

IFC 274/374

Internship descriptions. For further information, or to discuss your interests, please contact Professor Antonio Callari, Director of the Franklin and Marshall College Local Economy Center.

Office: Stager 328.

Phone: 291-3947

e-mail: acallari@fandm.edu

office hours: Tuesdays and Thursdays: 9:00 – 9:50. Wednesdays: 1:30—3:00 p.m.; and by appointment.

Following is a more complete outline of the contents of the internship opportunities comprising the on-the-ground portion of this course. Choose the internship opportunity/ies in which you are most interested and discuss your interest/s with Professor Callari. You will have an interview with the internship-hosting organization, the purpose of this interview being, of course, to allow you and your supervisor to meet and to come to a common position of comfort with the internship project. You can sign into this course only after this interview process is completed, with both you and the hosting organization having reached the necessary level of mutual comfort. (If the number of students interested in a hosting organization is greater than the number of internships available in that organization, the process will be competitive. Students who are closed out of an internship, however, may be able to sign up for other internships, and this is one of the reasons you should indicate your interest in all the internships you would consider.)

Index of Hosting organizations:

Hosting Organization

Lancaster Housing Opportunity Partnership	Page 2
ASSETS	Page 5
Community first Fund	Page 7
Lancaster ARTS	Page 9
Spanish-American Civic Association (SACA)	Page 11
Susquehanna Sustainable Business Network (SSBN)	Page 12
Lancaster Investment in a Vibrant Economy (L.I.V.E.)	Page 13
Lancaster County Planning Commission, Economic Development	Page 15

Internship #1

Hosting Organization: Lancaster Housing Opportunity Partnership (LHOP)

Introduction

The Lancaster Housing Opportunity Partnership (LHOP) is a non-profit organization with the mission of “helping people of low to moderate income access affordable housing throughout Lancaster County by providing education and financial assistance and facilitating the increase of the production of affordable housing.” (LHOP 2007 Strategic Plan)

Recently, the LHOP Board of Directors established an Advocacy Committee to:

- Investigate, educate and promote the removal of barriers to affordable housing;
- Support efforts to conduct a community-wide housing summit;
- Work in concert with statewide and nationwide advocates to advance legislative and policy priorities;
- Promote the implementation of the housing element of the County Comprehensive Plan, “CHOICES”;
- Act as the voice of affordable housing for Lancaster County

Internship

Lancaster Housing Opportunity Partnership (LHOP) Advocacy Committee respectfully requests the support of Franklin & Marshall College by providing an intern, majoring in Economics to participate in a study of the effects of increasing housing costs on low and moderate income persons housing opportunities. The intern will conduct research and undertake analysis to evaluate the economic impact of land use regulations on the cost of developing new housing. The intern will both work with data and attend meetings with affordable housing groups, municipalities, and other relevant groups.

The intern’s work will be the concluding phase of a study on regulatory barriers to housing affordability being conducted under the joint sponsorship of LHOP, the Lancaster County Planning Commission, and the Lancaster County Housing Coalition. The Housing Coalition is a broad-based alliance of LHOP and other non-profit organizations, governmental entities, housing industry associations, and grassroots stakeholders with an interest in increasing the supply of affordable housing.

Background

In 2007 the Housing Coalition held a summit focused on identifying specific action steps for ameliorating housing problems throughout Lancaster County, while educating attendees on a variety of housing related topics. Over 300 participants attended the summit and identified the following actions as their top priorities:

- Advocate with municipalities to adopt, flexible, streamlined and innovative land use regulations.
- Provide affordable housing units as part of every market rate housing development.
- Educate elected officials and the public about the benefit of mixed housing choices for all employment levels.
- Support the State and National Housing Trust Funds.
- Flip zoning ordinances to that high density is a use permitted by-right, not a use permitted by special approval of the municipal governing body.
- Educate builders, realtors, municipalities, and landlords on the importance of “visitable” and accessible housing.
- Promote quality rental housing as a stabilizing influence.
- Address the “City housing problem” as a County-wide housing problem.

The priorities stemming from the housing summit represent a charge from the community to pursue affordable housing advocacy at the municipal level. In an effort to broaden communication with municipal governments in Lancaster County, the Housing Coalition joined forces with the Lancaster Housing Opportunity Partnership (LHOP), thus forming the Taskforce on Regulatory Barriers to Affordable Housing. LHOP and the Housing Coalition share the common goals of increasing awareness of the importance of affordable housing and working for change that will improve the housing situation of families and individuals in Lancaster County.

