

MPA Internship Report, 2006-2007

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I. Internship Placements

32 internship placements held by 31 MPA students
7 internships with local governments
12 internships with state government
0 internships with federal government
11 internships with nonprofit agencies
0 internships with college/university
2 internships with private sector
24 placements paid for by agency
25 new internships (Office of the State Comptroller; Office of State Budget and Management; Raleigh Planning Southeast Raleigh Assembly (SERA); Carrboro Office of Economic and Community Development; NC Association of County Commissioners; Senator Jerry Tillman; Communities in Schools in Orange County; Granville County Emergency Services/Animal Control; City of Durham-Finance Department; Airfield 4-H Education Center; Haven House (Structured Day Care); NC Coalition of Lobbying and Government Reform; Village of Pinehurst; NC Department of Health & Human Services, Division of Public Health; Research Triangle Foundation; NCFREE; Wake County Manager's Office; Angus Barn; Kohn-Ell Association of Management; NC Policy Watch; NC Department of Transportation; NC Department of Environment, and Natural Resources, Division of Parks and Recreation—Umstead State Park; Greater Raleigh Chamber of Commerce; NC Housing Finance Agency; Senators Jean Preston & Harry Brown)

II. Internship Seminars

A. Workshops

A workshop for “aspiring interns” was held on October 23, 2006, for the purpose of reviewing internship requirements, presenting recommendations for the preparation of an effective resume, hearing the stories of former interns who are now employed, and engaging in mock internship interviews with current supervisors of interns. Caroline Peeler Chappell, Asthma Consultant with NC Department of Health and Human Services, and Tonya Post, Development Associate with Inter-Faith Food Shuttle, shared information about finding an internship, skills they learned, and how they located a job. John Holloway, Operations Analyst with the Town of Cary, and Lillian Thompson, Coordinator, Southeast Raleigh Assembly in the City of Raleigh Planning Department, shared information about what they look for in interns, how an intern should prepare for an interview, and engaged in mock interviews with two students while the others observed and commented on the interview.

A workshop planned for March 14, 2007, was cancelled due to the limited number of students who registered to attend.

B. Internship Meetings

Guest presenters spoke with interns about topics selected to assist them to gain insight into the workplace, careers, and planning for their own financial futures. Derrick Davis, retired business executive, spoke about the many managers he experienced during his career. Some were individuals from whom little/nothing helpful was learned to assist in career development/advancement, although they were pleasant people. Others were difficult and sometimes were fired from their jobs and replaced by another manager. Highly effective managers were those who made sure the employee knew job expectations, provided assistance as needed/requested, allowed the employee to do the job without “hovering” and supported the employee in his/her own career advancement. Good job performance was recognized and rewarded. He and some of these managers are still in touch.

Dr. Ken Branch, Sr. Director of Magnet Schools, Wake County spoke about careers and used his own as a way to show how one sometimes starts in a field of interest for which he is not well suited, changes his mind about what career to pursue, and starts in the direction that turns out to be the path of his professional career. Along the way, he took a detour, but returned to education where he has experienced exceptional success. He spoke about changing jobs and considerations in doing so, seeking out opportunities that he learned about and ultimately secured, and defined what he wants to do when he retires—a direction totally unrelated to his professional career.

Mark Anthony, Resident Manager/Senior Vice President of Anthony-Berra-Griffin-Whitney, an investment group of Wachovia Securities, spoke about the importance of one’s dreams and the need for individuals to assume control over their finances to achieve those dreams. He shared information from his life about the cost of higher education for two sons now in college (out-of-state) and a daughter who will enter college in the next few years and the implications for his own financial future. The typical return rates for institutional investments versus returns by individuals were noted, together with the typical cost of having a financial planner manage one’s resources. He suggested Vanguard as a good company for young people to use as they begin accumulating their nest egg.

Sandra Trivett, Director of Policy and Planning, NC Department of Health and Human Services, spoke about her experiences in moving from the private sector to public employment, how to navigate systems in large organizations for career advancement, how to learn about career paths within organizations, and the importance of networking within and outside the organization. She also noted the importance of managing one’s retirement account early in one’s career because early decisions can have big consequences as one ages and approaches retirement.

Andy Wilkison, Manager of the Village of Pinehurst, shared information about his journey from a graduate student and intern to his current position where he has served for nineteen years. He spoke about the general career path of local government managers, mentioning that the most frequent entry point is to become the

manager of a small town and to move to larger towns as opportunities become available. He suggested that students intern with the manager of small towns rather than accepting an assignment to a department head. Having the opportunity to gain an overview of the many levels of activity is helpful. The solvency of the NC retirement system was mentioned as a plus for working in local government in the state.

