



2017 Municipal Intern Program Selected Projects

Ambridge Borough

600 11th Street

Ambridge, PA 15003

This workplace is accessible by public transit.

Project Title: Development and Implementation of the Ambridge Business Investment Strategy Plan

OVERALL GOALS: The goals of this project are to develop and implement a Business Investment Strategy Plan that focuses on Ambridge's Downtown and Historic Districts. This effort will include, but is not limited to the following tasks and projected goals:

1. Determine regional and national resources that reach potential investors with interest in historic district communities and traditional downtown cores; develop comprehensive contact spread sheet for resources.
2. Develop ways and materials to promote the Ambridge Historic District (AHD) and Downtown Ambridge (Merchant Street corridor) in regional, national and local resources:
 - o Create electronic flyers
 - o Design informational fact sheet which is easily updated and refreshed
 - o Develop and write blogs, profile stories, newsletters and testimonials that can be used for traditional and social media channels
3. Identify entrepreneurial businesses; incubators and local college entrepreneurs. Implement methods to reach for opportunities in Ambridge (Pop-Up's, Open House of target properties). Develop comprehensive contact spread sheet.
4. Develop and push out consumer and business messages; Ideation from AHD Facebook followers, Ambridge Regional Chamber of Commerce, Ambridge Downtown Development Committee, Borough Council / Mayor / Manager.
5. Determine and implement requirements for YELP and TripAdvisor presence; identify method for ongoing promotion.
6. Document output of above efforts as legacy.
7. Create a working database in a format for available (for sale/for lease) commercial properties in the Merchant Street Corridor and the Historic District that could be maintained beyond the internship and by the Borough and Historic District where appropriate. Data would include commercial square footage, best use, price (lease/sale), contact info, etc.

All documentation, spread sheets and marketing materials developed with readily accessible software for evergreen efforts.

COMMUNITY IMPACT: The Borough of Ambridge is entering into a new era, almost a renaissance of a town on the rebound. Since the decline of the steel industry in the 1980's, Ambridge has struggled with financial distress, blight, population migration, crime, commercial vacancy and other common issues shared by the traditional



2017 Municipal Intern Program Selected Projects

rivertown communities in the nation's rustbelt. In the past two years, the Borough Council and community volunteers have been able to make a difference in shaping a new future for Ambridge. There is a renewed interest in the traditional downtown cores by the millennial generations and Ambridge is unique that it is home to not only one of Western Pennsylvania's largest main streets but also a National Register Historic Landmark District with Old Economy Village. There has been many new businesses opening up in the community, the Trinity School for Ministry is expanding, the Borough has achieved financial stability, and recently there have been key investments in public safety, infrastructure and improving our Downtown. The Borough is in the design process of developing a streetscape project that will improve the downtown in 2018, and rewrote its zoning regulations last year to bolster the right businesses for the downtown. For the historic district, in recent history, the Borough reestablished its Historical Architectural Review Board, its Community Development Corporation received grant funding to help new businesses flourish, the streetscape project in the Historic District has been upgraded with green technologies such as improved LED street lighting and there has been a commitment from the Commonwealth to invest over four million dollars into site improvements at Old Economy Village. Both Ambridge's Downtown and Historic District groups realize that now is the time to develop, implement and invest in a marketing strategy to promote the many great things going on in Ambridge, not just crime issues one sees on television. This intern program is key to our success for the region to realize the amazing work going on in Ambridge and use it to leverage investors to come and see the opportunities that exist here. The Borough has affordable housing, affordable properties, is strategically located 15 miles from Downtown Pittsburgh and off of major highways; if we create a uniform strategy to identify resources and promote the opportunities, it can result in a legacy of continued success and community advancement.

LEARNING OUTCOMES: Through an internship with the Borough of Ambridge creating and implementing our Business Investment Strategy the intern will have the opportunity to gain the following skills and knowledge:

- Understanding and experience working in a National Register Historic Landmark District, understanding of Historic District use and design regulations.
- Collaboration skills with non-profit organizations by creating a program that works with both the local government and neighborhood organizations such as the Ambridge Historic District Economic Development Corporation and the Ambridge Regional Chamber of Commerce
- Experience working in a local government office, shadowing and working closely with the Borough Manager.
- Experience identifying funding sources both public and private.
- Gain experience and specialization in community marketing, social media and working with local entrepreneurs



2017 Municipal Intern Program Selected Projects

- Gain experience identifying blight with Borough Code Staff and working with property owners, real estate agents and property managers on inventorying commercial spaces that are available for new business.
- Gain community relation skills promoting ongoing public improvement projects in districts.
- Intern will be part of large scale streetscape improvement design / community input process.

UNIQUE LEARNING ENVIRONMENT: Ambridge is a unique community. Settled in 1824 along the banks of the Ohio River as the third and final home of the Harmony Society, the Borough of Ambridge was incorporated in 1905, named after the American Bridge Company. The 1.7 square mile community is home to 7,100 residents, 21 churches that represent the diverse ethnic fabric of its citizenry, four public parks, the Laughlin Memorial Public Library, countless unique specialty shops including antique stores, family owned restaurants, bed and breakfasts, a hotel, a National Historic Landmark District and Old Economy Village. Strategically located off of PA Route 65, 51 and having its own named exits on I-79 and I-376, Ambridge is readily accessible to enjoy the many public events held throughout the year within the community. Ambridge is a community worth visiting and exploring its "proud past and bright future."

Ambridge Borough has direct Port Authority Bus transit from Pittsburgh to Ambridge. There is a bus terminal and park and ride facility located adjacent to the Borough Building complex on 11th Street. Ambridge is the only community Port Authority of Allegheny County has bus transit to in Beaver County.

Our intern would gain a unique experience unlike any other working in a community showcasing and creating a strategy to promote and develop a municipality that is routed around a 19th century historic site and village. The intern would play an important role developing a future for a community that is reinventing itself, rebuilding and creating a new image for its citizenry to be proud of. The Borough and its volunteer groups see the need for a Business Investment Strategy so that our public improvements and investments in the downtown leverage new businesses to come fill existing vacancies, attract millennials to invest in and reside in our walkable livable town, and to attract tourists and customers to our unique shops, attractions and community events.



2017 Municipal Intern Program Selected Projects

Baldwin Borough

3344 Churchview Avenue

Pittsburgh, PA 15227

This workplace is accessible by public transit.

Project Title: Sanitary System and Building Inspection Program Evaluation

OVERALL GOALS: Analyze effectiveness of current regulations in order to improve the rate of compliance. The regulations the intern will evaluate include a sanitary sewer consent order, residential and commercial safety regulations, and the Municipal Separate Storm Sewer Program. This goal will be accomplished by collaborating with municipal officials on the following;

- Investigating the current rate of compliance on the municipality's sanitary ordinance. This involves the analysis of sanitary sewer reports and possibly updating the testing and inspection reports that the municipality can provide to engineers and plumbers. The ability to assess the effectiveness of the sewer and storm ordinance reflects the objectives that Pennsylvania's Department of Environmental Protection (DEP) had in mind when crafting the consent orders in question. The intern's work will be included on reports to elected officials and the DEP so they can know how much of a positive effect is felt by the community's environmental programs.
- Evaluating current programs and regulations utilized by the municipality's building department in order to maximize the efficiency of the department. The numerous regulations that are under the jurisdiction of the code enforcement department effect the ability to fight blight, to maintain a healthy real estate stock, and to keep all of the municipality's commercial establishments up to date on annual safety checks.
- As part of a region-wide initiative to increase transparency and improve our local effectiveness, we are currently working to share our data on a public interface. The intern will work to make sure any and all data entered is accurate in order to implement the most efficient and strategic management of municipal services.