Internship Details

The forthcoming Report on Regulatory Barriers to Affordable Housing will identify key issues related to zoning, land use ordinances, growth controls, subdivision and land development standards, and other procedures and regulations that may impact the price and availability of housing within our community. However, the efficacy of the report on regulatory barriers to affordability rests upon the ability of municipal officials to understand the fiscal cost to government when its citizens cannot afford housing. Moreover production of additional units of affordable housing depends upon understanding the economic impact of the cost of development upon the private sector building industry.

Serving as a research assistant to LHOP’s Advocacy Committee and under the direct supervision of LHOP’s executive director, the requested intern will look at the economic costs associated with overly prescriptive regulations. The implementation of the Report

on Regulatory Barriers to Housing Affordability ultimately rests upon moving the discussion beyond traditional land use and zoning barriers. It needs to include an examination of other regulations, such as property taxes, that impact the affordability of housing. The intern will provide the economic research and analytical effort that will allow the advocacy effort to address economic and fiscal concerns/issues associated with the removal of barriers to housing affordability.

Internship #2

ASSETS. Lancaster – Center for Small Business Development.

(A County wide premier “small business” entrepreneurship-training program, established in 1993 as an outgrowth of Mennonite Economic Development Associates.)

Job Position: Intern - Instructional Technology Support (Business Software training)

Immediate Supervisor: Program Director / President

Nature of the work:

The Instructional Technology Support, in collaboration with the Program Director, is responsible for coordinating, organizing and facilitating the business software training program.

Job Description:

- Develop and coordinate implementation of the ASSETS’ technology training program.
- Provide training as qualified and assist other trainers in planning for the use and integration of technology in the instructional program.
- Seek trainer and student participation, and evaluation of technology materials and equipment.
- Assist in the organization of technology resources for easy accessibility by students and educators in order to support the ASSETS technology training program.
- Contribute to students’ development of skills in the use of instructional technology resources.
- Assist trainers in the set-up and use of computers in their classroom.
- Assist trainers in the set-up and use of computer lab, as appropriate.
- Provide technical assistance to facilitate the use of the computer lab.
- Provide technical assistance to facilitate the implementation of existing and future media technologies.
- Provide for on-going evaluation of the ASSETS’ technology training program and make modifications as needed.

- Provide information about new technology developments.
- Other related work as needed.

Required Qualifications:

- Must be familiar with software such Microsoft Word, Internet Explorer and business software.
- Ability to explain the technical complexities of software effectively.
- Experience in utilization of instructional technology in the classroom.
- Leadership and organizational skills.
- Ability to effectively relate to students.
- Ability to maintain effective working relationships with trainers and co-workers.

Internships 3 & 4.

Hosting Organization: Community First Fund

Small Cities Economic Development Research

Up to two internships. Supervised by the Compliance Officer of the organization

Small Cities Economic Development Research Design

February 17, 2009

Background:

Community First Fund is process of development of its “Small Cities Strategy.” This strategy is designed to provide opportunity finance organizations like Community First with a road map for working in smaller cities and towns such as are common in our 13 county market area. CDFIs (Community Development Financial Institution) located in large urban areas tend to focus on only one aspect of opportunity finance such as housing, community facilities, or microenterprise. Community First Fund has adopted the approach of providing a wide range of lending products which meet a broad spectrum of needs in our small city-market areas. These products include micro lending (\$35,000 or less) for small business start ups and modest expansions, larger loans for small business expansion including SBA guaranteed loans, commercial real estate loans which aid downtown revitalization, loans for community service organizations and affordable housing loans (both rental and for-sale).

Objective: Impact - Data Management and Data Analysis

One of the goals of this project is to illuminate how data management and data analysis are integrated into an agency’s internal policymaking and how this affects the stated mission. The data provides the organization with information which can confirm that we are meeting our mission of serving lower wealth individuals and communities by creating or sustaining jobs, creating new housing opportunities or creating ownership opportunities for persons without access to conventional sources of capital.

This information can also be used externally. Data management and data analysis bolsters the recommendations we make to state and federal lawmakers that influence how this industry is regulated. It is important that we play an active role in all levels of policy making regarding opportunity finance. In addition, data is used to support our requests for public and private funding as well as for investments from the government and private sources.

The main question Community First would like to answer is what impact our lending has on the individuals, businesses, and urban neighborhoods in which they were made. We are looking for clear and unambiguous indicators.