Kris Larson, Senior Planner, Raleigh Urban Design Center, Department of City Planning, City of Raleigh, and MPA alumnus, spoke about the importance of identifying and being guided by one's passion in selecting work and pursuing a career. He described his experiences. A native of Raleigh, he was concerned early in his life about the downtown area becoming less vibrant and central to the life of the city as it grew outward with the development of suburbs. He wanted to see the downtown thriving again. After college he moved to Los Angeles to pursue his passion and after a few years returned to Raleigh and started searching for opportunities to re-develop the downtown area. Until very recently he worked with Raleigh Downtown Alliance, a nonprofit focused on development of the downtown area. He continues to pursue his passion for downtown development in his new position with the City of Raleigh.

III. Intern Performance

Upon completion of internships, supervisors rate intern performance. Performance for the 2007 interns is rated slightly above performance for the 2006 interns in two categories. Performance is rated slightly lower than performance in 2006 in eight categories.

Ratings were higher in the following categories:

- Judgment
- written communications

Ratings were lower in the following categories:

- ability to work with others
- oral communications
- attendance and punctuality
- productivity
- quality of work
- interest in work
- ability to learn
- overall performance

Twenty-four interns scored "excellent" or "good" in all categories.

On the open-ended portion of the performance evaluations, supervisors targeted such attributes as the following:

- Intern was always on task and well-prepared for all meetings. Intern became very knowledgeable about subject matter.

- Intern is diligent, attentive to detail, and has a pleasant personality.
- Intern showed interest in her assignments, learned quickly, and produced high quality work. I've asked her to continue working part-time during the school year.
- A self-starter with excellent communication skills. Adept at independent and team work.
- Great intern—glad to have him around.
- Intern is a fine employee and received many compliments from his supervisor.
- Intern was a wonderful asset to the Office of State Budget & Management.
- Intern worked with our “fiscal note writer” on both routine and substantive criminal justice bills. The job required strong analytical and writing skills and intern brought these qualities to the job. Given his starting date and the legislative push to have a budget by June 30, we were unable to provide a comprehensive orientation for the intern. But, he proved able to work independently and learn on the fly, a key trait for success in our organization.
- Intern shows a lot of initiative and has an excellent work ethic. We've all been impressed with intern's ability to tackle projects and complete them quickly.
- Intern handled all aspects of project in a professional manner
- Intern has been a great pleasure!
- Intern's enthusiasm is contagious and is important when trying to motivate people.
- Intern was an asset as an intern and her helpfulness will be missed. She readily took on responsibilities such as interviewing; research for new and revised policies; revised employee's conferences; and revised a training manual.

Areas that supervisors suggested interns address before seeking employment were the following:

- Intern is off to a great start. Working in an economic development office upon graduation and practicing client handling skills will enable intern to gain greater experience in this area. Intern is an excellent employee and will be a valuable asset.
- Intern is a great asset and would benefit from gaining more experience since she hasn't worked yet in the “real world.” She would be a great addition to any organization.
- Intern will be a great asset to any organization. Intern can improve punctuality, but other than that is wonderful!
- Although intern's analytical work has been strong all along, it is my belief that he could benefit from a refresher course in professional writing. My concern is that common errors he tends to make in the written portion of his analyses may detract from the underlying quality of his work, leading to the erroneous perception that the final product is somehow inadequate.
- Learn to manage distractions more effectively when working with an individual. Multi-tasking is great when working alone. It is sometimes seen as a sign of disrespect when in a meeting.
- Respect and support decisions of supervisor.

- Intern should continue to work on his editorial writing, further developing his skills to take complex policy discussions and simplify them down to key points that the public can understand.

IV. Placement of MPA Graduates Who Have Interned

Comparisons of the current year intern experiences with those of 2005-2006 interns follow:

Eleven (11) 2005-2006 graduates had internships. By May 12, 2007,
 8 had professional employment
 1 is continuing doctoral studies
 1 had NIH Presidential Management Fellowship
 1 unknown

Twenty (20) 2006-2007 graduates had internships. By May 12, 2007
 8 had professional employment
 1 had a transitional job
 1 pursuing another graduate or professional degree
 10 seeking employment or unknown