COMMUNITY IMPACT: The LGA intern's impact on the Borough will be felt by the administration, the elected officials, and by the residents. The work on sanitary and storm sewers will optimize the environmental programs in place, alleviating the Borough's current systems from any and all non-compliant property owners. If the Borough can show its elected officials and the DEP the positive impact from the programs in place, we can reduce the taxes spent on sanitary projects. The problem of old, over-burdened sewer systems is a common story in this region of Pennsylvania and the positive impact of removing storm water from the community's sewer system is necessary for our shared waterways.

Assessing code enforcement department programs will prove to be beneficial by:



2017 Municipal Intern Program Selected Projects

- Improving the rate of compliance with all the Borough's codes including property maintenance, rental registration, fire safety inspections, property transfer inspections, and storm water management;
- Educating the community on current standards and regulations that protect the environment, protect their property, and comprehensively guides the way the administration operates the Borough;
- Increasing the municipality's ability to hold those not following regulations accountable, like rental properties that did not go through the proper registration process. This protects the tenants from unsafe conditions and the surrounding properties from being adversely effected by a blighted property.

LEARNING OUTCOMES: There is a strong emphasis on local community engagement with the students targeted by the Local Government Academy and since this project's outcome overlaps numerous roles of the Borough, the intern will be able to learn the administrative roles of every department. The municipality's capacity to teach a student the operations of local government is invaluable. The topics covered in a university curriculum will be easily applicable to everything covered by this project and it can provide irreplaceable experience with government and government policies. Projects like this one provides participants knowledge of best governing practices by directly effecting the finance department, public works department, code enforcement department, and the Borough as a whole.

UNIQUE LEARNING ENVIRONMENT: Our community is large, welcoming, and relatively diverse. Our municipality directly borders the City of Pittsburgh and its universities, which would be convenient to any interns who will participate. The intern will spend 12 weeks as an important part of the administration because of their exposure to all the different departments effected by this project.

The programs in place in the Borough can provide important experience and insight to any intern selected. Because of our positive past experience with effective LGA interns, we understand the expectations and goals for this experience. Our small staff can work independently with the intern to share thoughtful insight and worthwhile collaboration. We aim to offer an independent learning environment that fosters creative solutions and innovative ideas.



2017 Municipal Intern Program Selected Projects

Braddock Borough

415 Sixth Street

Braddock, PA 15104

This workplace is accessible by public transit.

Project Title: Capital Plan Fund

OVERALL GOALS: Braddock Borough is in need of a plan to make capital improvements to the borough building and to develop of funding plan for making the improvements. This plan will address the antiquated boiler system and the energy inefficient windows and doors of the building. To replace the boiler and to make these necessary window improvement is likely to be extremely costly and the capital plan process will address both the cost of what is needed and the funding plan to pay for them. This plan will also include the maintenance for the Civic Plaza. At this point, 65% of the funding has been secured so the plan will concentrate on the remaining parts of the project. These include Braddock's main street facade, street lighting and an any asphalt work needing to be done in the near future. The ultimate goal of the internship is to have a comprehensive funding plan for these capital improvements for presentation to Borough Council .

COMMUNITY IMPACT: We believe that continued road and main street improvements encourage business development which, in turn, encourages business development, increased job opportunities and tax revenue for the Borough. More people might be encouraged to live and work in the area which stimulates housing growth. Having a plan informs the residents that the Borough is being proactive and not just reacting to costly issues as they occur.

LEARNING OUTCOMES: The intern will have the opportunity to work with the community and the local government to identify the steps and act on them necessary to the development of a capital plan and to work within the laws governing an ACT-47 Community as defined by to the Department of Community and Economic Development. The intern will also gain experience useful in developing professional experience for future job opportunities as well as building a network of contacts for future reference.

UNIQUE LEARNING ENVIRONMENT: The Borough of Braddock is in a resurgence of growth. New businesses are coming into the area and plans for a beautiful Civic Plaza are in the works. Braddock is also a part of the feasibility study being done to develop and build a bicycle and pedestrian walk way/trail, connecting the trail from Homestead, through Rankin, Braddock, North Braddock, East Pittsburgh and Turtle Creek. We are affiliates with the University of Pittsburgh's Public Health program to



2017 Municipal Intern Program Selected Projects

develop a Workwalk, a identified walking route through the borough emphasizing the opportunity to encourage walking for employees and families in the Borough.



2017 Municipal Intern Program Selected Projects

Brentwood Borough

3624 Brownsville Road

Pittsburgh, PA 15227

This workplace is accessible by public transit.

Project Title: Ten Year Capital Improvement Plan

OVERALL GOALS: The Borough of Brentwood is a member of a highly competitive marketplace. In order to attract new residents or businesses from a limited local supply, the community must work diligently to differentiate itself from, in Allegheny County alone, 129 other distinct municipalities. Over the prior decade, successful Borough Councils have demonstrated a willingness to make targeted financial investments in professional staff, ordinance and procedural improvements, and facility upgrades in order to improve the quality of services that can be provided to prospective citizens. Officials are motivated to continue with these significant improvements but also recognize the deleterious impacts that unwise spending could have on its residents. In the near future, Brentwood may issue a general obligation bond for a new municipal building, which will cause the community to reach its borrowing limit; similarly, due to the moderate average income of Borough households, it would be imprudent to fund improvements with any near term tax increases.

Brentwood is seeking to improve the efficiency in the allocation of scarce resources toward capital projects while still retaining its operational capacity. In order to achieve this goal, the Borough is proposing to implement its initial Ten Year Capital Improvement Plan (CIP). Although once the exclusive province of large cities and special purpose authorities, a CIP can serve as a critical guide to a small municipality that faces a combination of aging infrastructure, significant unfunded state and federal mandates, a growing elderly population, and limited physical space for revenue boosting development.

Our Borough is seeking the assistance of an engaged and enthusiastic graduate intern to draft this vital policy document. The project would consist of several unique phases that would lead to the formulation of a plan that will be annually reviewed as an integral part of the budgeting process. The selected student would first help to set the parameters for the implementation of a successful CIP. Discrete tasks would include researching best practices for conducting planning sessions and displaying data, reviewing existing policy texts to ensure that the plan is aligned with strategic goals, and developing a system for quantitatively ranking various capital improvement options. Second, the intern would collect critical data in preparation for the formation of the plan. This portion of the project will entail documenting the conditions of current capital assets, surveying staff to determine capital wants and needs, aiding the Borough Manager and other relevant employees with the development of reasonable cost estimates, and assisting with the ranking and categorization of projects in accordance with funding expectations and policy goals. The final phase of the project



2017 Municipal Intern Program Selected Projects

will involve the creation of a draft CIP for the review of Council. The student will craft narrative justification statements for each project, which will include cost-benefit analyses where feasible. The intern will also research potential outside funding sources using eCivis grant software. After crafting the final draft CIP, the selected individual will have an opportunity to develop a presentation and interact with elected officials in regard to the proposal.

A detailed work plan is as follows:

Phase I: Preliminary Research & Design

- Review of existing policy documents: An effective CIP must reflect the economic and political realities of the community, and it must be compatible with the policy goals of its members. The intern will explore pertinent documents, including the municipal strategic plan, citizen survey data, and budgetary workshop minutes. Data gathered from these items will be utilized to evaluate the compatibility of each proposed capital project or purchase with policy priorities.
- Review of existing infrastructural plans and analyses: Brentwood has already utilized five-year forecasting to enhance the probability that consistent allocations will be provided for certain capital projects, such as roadway and sidewalk improvements. Additionally, the Borough possesses engineering surveys and departmental studies that provide information on the conditions of facilities and other physical plant. These documents will provide a baseline for analyzing those capital needs that are already known to Borough officials.
- Review of best practices: The intern will perform a brief examination of both relevant academic publications and CIPs from peer municipalities. This portion of the project will familiarize the intern with techniques that have been successfully applied to the development and implementation of public sector CIPs. Recommendations to management for improving on our template for creating this financial blueprint are welcomed and encouraged.
- Development of evaluation model: A poorly designed capital planning process is vulnerable to producing a document that is little more than a departmental "wish list." Brentwood is interested in devising a scorecard that will allow each proposed project or purchase to be analyzed using a consistent set of factors. In addition to the upfront price tag, the model should incorporate elements such as relevance to strategic goals, alignment with state and federal mandates, long-term operational costs, and impact on resident quality-of-life. The development of a relatively brief and straightforward method for quantifying the effects of projects and purchases will add value to the CIP; the scorecard will provide a framework to help elected officials prioritize capital decisions when faced with budgetary limitations.