Properly collecting, managing, and analyzing data is vital when attempting to see the impact an entity has on its intended recipient. Community First Fund's intended recipients are the individuals and neighborhoods in our local communities. We are in the process of developing an Impact Measurement Tool that will allow us to assess our influence in our communities in order to know if we are assisting those we intended in the way we intended. Data is collected and stored using in-house software and is used in a variety of ways such as reporting and compliance as well as impact measurement. **The main focus of this internship is to assist in the data collection, management and analysis needed to properly assess the outcomes of our lending practices.**

Example assignment:

Case Studies

We would like know the influence our lending has on our clients, their businesses, their neighbors and the immediate community in which they are located. In what way does our lending influence the progression of change in a community or neighborhood? What is the state of the community before and after our lending to a particular business or non-profit? Are we bringing new life to the areas and opportunities to the individuals we serve? Are we revitalizing neighborhoods in the way we intended? In order to answer these questions, these case studies will utilize both quantitative and qualitative data. Internal data regarding our clients and services rendered as well as external community indicators will be used to track change in a neighborhood. Also, interviews with clients, neighborhood residents, developers and others will add a more personal look at the neighborhood's prior and current status. Some examples of neighborhood indicators are: population (by race, ethnicity & gender), vacancy rates, percent home ownership, property or real estate tax, household income, total number of market rate and affordable housing units, housing tenure (owner or renter occupied), etc. Using data compiled from our loan clients, examples of indicators are: square footage of commercial real estate, affordable housing units financed, minority or female owned businesses financed, etc. The audience for the case study will be potential clients and partners, state and federal officials, and potential donors and funders. For accessibility, the format will be a one to two page double-sided flyer or brochure that uses graphs, charts and pictures as well as text. The intern will take the lead of this project with the continued assistance of Community First's Development Department.

Skill Sets Needed:

Students will need strong analytical and organizational skills and attention to detail. They will need to be a self-starter who can work independently within a team environment. Students will also need to be comfortable learning to work with data and quantitative analysis, including using Microsoft Excel as well as with our primary data collection software, The Exceptional Assistant. Continued support with this will be provided by the staff of Community First Fund.

Internship #5

Hosting Organization. Lancaster ARTS

BACKGROUND

First Friday in Lancaster City is a popular event that occurs every month of the year. Art galleries, museums and other venues open new exhibitions on First Fridays, often with artist receptions. Performing arts groups also offer programs on First Friday. Other city merchants and restaurants extend their hours and benefit from the large crowds that come out for First Friday.

First Friday was started about 10 years ago by three art galleries who decided to extend their hours and offer refreshments as a means to attract clientele. First Friday gained momentum in the last few years and has grown to encompass about 70 venues currently with new galleries opening nearly every month. Likewise, the audience for First Friday has grown, approaching 2,000 in an evening. Weather has an impact on attendance, and turnout tends to be best during warmer months.

First Friday is an important event for the City because it attracts people downtown where they see and experience all the vitality of an urban center. However, we do not have any hard data to illustrate what First Friday means for the City and the arts community. We know anecdotally that the number of attendees is growing, and that more people are coming from outside Lancaster County. Only one location, the Pennsylvania College of Art & Design, uses a counter during First Friday hours. LancasterARTS collects email addresses and zip codes from visitors who stop by the LancasterARTS information kiosk. Otherwise, what we know is based on estimates and random conversations. The owners/operators of art galleries are generally too busy to collect information on visitors/clientele in a consistent manner.

Nearly all the arts venues who participate in First Friday are essentially merchants who need to sell their product. Some galleries report that they have little in sales on First Friday despite heavy foot traffic. Others report that customers return after First Friday to make purchases.

PROJECT

Objective: gather data from visitors during First Fridays over the course of a year to measure attendance, geographic reach, awareness, and spending behavior to build an economic understanding of First Friday's impact for the local arts community and the City of Lancaster.

Methodology: each First Friday, interview First Friday visitors following a set questionnaire and count visitors at selected location(s). Get feedback from gallery

owners. Compile and evaluate results. Gather intelligence from other cities that celebrate similar events for comparative perspective.

Outcome: a report that synthesizes the data collected into an economic picture of First Friday that is suitable for presentation to the LancasterARTS Board of Directors, key City officials, the arts community, and potential donors, and for publication on the LancasterARTS website. The information collected should also be useable as input for a larger economic impact study of the for-profit arts businesses in Lancaster.

Student's role: assist with development of survey questionnaire and site selection; collect survey responses and attendance counts during First Fridays; compile responses/data into a master database; identify and contact other cities with First Friday type events; follow-up with selected visitors and galleries; gather other related data that may be pertinent to an economic understanding of First Friday; draft a final report of findings and conclusions.