V. Accomplishments during 2006-2007

- A record number of students successfully completed an internship this academic year; the number of organizations participating in the program for the first time also showed a substantial increase over prior years.
- One workshop for “aspiring” interns was held with former interns and intern supervisors sharing information about how to find an internship, and how to prepare for and participate successfully in an interview.
- Citizens from the Raleigh community shared information with interns about their career paths across several years while others spoke about navigating systems in a large state agency to advance one’s career, managing in local government, and working in a non-profit organization.
- A mini listserv was used to inform “aspiring” interns about internship opportunities available for their consideration/application and part-time job opportunities. A similar listserv was used to inform graduates of the program about job openings that came to our attention.
- Onsite visits were made to all worksites to determine how the internships were progressing, to answer questions or address issues, to meet new supervisors, and to encourage continuing participation in the program.
- Substantial support/assistance was provided to “aspiring” interns individually in the development of their resumes, discussing their career aspirations and figuring out where to seek an internship that would help them move in the direction desired, and referring them to professionals in the area they could telephone to request informational interviews to explore their potential interests.
- Annual report was prepared.

VI. Suggestions for 2007-2008

The internship program is operating successfully. The challenge for the upcoming years may be managing the increased number of students who have internship requirements if the program continues to admit large numbers of pre-service students. Maintaining good working relationships with organizations participating in the internship program is essential. We need to be alert to changes in the student population and identify and take measures to assure a good group of organizations willing to work with our interns. The fact that baby boomers will soon be retiring is focusing the attention of many organizations on the need to employ young people and have them ready in a few years to move into major professional and management roles. This situation could open more internship opportunities.

Appendix A: Internship Placements and Projects, 2006-2007

Lydia Varn, Interned with NC Association of County Commissioners (Summer '06)

- Identified model programs from other states or organizations related to elected officials' leadership development, to continuing education programs for local elected officials, and any programs geared towards improving media relations with local governments
- Catalogued the identified programs
- Highlighted models that are particularly noteworthy for transfer to NC county government
- Developed ideas for sharing the models with county commissioners through a variety of methods, including web-based delivery, conferences and special training events
- Developed a methodology for updating and expanded the modeled practices

Outcome: Dropped out of MPA program to pursue other interests

Brian Godfrey, Interned with Senator Jerry W. Tillman, (Summer '06)

- Conducted a study of teacher pay in NC with the objective to determine what correlation exists between teacher pay and students' grades
- Conducted analysis on the phase out or elimination of the county share of Medicaid
- Studied the financial issues that the NC State Employee pension and retirement system faces

Outcome: Seeking employment

Tory Geiger, Interned with City of Raleigh, Planning Department (Summer '06)

- Assisted in coordinating effective meetings with Southeast Raleigh Assembly (SERA) that focuses on community capacity building, public safety, housing, equity, and business development
- Assisted in creating information packets, outlines, and agenda for meetings and recorded meeting minutes
- Assisted in writing requests for proposals (RFP) and preparing contracts for issue teams
- Designed and developed databases to reach and track SERA members and clients

- Revised small business resource manual created by the Greater Raleigh Chamber of Commerce into a user-friendly guidebook.

Outcome: Continuing with City of Raleigh on part-time basis as SERA Planning Technician

Laura Christine Sandvik, Interned with Carrboro Office of Economic & Community Development (Summer '06)

- Evaluated Human Services Grant process and prepared a written report of findings and suggestions for improvement of future grant cycles

Outcome: Unknown

Danielle Marie Boram, Interned with NC Office of State Budget and Management (OSBM) (Summer '06)

- Assisted with development of six-year capital improvement plan to resolve various budgeting issues and challenges. Compiled data through collaboration with state agencies and private firms, spreadsheet formulation for data presentation and analysis of data in an attempt to address time discrepancies between the various processes
- Attended Executive and Legislative Branch capital improvement and appropriation meetings
- Prepared policy report regarding state construction process that identified key requirement of the process and recommended areas of improvement and streamlining
- Updated, maintained, and improved content of newly developed Disaster Recovery Guide to enhance presentation and developed functions to facilitate updates of the Guide

Outcome: Applying to law school

Tracie Miller, Interned with NCFREE (NC Foundation for Research and Economic Education, Inc.), (Summer '06)

- Created mailings, newsletters, brochures, and invitations for members and upcoming events
- Made phone calls inviting members and following up with prospective members
- Created databases for different subsets of NCFREE's membership
- Updated, researched, and compiled potential members for the prospect database
- Logged all monies received from the \$2 million Silver Anniversary Campaign and mailed out confirmation letters to each donor
- Contacted prospects and current members to attend special NCFREE event such as SAC briefings, CEO Advisory Council meetings, regional briefings, and receptions
- Attended NCFREE events such as the regional briefings, SAC meetings, CEO Advisory Council meetings, and marketing/development meetings with members
- Attended weekly staff meetings and helped other NCFREE divisions when called upon