Phase II: Review & Evaluation of Capital Proposals

- Analysis of existing equipment and similar assets: In accordance with statutory auditing requirements, Brentwood maintains an inventory of capital assets and their current values based upon depreciation calculations. While this data is crucial in the event of an insurance claim, it is not representative of the true operating conditions of



2017 Municipal Intern Program Selected Projects

these items. The intern will visit each department with staff to review the status of equipment, tools, vehicles, and other fungible assets. Defects or other special circumstances will be documented and entered into the capital management portion of our financial software so that this analysis can be performed annually. This exercise is not designed to be comprehensive; rather, its purpose is to foster the sharing of information. By centralizing data that is currently not documented and known only to the individual department heads, the Borough will be able to estimate the true remaining lifespan of capital items.

- Survey of department heads: In drafting the CIP, a broad mix of proposed purchases and projects must be considered. The intern will work with the Borough Manager and department heads to solicit suggestions for inclusion in the plan. This portion of the project will ensure that the CIP is not just a reiteration of items that have previously received formal Council approval but that the document also considers the pressing operational needs of staff as well as “outside the box” ideas that may warrant further investigation.
- Exploration of costs and lifespan: The intern will work closely with the Borough Manager, Public Works Department, and other staff to determine the financial impact of each proposal. Where available, the intern will have access to engineering analyses or other professional estimates. Best practices will be utilized to estimate the usable lifespan of each asset.
- Categorization of projects: The selected student will continue to assist the Borough Manager by working to systematically rank and categorize the proposed projects in accordance with the evaluation model. This section is designed to ensure that fundamental projects become the centerpiece of the CIP but that Council has access to a “buffet” of viable policy options.

Phase III: Plan Development

- Cost-benefit analysis: A compelling narrative can open the eyes of even the most reluctant elected official. The intern will be asked to provide a brief justification for each project. Operational or other future costs for the asset should be noted, while the overall benefit of completion should be succinctly explained.
- Funding analysis: Several options are available for funding suggesting purchases. The Borough seeks to maximize the amount of capital spending that can be completed by using a “pay-as-you-go” model; similarly, Brentwood seeks to defray direct costs by aggressively applying for funding from outside sources. The municipality is presently under contract with software vendor eCivis for grant research and management. The intern would be asked to identify potential grant opportunities, particularly from foundations and other nontraditional entities. Brentwood is particularly interested in identifying grants that require a low municipal contribution but have a high and immediate impact, such as police or recreational equipment funds.
- Creation and presentation of plan: The intern will organize an initial draft of the proposal for review by our elected officials. The individual will be invited to join in a



2017 Municipal Intern Program Selected Projects

presentation of the proposal at a meeting of the Council Administration & Finance Committee.

COMMUNITY IMPACT: The creation of a Capital Improvement Plan will fundamentally alter the nature of capital asset acquisition in our community. Due to the complexity of capital projects, these items are all too frequently viewed through the myopic lens of a single fiscal year's budget. This document is designed to alter this outlook to a medium-term horizon. Such focus should shift elected officials and staff away from a reactive focus on immediate needs and toward a perspective that values strategic, sustainable investments. The use of a structured methodology for capital planning also conveys to our taxpayers that allocations have a policy rationale and are not the result of capricious political whims. The CIP will function as a living, functional document. While the process allows for flexibility, it also provides an important baseline, which prevents the Borough from having to restart the planning process from scratch if there is significant turnover among elected officials. Furthermore, a strong capital plan can also assist with the management of assets, as it promotes a proactive mindset of stewardship and preservation.

In addition to producing an immediate impact of increasing the efficiency of the budgeting process, over the long term, the CIP can also help to maximize the effectiveness of financial allocations. A well-designed plan can shift spending toward "just-in-time" replacement of assets that have reached the end of their usable lifespan; as a result, the Borough can reduce the need to devote dollars to making repairs to unsustainable assets. Additionally, the CIP can allow for the Borough to better adapt to the changing needs of the community, as this procedure provides a framework for determining how new programs or purchases can be implemented without damaging the fiscal health of the municipality. Better project planning has the potential to generate a massive positive residual effect on quality-of-life for local residents.

LEARNING OUTCOMES: By developing a Capital Improvement Plan for the Borough of Brentwood, the intern will receive an opportunity to apply abstract ideas from academic courses to concrete projects. Students from policy disciplines are known for their passion for their work, but these individuals frequently have a limited background in the financial aspects of public management. This exercise will provide an immersive lesson in budgeting, forecasting, and cash flow management. The initial developmental aspects of the project will challenge the research skills of the student and allow them to become familiarized with certain public sector best practices. Other aspects of the project, such as the implementation of the ranking methodology and the development of asset justification statements, will draw upon knowledge from policy analysis or similar classes.

This internship will offer firsthand exposure to the mechanics of policy formulation. The student will gain an understanding of the often arduous process of nurturing ideas into



2017 Municipal Intern Program Selected Projects

tangible results. Additionally, through interaction with representatives of all Borough departments, the individual will be able to fully observe the nature of operations in small local governmental environment.

UNIQUE LEARNING ENVIRONMENT: Brentwood Borough officials value the unique perspectives and talents that college interns bring to the municipal workplace. Our community has a strong track record of fostering the development of students for careers in public service. Prior interns have gone on to employment in government or the nonprofit field, and a current member of the Borough staff is a graduate of an internship with the municipality. Brentwood is organized via a very flat administrative structure, and department heads perform varied roles and must work collaboratively to provide services and complete tasks. The Borough gives its interns a chance to be a part of the cooperative structure and to directly observe its manifestation in effective policy outcomes. Furthermore, Brentwood believes in actively engaging its interns in the full scope of Borough operations. Consequently, the student will, where time permits, be afforded an opportunity to participate in a diverse array of upcoming tasks, such as setting meeting agenda items, reviewing language in the Zoning Code, and assisting with implementation of financial software.

Our municipality also is fortunate to have a group of elected officials who are willing to take strong stances for the betterment of the community. While it is certainly not anticipated that the CIP draft will eventually be adopted exactly as it is written, our Council has an appreciation for novel ideas, especially if evidence is provided of positive outcomes for municipal residents.

Additionally, the intern will also be joining a Borough that is in a state of revitalization and will be completing a project that is essential to sustaining this positive momentum. The community contains a unique composition of urban and suburban traits in its built environment. Younger generations of Americans are increasingly seeking to reside in areas that are densely populated and are accessible by non-vehicular forms of transportation; however, this trend has caused a dearth of affordable and desirable housing, even in a metropolitan area that traditionally contains a large stock of reasonably priced units.



2017 Municipal Intern Program Selected Projects

Buffalo Township Municipal Authority

707 South Pike Road

Sarver, PA 16055

This workplace is NOT accessible by public transit.

Project Title: Enhancement of Communication Tools with Our Customer Base

OVERALL GOALS: We are in desperate need of a creative and talented individual to enhance the way we interface with our customers by improving our communication tools. Not only is our website lacking in functionality, but our mass emergency notification system through Swift Reach 911, which is a state requirement to employ this type of system, only has 141 users registered out of 2,810 customers. We are hoping an "out of the box thinker" will join our team and improve our customer reliability by designing and implementing a user-friendly and informative website, linking our emergency notification system and possibly online bill pay to this website - one stop shopping for water and sewage services!

