Proposal for Fellowship Placement • Summer 2020

- 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/gov/depts/ed/
- 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: Tuesday, May 26 through Friday, August 7, 2020
- Are placement dates flexible? If so, please describe: Yes, the intern may start or end earlier or later than the placement dates, based on their own schedule
- Proposed work schedule: 9-5 weekdays, with an hour per day for lunch (35 hours/week)

Placement Description

- Organization description:

The mission of the City of New Haven’s Office of Economic Development is to facilitate commercial development, attract quality businesses and 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. Economic Development pursues this mission by focusing on four specific functions:
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 to find and secure 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 State Street and Union Stations and supporting expanded rail connections to and through them.

• Please write a 1-2 sentence summary of the work that the Fellow would be conducting:

The Fellow will assist with all aspects of multidisciplinary community redevelopment projects in New Haven’s neighborhoods. They will work with Economic Development staff to design, organize, coordinate, implement, and complete interdepartmental initiatives that will enhance the commercial, infrastructural, and recreational attractiveness of these communities.

• Write a more 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 affect New Haven’s neighborhoods, including, but not limited to, the following projects:

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. Working with City staff, the Fellow will continue work on determining 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 will require 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. In 2018, seven New Haven census tracts were designated federal Opportunity Zones with the goal of spurring new investment in underserved neighborhoods. The Fellow will assist in ongoing attempts to promote this program by identifying and marketing potential properties within the zones. This will include creating marketing brochures, handling inquiries from potential developers, and developing a “best practices” playbook based on federal guidelines for development in Opportunity Zones.

5. Continue working to expand Tweed Regional Airport. The expansion process is at a pivotal moment, with the City having recently won an appeal 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 will also begin a master planning process in 2020 that
will require significant input from stakeholders. The Fellow will develop collateral material and engage in community outreach with residents, legislators, and other stakeholders that explains why expansion is critical for economic development in the region. They will also work on developing potential community benefits to residents impacted by airport expansion.

- List specific skills/experience required for the project:

  Required: strong research, writing and analytical skills; a solid grasp of basic quantitative/statistical methods; and proficiency in Microsoft Office suite. Spanish 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.

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

  n/a

- 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.

  Previous Yale PPSF Fellows have performed varied assignments for Economic Development, including preparing and giving presentations to both the community and City leadership, drafting proposed legislation for new 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, retail, and transportation amenities:

  - In 2017, to support our new system to regulate mobile vending, our Fellow refined the design format for lotteries, created maps of specific vending areas, and reviewed vendor applications for mistakes, inconsistencies, and misrepresentations. 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.
  - In 2018, our Fellow collected data and drafted an illustrated prospectus presenting information on the City’s new Opportunity Zones.
• In 2018, our Fellow analyzed tax assessment data to help Economic Development design and evaluate the impact of proposed changes to its Assessment Deferral Program for new development.
• In 2019, our Fellow created a detailed fillable form for developers interested in the City’s Opportunity Zones that currently resides on the department’s website.
• In 2019, our Fellow created detailed financial models on the viability of aforementioned TIF districts in several of New Haven’s prime redevelopment areas. The Fellow then gave presentations on these models at the highest levels of City government.
• In 2019, our Fellow created nearly 20 business profiles on local Black-owned small businesses for use on all City social media platforms during Black Business Month. These profiles generated some of the highest traffic Economic Development social media platforms have ever seen.
• In 2019, our Fellow developed the presentation to the City’s Development Commission on the worker-owned commercial laundry planned for Newhallville.
• In 2019, our Fellow worked directly with the City’s IT department to further revamp our departmental webpages. This included producing new content and layout to guide customers on how to leverage City resources and assistance.
• In 2019, as in previous years, our Fellow aided with all department press events including drafting remarks and “run of show” as well providing logistical support to ensure a successful event.