and cultural activities, assembling development plans with finance, design, and community planning elements, and conducting customer satisfaction surveys of arts, cultural, retail, and transportation amenities:

- In 2014, our Fellow conducted, evaluated, and prepared a report on our annual Downtown Housing Survey:
  - He developed and issued an online survey for Downtown property owners;
  - He followed up with them by email and phone;
  - He conducted in-person interviews with them and other local real estate professionals to get a sense of the current market;
  - He compiled and analyzed the collected survey data;
  - He wrote a report with his findings:
  - He presented his findings to the City’s Economic Development Administrator, City Plan Director, and Director of the Livable City Initiative.

- In 2016, in addition to conducting our annual Downtown Housing Report, our Fellow worked on several projects, including inventorying Downtown public and private parking resources.

- In 2017 for our annual Downtown Housing Survey, our Fellow improved survey questions, verified and maintained communication with our contact list of property owners and managers, and analyzed their data using Excel. Notably, he increased our response rate, making the survey a better representation of downtown New Haven rental prices and vacancy rates. He even caught and fixed an inconsistency in the prior year report’s data analysis.
• In 2017, to support our new system to regulate mobile vending, our Fellow refined the design format for the lotteries, created necessary informational materials including various maps of specific vending areas, and reviewed vendor applications for mistakes, inconsistencies, and misrepresentations prior to the lotteries. He then worked with the vendors in both English and Spanish to correct these errors and to facilitate their valid, timely applications, payment, and liability insurance, and actively addressed complaints that arose throughout the process.

• In 2017, as part of a full revamping of the City’s website, our Fellow work directly with the web design consultant to help to design and edit our departmental webpages, researching and producing content to guide organizations from large corporations to small businesses on how to leverage City resources and assistance.