COMMUNITY IMPACT: The area we serve is a rapidly-growing residential community with busy working families. Having the ability to receive notifications, make payments, and be informed of emergencies or outages at our customers' fingertips would be a great benefit and convenience to our community. Utilizing communication tools to post notices would reduce the cost of postage and the use of paper. In addition, enhancing our emergency notification system would allow the Authority to meet state regulations while providing our customers with the knowledge of an ongoing emergency situation or expected outage.

LEARNING OUTCOMES: Not only would our intern develop his or her creativity, but he or she would foster the ability to work as a team. Skills that will be enriched include website design and working with computers. Our intern would learn first-hand about state and federal regulations of drinking water and wastewater, management and rules of an Authority, mass emergency notification systems, GIS mapping. Our intern would represent the Authority (with the Manager) at various meetings.

UNIQUE LEARNING ENVIRONMENT: As previously mentioned, our community is a growing area with so much opportunity. Speaking personally from someone who just recently started working for this Authority, the staff and customers are wonderful! They want to see someone succeed rather than fail and have been very supportive. I can assure that our intern would be treated with the same respect.



2017 Municipal Intern Program Selected Projects

Canton Township

655 Grove Avenue

Washington, PA 15301

This workplace is accessible by public transit.

Project Title: Emergency Management Implementation

OVERALL GOALS: To assist in planning and implementation of Canton Township's Emergency Management Plans and Emergency Operations Center. Assessing hazards of businesses and special needs residents in Canton Township. Working along with and local organizations, churches, groups in identifying shelters within Canton Township. Assisting in the completion of information needed for implementing Canton Townships Emergency Alert System. Also working with local business owners on mutual aid agreements

COMMUNITY IMPACT: An Emergency Management Operations plan and Operations Center is required in each Pennsylvania municipality. The intern would help expedite the completion of an Emergency Operations Center and also helping to establish and or identify shelters in Canton Township. This would be a tremendous asset to the community, it would help prevent loss of life and property in the event of an actual emergency.

LEARNING OUTCOMES: The intern would learn how government works in the local community with the resident, the businesses, paperwork and protocols for mutual aid agreements, emergency services and how they work within local government.

UNIQUE LEARNING ENVIRONMENT: Canton Township is a community of 8,897 residents, 4307 homes, 14.9 square miles of Residential, Agricultural, Commercial, and Industrial areas, over 200 businesses ranging from convenience stores, hotels, to a Specialty plate steel mill. Canton has a wide range of areas that need covered and unique areas that need addressed in the Emergency Management Implementation. Most of the communities do not have a functional Emergency Operations Center and alert system, I would like to see Canton not follow the example but set the example in local government emergency management implementation.



2017 Municipal Intern Program Selected Projects

Chartiers Township
2 Buccaneer Drive
Houston, PA 15342

This workplace is NOT accessible by public transit.

Project Title: Planning Department Record Management System Development

OVERALL GOALS: The goals of this project is to create a logical system to manage the files generated as a result of the subdivision land development process. The intern will help create a system that will make filing not only uniform but also easily accessible. We anticipate creation of a mirrored database to accompany the paper filing system that is searchable thereby increasing efficiency. The system developed will be used for current and future development plans to grow as the Township grows. We are currently overwhelmed by documents for the mere reason that the plan files lack a system of organization. The plan developed and implemented for this project will serve to help the Township understand what we have in terms of land developments and make the file content information meaningful. Additionally, we have some land development ordinances that need to be updated and doing so will help the Township come into compliance with the MPC and be better equipped to deal with growth.

COMMUNITY IMPACT: As a new growth community, Chartiers Township is struggling with managing our land development process and documents. The system developed will serve as a building block to help manage community growth and the effectiveness of the staff in managing current and future land development plans. Amending the land development ordinances will help the Township improve our regulations to better handle development and improve our community planning.

LEARNING OUTCOMES: The intern will be hands on in learning the multitude of documents, reports, studies and requirements that go in to land use in Pennsylvania. We will help the intern familiarize his or herself with the Pennsylvania Municipalities Planning Code and Township land use ordinance. The intern will be invited to attend Planning Commission and Board of Supervisors meetings. He or she will help staff shepherd land developments through the process and gain understanding of the steps of land development in PA. We will also help the intern understand land use regulations and how to prepare and amend ordinances. His or her assistance in the drafting of ordinance amendments will provide a key municipal skill set that is not learned in school, but by doing in practice. Additionally, we will generally strive to include the intern and introduce him or her to all aspects of local government operations to give him or her a diverse local government experience.



2017 Municipal Intern Program Selected Projects

UNIQUE LEARNING ENVIRONMENT: As a new growth community, Chartiers is facing a set of circumstances that is universally experienced by communities across the country, not just in Pennsylvania. The exposure that the intern gets to the land development issues we are facing are highly translateable to any community in which they may seek to work. Chartiers Township is well situated for growth and we are currently experiencing several planning influences: new residential development, commercial redevelopment and oil and gas related development. This will serve as good training ground for the intern to learn these concepts in a manageable way.



2017 Municipal Intern Program Selected Projects

Churchill Borough

2300 WILLIAM PENN HIGHWAY
PITTSBURGH, PA 15235

This workplace is accessible by public transit.

Project Title: DATA BASE/COMMUNICATIONS CONSULTANT

OVERALL GOALS: THE BOROUGH WOULD LIKE TO FOSTER BETTER COMMUNICATION WITH AND AMONG THE RESIDENTS. THE INTERN WOULD BE REQUIRED TO CONDUCT A SURVEY TO DETERMINE THE WANTS/NEEDS OF OUR POPULATION OF JUST OVER 3,000. AFTER AN ASSESSMENT, THEY WOULD DESIGN AND IMPLEMENT A DATA BASE TO INCLUDE E-MAIL ADDRESSES AND OTHER PERTINENT INFORMATION FOR FORMS OF COMMUNICATION.

COMMUNITY IMPACT: WE LIVE IN AN ENVIRONMENT WHERE MOST PEOPLE DON'T KNOW THEIR NEIGHBORS EXCEPT TO CORDIALLY WAVE AND SAY HELLO. THE SOCIAL IMPACT WOULD BE TO SERVE AS AN ORGANIZER AND COMMUNICATOR FOR NEIGHBORS AND FAMILIES TO REACH OUT AND FEEL MORE CONNECTED TO WANT TO SOCIALIZE WITH EACH OTHER.

LEARNING OUTCOMES: -UNDERSTAND LOCAL GOVERNMENT'S DAILY OPERATION AND COMMUNITY RELATIONS
-BUILD UP PROBLEM-SOLVING MINDSET AND ABILITY IN A FAST-PACE WORKPLACE
-UNDERSTAND CUSTOMER SERVICE AND DEAL WITH RESIDENT RELATIONSHIPS IN A BETTER WAY BY HANDLING MULTI-TASKS AND DEEPLY INVOLVING INTO THE COMMUNITY
-FIND OUT THE IMPORTANCE OF EFFICIENT COMMUNITY COMMUNICATION AND STRONG SOCIAL IMPACT IN TERMS OF PRACTICAL URBAN AFFAIRS
-LEARN EFFECTIVE DATABASE MANAGEMENT METHODS
-IMPROVE PRACTICAL SKILLS OF DATA STUDY AND ANALYSIS , PROJECT IMPLEMENTATION AND OUTCOME ASSESSMENT

UNIQUE LEARNING ENVIRONMENT: TO UNDERSTAND LOCAL GOVERNMENT DAILY OPERATIONS AND COMMUNITY RELATIONS.
WE ARE A SMALL BEDROOM COMMUNITY, HOWEVER, WE HAVE TWO AREAS THAT ARE RIPE FOR POTENTIAL MAJOR DEVELOPMENT THAT COULD INVOLVE ACQUIRING YOUNGER FAMILIES TO MOVE HERE AND RAISE THEIR FAMILIES. THOSE SITES ARE THE FORMER WESTINGHOUSE AND CHURCHILL COUNTRY CLUB PROPERTIES THAT ARE IN NEED OF DEVELOPMENT.
WE WANT TO ESTABLISH THE BOROUGH AS A FRIENDLY, BEAUTIFUL, ENVIRONMENTALLY CONSCIENTIOUS NEIGHBORHOOD FOR PEOPLE TO WANT TO LOCATE HERE. WE ARE CENTRALLY LOCATED TO THE PARKWAY, BAKERY SQUARE, OAKLAND, DOWNTOWN AND THE AIRPORT.