Logistics: student will be supervised by Elizabeth Todd Lambert, President/CEO of LancasterARTS. Space and office supplies are available at the LancasterARTS office for student use. As other volunteers work in the LancasterARTS office, student should be prepared to use his/her own computer, as needed.

Skills required: good written and oral communication skills; familiarity with consumer research concepts and methods; comfort with public interaction; familiarity with using MS Office products Word, Excel, and PowerPoint; and attention to detail, organization, and accuracy.

Other: Student could recruit friends to make it possible to take traffic counts at multiple locations during First Fridays. Fall ArtWalk weekend (Oct 17 & 18) could be included in this project.

Internship #6

Hosting Organization: Spanish-American Civic Association (SACA)

One Internship. Supervised by Allison Weber, Director Of Community Relations and Education.

The Spanish American Civic Association (www.sacapa.org) will be seeking an F&M intern in fall 2009. The scope of the internship will involve getting to know the agency through site visits to all the components, talking with the directors and managers, and observing the programs. This first area is significant to the internship as it provides the background for the second area of concentration, which is research. The area of research we are asking for involves seeking grant funding from a variety of sources. Assistance with some of the research needed for grants in progress as well as doing some of the internet based searching for available grants for the development team will be needed. There will also be opportunities to help SACA with creating charts, graphs, power point presentations and other helpful tools to market and promote our programs and services for grants and for the community. Many of our funding opportunities include partnerships with other agencies so the intern may have opportunities to be involved in collaborative projects. This internship should give the student a solid introduction to non-profit agencies, development work, grant writing, the local economy and community structure.

Required are good communication, computer, and general research skills.

Internships #7 & 8

Hosting Organization: Susquehanna Sustainable Business Network (SSBN)

Up to two internships. Supervised by Lydia Sadauskas, Executive Director.

A Susquehanna Sustainable Business Network (ssbn) Intern helps to maintain existing programs and publications; offers new program and service ideas; and provides administrative support. Responsibilities will include working on some of the following (assignments will be based partly on the student's interest and prior experience):

- Researching local businesses and resources for possible membership in the ssbn and for inclusion in *The Green Pages* (a directory of local sustainable businesses); including contacting businesses by phone and in person
- Supporting the Think Local First Campaign.
- Updating Green Pages content, including writing drafts for listings, sidebars, and relevant articles.
- Researching grants and funding sources.
- Distributing ssbn materials and *The Green Pages* to various locations.
- Support the leaders of the ssbn building blocks to ensure that progress is made in our four focus areas: Retail, Food & Farming, Building, and Energy.

Internship Project #1

Conduct a research analysis of how much money is spent locally by ssbn member businesses. Intern will devise a survey, administer the survey, and analyze the result to produce a report. The survey should include information about how much is spent locally on marketing, suppliers, inventory and charity. This will be reported in terms of percentages. A written documentation of the process and the results will be required.

Internship Project #2

Support the Think Local First campaign in York County. This will require understanding the demographics of York County and how to best focus the campaign. Coordinating events, facilitating communications and researching ways to support the campaign in a way that promotes York retailers and independent business owners will be part of this work.

At a minimum, applicants should:

- Exhibit strong written and oral communication skills, as well as excellent analytical sales
- Display good time-management skills
- Have working knowledge of data management software
- Display good organization and time-management skills
- Have a strong commitment to issues of social justice and environmental protection.

Internship #9

Hosting Organization: Lancaster Investment in a Vibrant Economy (L.I.V.E.)



LIVE Lancaster Investment in a Vibrant Economy PO Box 509 Lancaster, PA 17608-0509 (717)-669-5990

Local Economy Center Internship

Located at 115 East King Street, Lancaster Investment in a Vibrant Economy is seeking an intern to assist in the development and implementation of its LIVE Green initiative. The purpose of LIVE Green is to implement and support urban greening initiatives that have measurable impact on the livability and environmental sustainability of Lancaster through resource development, public education and tangible projects.

Presently, the scope of our work focuses on residential and institutional strategies including storm water management (i.e., rain barrels, green roofs), composting, energy conservation and green facilities.

The internship will focus on bringing each of these strategies to scale. In some cases that may mean organizing and marketing additional educational workshops to city residents or meeting with institutional stakeholders to monitor progress. In other cases, it could be developing the projects from the ground up beginning with research into the problem, development of concept paper detailing proposed interventions and related costs.