2017 Municipal Intern Program Selected Projects

East McKeesport Borough

907 Florence Avenue

East McKeesport, PA 15035

This workplace is NOT accessible by public transit.

Project Title: Consolidation/Modernization of Community Records and Business Reinvestment Action Plan

OVERALL GOALS: There are two main objectives that the intern will be tasked with completing over the summer. The first is to consolidate and modernize the record keeping of the Borough. The intern will be asked to assist with the organization of historical files within the Borough and create a filing system of records that can be used by the manager and council.

The second part of the internship will be to capture and create an action plan for our business district corridor. The Borough of East McKeesport was awarded grant funding from the Redevelopment Authority of Allegheny County to hold an Open Streets Day event, which will take place on June 3rd. While the event will be an opportunity to bring residents and families from the community together, we also hope it will be a catalytic event for our borough. A PopUp! Business District will be held with local vendors. We will request the intern capture the energy from the event to develop and implement an action plan for reinvestment. Ideally, we hope there will be interest from vendors that participate in the event to think about opening shop in one of our vacant storefronts.

COMMUNITY IMPACT: Assisting with the record keeping activities, and prioritizing historical documents, will help the Borough administration in its efforts to focus on key issue areas for the community. These areas of focus include code enforcement, community revitalization, attracting new small businesses and highlighting community assets (walkable community, parks, access, etc.)

The development of the action plan will have economic, environmental and social impacts on the community. The code enforcement and business district reinvestment efforts are all geared towards improving the economic conditions of the borough. Organizing and developing strategies which include code enforcement can help to stabilize (and even increase) property values, create an attractive community, and hopefully lead to reinvestments. Secondly, the business corridor is a gateway and a physical connector between green assets and community parks. These green and active assets complement a revived business district and vis-a-versa. These economic and environmental strategies lead to higher quality of life for our borough residents. We feel organizing and prioritizing our documents and efforts, coupled with the development of an action plan will create positive change within our community.

LEARNING OUTCOMES: By reviewing, prioritizing and organizing Borough documents, the intern will be able to gain an understanding of all the intricacies of operating a local



2017 Municipal Intern Program Selected Projects

unit of government. There are many moving pieces to managing a community and the borough manager will help teach and guide the intern.

The organizational system that they develop will help to inform the work that will need to be completed for the community action plan. We hope the intern will learn about community development, strategies for effective code enforcement, municipal management, redevelopment funding opportunities amongst other important municipal topics. The Borough manager is committed to ensuring the intern has a worthwhile learning experience.

UNIQUE LEARNING ENVIRONMENT: The Borough of East McKeesport has been considered a model of a well-managed unit of government with limited resources and capacity. With only one full time administrative staff member, the intern will become an integral part of the office and decision making process. Furthermore, the Borough has hosted two LGA interns in the past (2010 and 2012), and their experience in our community has served as a springboard to careers in local government and community development. We want the intern to be successful during their time with us, but we also support personal and professional development opportunities that will enable them to be successful in their future endeavors.



2017 Municipal Intern Program Selected Projects

Edgeworth Borough

301 Beaver Street
Edgeworth, PA 15143

This workplace is accessible by public transit.

Project Title: Digital Street Tree Inventory

OVERALL GOALS: The goal for this program will be to create an all-encompassing local government experience for the LGA Intern with an overarching goal of ushering in an era of digitization by creating a searchable data base for all Borough street trees. This internship will give the candidate an opportunity to experience local government in action while also helping to propel our community's street tree inventory into a GIS based searchable database. Further, the intern will work intergovernmentally as the GIS component of the project will be administered through work with the affiliated Council of Governments. This intergovernmental approach will provide the student with technical support and peer support from the other municipalities and interns implementing similar data programs. The finished project will include one searchable data base in which each Borough owned street tree can be identified by location and species, categorized by size and height, and lastly rated by health and structural integrity, all with the click of a mouse. The candidate will also have the opportunity to immerse themselves in side projects, including working with the Borough Manager and Administrative Assistant to develop a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis with various department heads, and will have the option to attend Borough Council Meetings to see local governing in action. The experience will be as flexible and as immersive as the candidate desires for it to be.

COMMUNITY IMPACT: The candidate for this position will have an immediate impact on the Borough. The candidate's knowledge of GIS and Arboriculture will lead to the creation of an innovative and comprehensive data base that will improve the efficiency and effectiveness of street tree management. The economic, social and environmental benefit of our municipality's natural infrastructure will be better protected. Further, working intergovernmentally, this project serves as a role model for other communities in our region—learnings shared will accelerate projects in neighboring communities that likewise produce community and ecological benefit. The work of the candidate will be tangible and will have an immediate impact on the community.

LEARNING OUTCOMES: This project will provide invaluable hands on experience in the field of local government and provides an opportunity for the candidate to make an immediate impact on a historic community. Gaining knowledge and experience in the field of local government can be a challenge. This program will serve as a building block for the candidate and will give the individual a chance to experience this



2017 Municipal Intern Program Selected Projects

rewarding field first hand. The candidate will be exposed to the Borough's Zoning Ordinance, the Pennsylvania Borough Code, and much more. The candidate will have the opportunity to work with a professional certified arborist in order to properly identify, measure, and categorize the various street trees within the Borough. The overall goal for this program will be to provide the candidate an opportunity to apply their knowledge and skills in fields such as GIS, Public Administration, and Arboriculture in a hands on local government setting to help propel the Borough into the age of digitization.

UNIQUE LEARNING ENVIRONMENT: Our Borough began as a trend setting community at the turn of the 20th century becoming the very first municipality in Pennsylvania to implement the Council - Manager form of government. Since then our municipality has grown into one of the most highly regarded residential communities in the region. This innovative project will again place our municipality at the forefront of challenging the norms of local government. Our community treasures its abundance and variety of mature street trees and the interconnected sidewalks that link the neighborhood together and contribute to our welcoming character. Preserving our natural resources is of utmost importance to leaders of our Borough. We hope to advance the future of local government in the region by providing an opportunity for an interested candidate to learn firsthand how rewarding as well as challenging a career in local government can be. The candidate will have the opportunity to make an immediate impact on the community and will help develop a system that will be implemented and used for many years after the program has concluded.



2017 Municipal Intern Program Selected Projects

Elizabeth Township
522 Rock Run Road
Elizabeth, PA 15037

This workplace is NOT accessible by public transit.

Project Title: Development and Implementation of the MS4 Program in Elizabeth Township

OVERALL GOALS: The overall goals of the project will be to complete an MS4 (Municipal Separate Storm Sewer) map, collect data from outfall GPS points, organize inspection, education and training records, create pamphlets for MS4, organize public outreach and delineate watersheds for their outfalls.

COMMUNITY IMPACT: With the development and implementation of the MS4 Program in Elizabeth Township, our employees and residents will be educated on pollution prevention and the importance of managing MS4. Our community will be a healthier and a more beautiful place to live enhancing the quality of life for our residents.

LEARNING OUTCOMES: Upon the completion of the Development and Implementation of the MS4 Program in Elizabeth Township we would hope that our intern has achieved a new found understanding of MS4 that will benefit them in their future career.

UNIQUE LEARNING ENVIRONMENT: Elizabeth Township would be an ideal site for an intern to develop and implement a plan for MS4 because we currently do not have a plan in place for the evolving requirements. The 26 square miles of the Township is made up of businesses, homes, farms and recreation. With the diverse composition of the community, it will enhance the learning experience of the intern.