As such, the prospective intern should have demonstrable interest in environmental stewardship. Knowledge of urban greening practices is a plus. In addition, the following skills/experience are sought:

1. Comfort, knowledge of non-profit sector

2. Ability to develop survey instruments, collect descriptive data and synthesize data into report
3. Ability to conduct background research for the purposes of developing statements of need and proposals for funding support
4. Ability to work independently, seeking input as needed

Internship # 10

Hosting Organization: Lancaster County Planning Commission, Economic Development Division

The student who chooses an internship with the Lancaster County Planning Commission, Housing and Economic Development Planning Division, will provide support in collecting and analyzing data for two major projects:

- **The Growth Tracking/Growth Management Indicators Project**
- **Economic Development and Sustainability Element of the Lancaster County Comprehensive Plan**

For the Growth Management Indicators Project, the intern will assist the Division Director and the Senior Information and Research Specialist with data collection and analysis related to the determination of:

1. Population Density – Indicates the efficiency at which we are accommodating population growth over time: The calculation divides the increase in the population over a specified period of time by the number of acres of land developed during that same period. Developed land can be defined as including residential development, commercial and government buildings, and infrastructure such as roads, parks and public utilities built to accommodate population growth. **(Countywide, Inside Urban and Village Growth Areas, Outside Urban and Village Growth Areas)**
2. Acres of New Development by Use: Residential, Commercial, Industrial, Other **(Countywide, Inside Urban and Village Growth Areas, Outside Urban and Village Growth Areas)**
3. Total Developed Acres by Use: Residential, Commercial, Industrial, Other **(Countywide, Inside Urban and Village Growth Areas, Outside Urban and Village Growth Areas)**
4. Density of New Residential Development: Number of New Dwelling Units per Acre **(Countywide, Inside Urban and Village Growth Areas, Outside Urban and Village Growth Areas)**
5. Density of All Residential Development (new and existing): Number of All Dwelling Units per Acre **(Countywide, Inside Urban and Village Growth Areas, Outside Urban and Village Growth Areas)**
6. Median Lot Size/Acreage Per Unit of New Residential Development **(Countywide, Inside Urban and Village Growth Areas, Outside Urban and Village Growth Areas)**
7. Median Building Square Footage Per Unit of New Residential Development **(Countywide, Inside Urban and Village Growth Areas, Outside Urban and Village Growth Areas)**
8. Vacant Acreage Available for Residential, Commercial and Industrial Development within Designated Growth Areas **(Urban and Village Growth Areas)**
9. Acres of Farmland Permanently Preserved **Outside of Designated Growth Areas**

10. Acres of Parkland Acquired by Municipalities (**Countywide, Inside Urban and Village Growth Areas, Outside Urban and Village Growth Areas**)
11. Acres of Farmland Protected by Agricultural Resource Zoning **Outside of Designated Growth Areas**
12. Acres of Land **Inside and Outside Designated Growth Areas** Protected by Open Space and/or Conservation Zoning
13. Median Per Acre Value of Land **Inside and Outside Designated Growth Areas** by Land Use (Residential, Commercial, Industrial, Agricultural)
14. Survey and analysis of redevelopment opportunities within Urban Growth Areas. This will involve on-site surveys of residential and non-residential parcels located within urban growth areas as well as an analysis of Property Assessment Parcel Data.

For the Economic Development and Sustainability Element of the County Comprehensive Plan, the intern will assist the Division Director and a Planner with developing surveys, tabulating survey responses, and collecting and analyzing data necessary for understanding the local food system in Lancaster County, to include the following:

1. Basic Data on Agriculture: Collect trend data for the following: (Census Based)

- Employment in the agricultural, forestry and fisheries industry
- Employment in agricultural occupations
- Total number of farms
- Percentage of county acres in farmland
- Average farm size in acres
- Total Gross Sales for Farms
- Value of Crop Sales for Farms
- Value of Livestock and Poultry Sales

2. Food System Analysis: Local Food Systems are critically important to the health and economic vitality of local/regional communities. Food systems impact the local economy in terms of employment, wages, sales and value added food products, exports and imports. An understanding of a local food system must include an analysis of the chain of activities connecting food production, processing, distribution, consumption and waste management. In most basic terms, an analysis of the local food system must answer the following question: What do we produce, how much of the food we produce is consumed here and how much of the food we eat is produced here? This information, however, is difficult to find, and may involve the development of our own surveys of local food producers, processors and consumers. This particular project will be a critical piece of the County Economic Plan and of understanding the agricultural sector in Lancaster County.

Skills Required:

- Strong writing and analytical skills,
- Ability to use Excel Spreadsheet Program,

- Ability to collect and analyze U.S. Census Information,
- Knowledge of basic economic theory.
- Knowledge of the Pennsylvania Municipalities Planning Code and Urban and Regional Planning theory and issues will be helpful.