2017 Municipal Intern Program Selected Projects

Greenville Borough

125 Main St

Greenville, PA 16125

This workplace is NOT accessible by public transit.

Project Title: GIS Mapping Project

OVERALL GOALS: The intern will compile as much information as possible and enter it into our GIS system. The intern will need to have a fairly good working knowledge of current GIS software. This data will help provide recommendations for policy considerations that can be implemented in an effort to create a more effective government.

COMMUNITY IMPACT: Over the years the Borough has struggled to accomplish some of the much larger tasks in the recovery plan due to manpower. The Municipal Intern will play a vital role in helping the Borough overcome this problem. The data that the intern will collect, will be entered into our new GIS program. This data includes; road conditions, street signage conditions, storm water inlet locations and conditions, outfall locations and conditions, etc.

LEARNING OUTCOMES: The intern selected for this project, will gain valuable knowledge of data collection and using it in a real world GIS system. As the intern progresses with this project, the Borough Manager will provide weekly goals and will meet periodically to go over the results of those goals. This will help the intern better understand what is needed from the Borough and for the Borough to get exactly what they need from this project.

UNIQUE LEARNING ENVIRONMENT: The Borough of Greenville has worked very diligently over the last several years to better position itself to exit ACT 47. One area we are trying to improve upon is our data collection and retention process. In the Borough's ACT 47 Revised Recovery Plan (RRP) it recommends having our mapping updated with current and accurate data. This will then be used for financial planning and capital projects. Without accurate data, the Borough cannot properly plan for the future.



2017 Municipal Intern Program Selected Projects

Homestead Borough

221 East 7th Avenue
Homestead, PA 15120

This workplace is accessible by public transit.

Project Title: Steel Valley Revitalization

OVERALL GOALS: The overall goal for the Borough of Homestead is to update the outdated 2001 Comprehensive Plan that comprise of three adjacent, municipalities in the Steel Valley (Homestead, West Homestead and Munhall) and to assist in developing the framework for a Main Street Program and National Main Street Accreditation as part of the municipality's economic development strategy.

With the success and new owners of the Waterfront, a retail and entertainment destination spanning across the three municipalities, through planning, the applicant seeks to take a holistic approach factoring in the next vision for the Waterfront; "across the tracks" to Homestead's traditional, urban central business district; and the neighborhoods.

The end vision includes integration of the Waterfront, Central Business District and neighborhoods as they are all components to improve the economic vitality of the area, embrace an entrepreneurship ecosystem, create jobs, eliminate blight, improve the quality of life, provide housing options that support diversity within the community, develop 21st Century amenities to attract millennials and utilize multimodal, "green," alternative transportation that supports a healthier lifestyle and capitalizes on the Great Allegheny Passage that is in close proximity to the area.

The student will assist the Borough Manager / Chief of Administration and staff with these community and economic development initiatives as well as work with elected officials, business owners, residents, stakeholders and the Pennsylvania Downtown Center from Harrisburg.

Lastly, as much of the aforementioned work is interrelated, the student will integrate research for the municipality to earn a Sustainable Pennsylvania Community Certification as Homestead intends to implement the comprehensive plan and Main Street Program through some support from the Pennsylvania Department of Community and Economic Development (DCED).

COMMUNITY IMPACT: The potential impact to the community is significant. A coordinated and collaborative plan utilizing the collective impact model, representative of all stakeholders, provides a framework and vision for the next phase of revitalization for the Steel Valley municipalities.

A "vision" is not a reflection of what is, but a clear picture of what can be. It is a statement of end goals that allow us to develop the objectives needed to guide the present to a desired future. While a vision guides good decisions, it can also prevent bad ones. It can prevent us from being reactive to "the way things are" to be



2017 Municipal Intern Program Selected Projects

proactive to way we want things to be. This can range from approving something as small as the look of a wayfinding sign to developing something as large as prime property.

But perhaps most importantly, a unified vision provides a central point of focus for the many collaborative, public-private partnerships needed to identify and advocate for new and existing resources to make it happen. It says we all agree that this is what we want and we will work together to get there.

With the success of the Waterfront and 2001 comprehensive plan, the area needs to build upon its first success through of holistic, multipronged approach as we plan for the future.

Through this, the Steel Valley municipalities will be able to begin to reverse trends of a declining population and under-/unemployment; and focus to support a higher quality of living, a friendly business environment, sustainability/green and healthy living practices, projects and programs to create 21st Century amenities needed to attract people and businesses to locate, invest or visit the Steel Valley.

LEARNING OUTCOMES: The student(s) will be exposed to several disciplines both from a theoretical standpoint and through practice / implementation.

Students will apply topics including macroeconomics, social science, transportation, data collection, surveying (buildings and people), statistical analysis, land use and urban planning. The student will work closely with the municipal staff, elected officials and various, identified stakeholders as well as the Pennsylvania Downtown Center from Harrisburg. The student is also encouraged to work with their respective departments at school as well as access various studies and resources from their college library to incorporate into their work.

The student will gain first-hand experience in the complexities of community and economic development, planning/zoning, land use, funding sources/research, grant writing, project finance/leverage, community engagement, entrepreneurship and sustainability.

The student will work closely with Homestead's Manager / Chief of Administration; who previously served as the City of New Castle's Director of Community and Economic Development and have provided meaningful, real-world experience to several interns in the past through the Local Government Academy's Municipal Intern Program Project.

The student will also work with community and business stakeholders, elected officials, code enforcement and zoning/planning to begin to identify needed members for a steering committee for comprehensive planning efforts and development of a Main Street Program.

Finally, the student will become familiar with the ten standards of performance, four point approach and development of realistic goals for National Main Street Accreditation and the Pennsylvania Downtown Center.



2017 Municipal Intern Program Selected Projects

UNIQUE LEARNING ENVIRONMENT: It's an exciting time for Homestead and its neighboring municipalities. The Waterfront has new owners with a long term vision for the retail and entertainment attraction. Millennials are slowly starting to purchase properties or start businesses. At the same time, we, as municipalities, need to ensure we have the programs, infrastructure and a long term plan in place to have the resources to support the positive occurring while addressing the challenges that still face these communities such as blight, declining population and under-/unemployment for example.

Homestead is one of the few municipalities across the Commonwealth to successfully exit Act 47; however, the challenges remain and we must remain diligent to ensure sustainability for decades to come. The selected student will be part of this catalyst for generations and assist in developing best practices and strategies for more sustainable communities of the future.

Finally, as indicated, Homestead's Manager / Chief of Administration previously served as the City of New Castle's Director of Community and Economic Development.

During his tenure, he provided meaningful, real-world experiences for interns participating in the Local Government Academy's Intern Program. One challenge the Director faced in New Castle is the distance from New Castle to the locations of where the majority of students attended school or resided; predominantly from the University of Pittsburgh or Carnegie Mellon University area. Because of the distance issue, it was difficult to attract an intern to the area. In Homestead, however, the municipality is located "right over the hill" from the University of Pittsburgh, Carnegie Mellon University and other institutes of higher education. Public transportation is also easily accessible as well as low cost Uber and Lyft services.



2017 Municipal Intern Program Selected Projects

Jackson Township

140 Magill Road

Zelienople, PA 16063

This workplace is NOT accessible by public transit.

Project Title: Jackson Township Planning Implementation Strategy

OVERALL GOALS: Jackson Township is within the final stages of a comprehensive planning process and has also substantially developed a draft of a joint comprehensive parks, recreation, and open space plan with neighboring Zelienople and Harmony Boroughs. The Township has received several grants for road construction, traffic signal installation, and trail construction and has matched projects with local impact fees and expected recreation fee contributions. The Township and Zelienople Borough are actively engaged in the execution of an intergovernmental cooperative agreement with immediate steps to the development of shared recreation facilities, including the procurement of additional land for recreation purposed. The Township also continues to support public private partnerships through the Jackson Township Community Development Corporation as a resource for neighborhood improvement districts (A waterline extension and road realignment remain current projects) as well as volunteer and fundraising for recreational endeavors including trail and park development. Given the ongoing momentum and positive steps forward, the Township wishes to immediately develop and adopt an implementation strategy which forms the basis for the goals of this project as follows:

1. Develop a Ten Year Capital Improvements Plan:
 - a. Develop a ten-year capital improvements plan for road improvements (maintenance and new construction) with projected funding based on the projections of the comprehensive plan.
 - b. Develop a plan for funding of recreation improvements which will include outreach to the public for the coordination of volunteer and in-kind efforts and programming.
 - c. Equipment Purchases including police and public works equipment and vehicles.
 - d. Prioritize and plan for submission of required grant applications.
2. Develop a Monitoring Plan. Develop a plan to check and monitor plan implementation and the success of plan goals and actions, including relevant databases, both tabular and spatial, and methodology of future data collection or formatting.
3. Develop a public engagement strategy with points of contact in particular organizations as well as methods and modes of outreach, including social media.

COMMUNITY IMPACT: An effective implementation strategy will help to ensure efficient and sustainable services to existing and expected residents of the Township and neighboring boroughs which represent a spectrum of age and income levels.



2017 Municipal Intern Program Selected Projects

Effective recreation and conservation planning (including cooperation with the Wild Waterways Conservancy which owns land in the Township) will bring a focus to clean waterways, preservation of riparian buffers, and business sustainability through the linkage of business districts to recreational and residential areas via a planned trail system.

Long term community engagement and efficient project management envisioned through the implementation plan will ensure ownership of the plan and continued implementation.

LEARNING OUTCOMES: The intern will learn project management and tracking as well as having exposure to the Township's ESRI-based geographical information system and relational databases. Related GIS development and database updates may be part of the intern's scope depending on the intern's experience and interests.

The intern will gain exposure to capital improvements planning and immediate plan implementation strategies including regional and multi-municipal planning efforts.

The intern will learn to develop effective public engagement strategies and may learn and apply a variety of media in doing so.

Communication with local and regional stakeholders (regional municipalities, county, SPC, State) will offer a comprehensive, yet focused, experience of the functioning of government.

UNIQUE LEARNING ENVIRONMENT: The growth and leadership within the Township offers the ability to experience immediate outcomes and both practical and creative plan implementation and projects. In-house staff possesses the ability to complete certain technical portions of the project while providing training to the intern. Therefore, the learning experience and scope of work is flexible and may be tailored to the intern's talents, abilities, and interests. Lastly, intergovernmental cooperation and partnerships with the private sector and volunteers have been largely forged and may be seized upon by the internship for further development and active project development with work in the field and at multiple sites within the Township. The intern may complete a product knowing that the Township will actively utilize and implement recommendations.



2017 Municipal Intern Program Selected Projects

Moon Township

1000 Beaver Grade Road

Moon Township, PA 15108

This workplace is NOT accessible by public transit.

Project Title: Human Resources - Personnel File Improvement Project

OVERALL GOALS: The goal of this project is threefold. First, the selected intern will research what should be contained within an employee personnel file and from that research prepare a recommendation on setting up and maintaining employee personnel files. With this information at hand, the intern will then go through the active and inactive employee personnel files and organize them in accordance with the new protocol. Finally, the intern will utilize the Township's new HR module upgrade to our financial software and enter all available employee information, which will create an electronic personnel file system.

COMMUNITY IMPACT: The government of Moon Township is a very busy place with a variety of employee/employment issues. More often than not, successfully dealing with these issues begins by being well organized and maintaining good recordkeeping practices. This project, especially the electronic component, will streamline and organize personnel information and make it more readily available and usable by management. From the electronic files, management will be able to run reports that turn raw data on individuals into meaningful employee group/classification information. These reports will be extremely useful when making financial decisions (i.e. benefit related or in the collective bargaining context).

LEARNING OUTCOMES: The selected intern will attend weekly staff meetings and interact with office staff on a daily basis. Consequently, he/she will be exposed to the municipal operations of a busy community. This project will also demonstrate the importance of consistent recordkeeping, attention to detail and the role human resources processes play in an organization the size of Moon Township. As the selected individual works through this project they will become familiar with such local government issues as collective bargaining, FMLA, FLSA and more. This project will be an invaluable experience for anyone choosing to go into the local government field or anyone that plans to work in the human resources field in any sector of the workforce.

UNIQUE LEARNING ENVIRONMENT: Moon Township is an easily recognizable and forwarding thinking community with very professional management practices and a reputation as one of the best local governments in western Pennsylvania. The Township is privileged to have department heads that are seasoned and well respected in their fields. In addition to completing this project, the individual selected for this internship will



2017 Municipal Intern Program Selected Projects

walk away having cultivated important professional relationships that will serve them throughout their career.



2017 Municipal Intern Program Selected Projects

Penn Hills Municipality
12245 Frankstown Road
Pittsburgh, PA 15235

This workplace is NOT accessible by public transit.

Project Title: ArcGIS mapping of Municipal Separate Storm Sewer System (MS4)

OVERALL GOALS: To update existing ArcGIS Mapping of the municipal storm sewers in order to maintain compliance of PA DEP and EPA mandates. The mapping will be done using tablets in the field collecting data with GPS coordinates and adding it to an online mapping system. Water quality sampling will be done along side the data collection.

COMMUNITY IMPACT: Provides up to date mapping of our existing storm sewer system. This leads to better information on tracking problems with flooding and pollution in the local streams. This information is mandatory for PA DEP compliance of the municipality's storm water discharge permit. Having an intern working on this project helps save the community money on engineering fees and also frees up Public Works employees to do other essential jobs in the community.

LEARNING OUTCOMES: The selected intern will have the opportunity to perform work that the municipality currently pays engineers to perform. They will be working on current technology for data collection and ArcGIS mapping. The work will be done in the field giving the intern a sense of what the work would be like for an engineer starting out in their career. They will also gain experience in dealing with our Project Engineer and the technical support staff that he relies upon. In the past, interns that have excelled during their time with us have moved on to job opportunities directly involved with the internship. For an engineering student who is undecided on what path to follow, this internship gives them a thorough look at municipal engineering.

UNIQUE LEARNING ENVIRONMENT: We are a very large community offering a challenging internship in a growing field of engineering. MS4 compliance is a field that is current and here to stay. We are using state of the art technology to collect and sort our field data. The intern will be doing the work that an actual engineer would be doing while under the supervision of Municipal Project Engineer. Being a large older community, the intern will get a great experience of actual real world conditions that engineers face outside of what was taught in the classroom. We give our interns the support they need to succeed and the freedom to succeed on their own.



2017 Municipal Intern Program Selected Projects

Pittsburgh

414 Grant Street, 4th Floor - Room 431

Pittsburgh, PA 15219

This workplace is accessible by public transit.

Project Title: HRIS Data Integrity and Compliance

OVERALL GOALS: The City of Pittsburgh is utilizing a new Human Resources Information System (HRIS) and we need to ensure the integrity of our data transfer. The person working on this project will review and analyze data fields in the system and update the HRIS fields for each employee record according to the findings of their analysis.

Project goals:

- Ensure the integrity of data in the HRIS system (JD Edwards).
- Increase efficiency by enabling reports to be generated electronically instead of manually.
- Ensure correct coding for payroll, EEO job classification, worker's compensation, etc.

COMMUNITY IMPACT: This project will impact the community in the following ways:

- Using the HRIS system to its full capacity increases overall department productivity and maximizes the use of taxpayer dollars.
- Ensuring payroll and benefits data integrity also positively impacts employees.

LEARNING OUTCOMES: The Municipal Government Intern will:

- Gain knowledge and skill in HRIS database management (JD Edwards).
- Be exposed to the day-to-day operation of the Human Resources department for a large municipal employer with over 3000 employees. This project impacts applications and records, risk management and benefits, payroll, and recruitment/selection.
- Assist in preparing reports as required by the Federal government and the Commonwealth of Pennsylvania, and as requested by insurance carriers, City departments and other sources.

UNIQUE LEARNING ENVIRONMENT: The City of Pittsburgh is the largest municipal government in southwestern Pennsylvania. The Department of Personnel and Civil Service Commission impacts every department and each employee by being involved in integral activities such as:

- Employee recruitment, selection, on-boarding and retention.
- Administering payroll and benefits.



2017 Municipal Intern Program Selected Projects

- Developing operating policies and procedures.
 - Providing workforce training and development.
 - Developing and implementing workforce safety initiatives.
 - Developing and administering employee wellness programs.
- The Municipal Government Intern would also have exposure to other departments through meetings, networking opportunities, hearings, newsletters, and city-wide communications distributed to employees.



2017 Municipal Intern Program Selected Projects

Quaker Valley Council of Governments

8306 Ohio River Blvd

Pittsburgh, PA 15202

This workplace is accessible by public transit.

Project Title: Multi-Municipal Property Database and GIS Strategy Implementation

OVERALL GOALS: The goal of this project is to help communities respond to changes in the funding landscape. Historically Community Development Block Grants (CDBG) have funded residential demolitions per municipal request but anticipated changes place requirements that projects be more competitive in terms of being multi-municipal; part of an overall blight strategy and recovery project; with a known redevelopment plan; having a positive relationship to economic development projects; and, entrepreneurial in approach that improves quality of life, economic activity, and cost reduction. Additionally, demolition should be the response of last resort for municipalities. How can the change in policy at the federal and county level translate into an opportunity to build a robust data driven multi-municipal blight fighting campaign? Through the implementation of a multi-municipal data collection and GIS strategy. In the end, if demolition is necessary, the projects will be competitive for funding. In the intervening time, municipalities get data to improve code enforcement, tax collection, community programs.

COMMUNITY IMPACT: Councils of Governments are positioned to assist members through the development of a multi-municipal online property database integrated with GIS. Member communities target particular blocks for the initial priority areas. A 2017 project to develop the database and conduct property rating would be accomplished through a shared intern administered by the QVCOG. At the conclusion of the project, municipalities will have a prioritized lists and, for those properties for which demolition will be the appropriate option (as determined by Boroughs and their solicitors), the municipalities will have met the requirements for CDBG funding. Added benefits would be the municipalities will receive a report recommending next steps, informed by the "From Blight to Bright" toolkit. Lastly, the database infrastructure would be in place to expand to additional geographic areas and keep costs down as the project would be multi-municipal and rely on free resources such as Arc Explorer GIS to provide user access for municipal staff and contracted code enforcement personnel. Ongoing integration with the boroughs' existing permitting and code enforcement system to be determined.

LEARNING OUTCOMES: The successful applicant will benefit from real world experience implementing community development strategies which address the functions of municipalities and the needs of communities. Additionally, students will have the opportunity to research and build their knowledge of community revitalization



2017 Municipal Intern Program Selected Projects

strategies, planning, priority setting, databases & GIS, and sustainable development. This placement provides ample opportunity to hone data management skills, make recommendations, interact with department heads, elected officials and the community. Our lean organization will allow the successful candidate function as part of a team—working directly with the Executive Director and Administrative Assistant as well as Managers and Secretaries in our area.

UNIQUE LEARNING ENVIRONMENT: Our small communities will provide the successful candidate with the opportunity to interface directly with both citizens and decision-makers. As a council of governments, we are leading an effort to improve the efficiency and effectiveness of local government while respecting local control. Blight is an inherently multi-municipal project. A declining neighborhood effects all around, regardless of municipal boundaries. Our internship is a special opportunity because of the communities we serve, as well. Our municipalities boast Main Streets, leafy residential neighborhoods, homes in every price range. With these attributes, our opportunity is ideal for the student who wants to put sustainable development principles to practice.



2017 Municipal Intern Program Selected Projects

Steel Rivers Council of Governments

1705 Maple Street

Homestead, PA 15120

This workplace is accessible by public transit.

Project Title: GIS Data Intern

OVERALL GOALS: Steel Rivers Council of Governments has a Geographic Information System and associated databases with include numerous datasets that would be valuable to municipalities. This synthesized information could be delivered to its member communities in an online environment through ArcGIS. An LGA intern will work with SRCOG Director, one other intern and a consultant to support the transition of the desktop based GIS data to an ArcGIS Online environment and to share the data on the Western Pennsylvania Regional Data Center. This transition of data will support the work of the Tri-COG Land Bank as well as the 39 members of the Steel Rivers and Turtle Creek Valley COGs

COMMUNITY IMPACT: Access to diverse data and comprehensive analysis is paramount to good public policy and key to strategic decisions. In a fragmented region with numerous localities, such analysis is generally out of the scope of the municipal staff and cost prohibitive. In addition, larger regional analyses can be too broad to be useful at the local level. As such, sub-regional analysis, at a COG-level, is fiscally attainable and detailed enough that it can inform these local decisions. This is why SRCOG developed its GIS over 10 year ago. However, now that the technology has evolved, that information can be better accessed in an online environment. The Western Pennsylvania Regional Data Center provides an easily accessible tool to accomplish this.

The Tri-COG Land Bank has just formed out of an initiative of the Steel Rivers and Turtle Creek Valley COGs. Born out of new PA legislation, a land bank is uniquely empowered to transition abandoned property to productive reuse.. The Tri-COG Land Bank will also seek to utilize this data to support its projects and redevelopment efforts.

LEARNING OUTCOMES: The student will gain experience working with a variety of GIS data sets and will be a part of a team who will decide how to best share and present the data. Much of the recent work of the SRCOG has been about blight mitigation, land banking, and community revitalization therefore, the student will have the opportunity to help determine how to support data-driven decisions in those areas.

UNIQUE LEARNING ENVIRONMENT: The SRCOG and its partner organization Turtle Creek Valley Council of Governments represent 39 municipalities in the Mon Valley and Eastern Suburbs. As our recent works have demonstrated:
<http://steelriverscog.org/the-cost-of-blight/> and <http://steelriverscog.org/land-banking/>



2017 Municipal Intern Program Selected Projects

these communities are struggling with an over abundance of vacant, blighted and abandoned properties. However, they also have come together to develop programs to address these challenging issues. So with the challenge comes opportunity. At the center of those conversations is the GIS and affiliated data. This project will produce an outcome that will allow these communities to use data to leverage investment and change.



2017 Municipal Intern Program Selected Projects

Wilkesburg Borough

605 Ross Ave

Wilkesburg, PA 15221

This workplace is accessible by public transit.

Project Title: Program Development

OVERALL GOALS: The Borough of Wilkesburg plans to provide a high impact, immersive, and diverse learning experience for interns to be a part of. To that end, interns will coordinate with community partners and Borough staff while developing, planning and launching a weekly, ongoing, Senior Citizen program and a 6-week summer recreation program, that will occur once a week. An important part of this project is presenting a sustainability plan for the continuation of these programs. Interns will be granted some creative liberty in the creation of these projects, but general guidelines will be provided by the Borough manager and related staff.

COMMUNITY IMPACT: Seniors and youth are often forgotten demographics in revitalization efforts. By offering programming to reach out to these individuals, we can better engage them in our community. Both of these groups have potential to be politically active and participate in future volunteerism, planning, and engagement in Wilkesburg. By offering these programs, we want to help make our community more desirable, livable and impact existing and future housing efforts.

LEARNING OUTCOMES: The selected intern will learn skills and gain knowledge relating to local government policies and procedures, consensus building, possible grant writing, public speaking, budgeting, promotion and marketing, community outreach, identifying community assets, social services, event planning and cooperative people skills.

UNIQUE LEARNING ENVIRONMENT: The Borough of Wilkesburg is a community of incredible opportunity and is undergoing changes, while undertaking an aggressive community development plan. By developing the proposed youth and senior programs, the intern will have an opportunity contribute to and help sustain an impactful part of the plan.