Outcome: Employed by Public School Forum of North Carolina, NC Center for Afterschool Programs

Rich Webb, Interned with NC General Assembly, Citizens Affairs (Summer '06)

- Assisted in administrative/research and support work for a Member of the House of Representatives and his/her Committee
- Researched/analyzed various committee issues, policy issues and legislation and prepared succinct briefing materials for oral or written presentations to Member or Member's staff
- Provided services to constituents in answering questions about legislation, state requirements; served as liaison between constituent and state agencies while working to resolve constituent problems
- Assisted in drafting speeches, news releases and other papers for the Member as related to assigned subject
- With Member's authorization, represented Member at meetings; arranged meetings and participated as the designee of the Member
- Worked with state agencies, universities, or institution and study commissions in developing a plan for implementing legislation
- Conducted legal research
- Researched and collaborated with other states in securing information to develop an alternative for the Vision Care Program for children
- Conducted survey and analysis of constituent interests in Member's district

Outcome: Attending Elon University School of Law beginning Fall 07

Michael Kelly, Interned with NC Office of State Budget and Management (OSBM), (Summer '06)

- Conducted a comprehensive review of the enrollment funding model utilized by UNC System that included reviewing assumptions contained in the formula, comparing that data to benchmark information from sixteen states, and making recommendations about how NC can improve its model. Conducted analysis of data collected, developed recommendations, and prepared written report and PowerPoint presentation.
- Conducted research and prepared a report that can be used by the Governor's Senior Policy Advisor for Fiscal Affairs and OSBM to respond to Governor and General Assembly on how NC compares to other states on various issues such as state and local tax burdens, spending requirements and responsibilities, and debt affordability.
- Collected data and prepared summary spreadsheets comparing NC salaries for specific classes of judicial employees to those of other states. Some of the positions included were district attorneys, district/superior court judge, and appellate court judges.

Outcome: Continuing MPA studies with graduation planned for August 2007, then seeking employment

Stephanie K. Bland, Interned with Communities in Schools of Orange County (CISOC), (Fall '06)

- Reconciled bank accounts, monitored CISOC budget, used monthly bill payments to create monthly Profit and Loss Statements and Balance Sheets and maintained

contact with CISOC treasurer and Executive Director, assisted in creation of budget. Created a “Separation of Duties Handbook” that describes how CISOC can provide more accountability and checks and balances with respect to monetary transactions.

- Provided support to CISOC program site coordinators, conducted school supply drive and maintained contacts, created Newsletter for the organization, revamped website
- Maintained contact with volunteers manager to assess volunteer progress, devised plan to recruit volunteers for future program directors, trained volunteers for their positions
- Conducted fundraising campaigns for school supply drive, holiday angel, and end-of-the-year corporate fundraiser, submitted fundraising letters to previous donors, submitted grants for newly proposed projects, created a Fundraising Strategic Plan
- Observed collaboration with other area nonprofits by sitting on the boards of Community Backyard, Boomerang, and Juvenile Crime Prevention Committee (Orange County)
- Created a Fall News Letter to provide exposure to CISOC
- Created a process booklet for future program directors

Outcome: Employed by Communities in Schools of Orange County as Program Director

Jill Denning, Interned with Office of the State Controller (Beacon Project) (Fall '06)

- Participated as team member in project BEACON, a multi-year effort to replace the State of North Carolina’s aging human resources, payroll, and financial systems
- Drafted the following report: “BEACON’s Big Three: Understanding and Reaching Out to the NC Department of Transportation, Department of Corrections and the Department of Health and Human Services”
- Assisted with change management efforts such as organizational risk assessment and workforce transition issues

Outcome: Employed by Small Business Administration in the Disaster Loan Office as External Affairs Liaison as part of the Presidential Management Fellowship program

Bryce Allen Ball, Interned with NC General Assembly, Fiscal Research Division, Justice and Public Safety Team (Summer '06)

- Prepared fiscal notes and memoranda for proposed legislation that affects public agencies
- Coordinated and tracked requests for fiscal notes by maintaining a database that tracks potential, in progress, and completed projects
- Assisted in research efforts related to the position
- Communicated effectively with agency staff, members of the General Assembly, and other Assembly staff
- Attended committee meetings to track legislation and/or present analyses
- Conducted research, communication, and writing necessary to produce fiscal notes and memoranda as needed during the legislative session.

Outcome: Continuing work with Fiscal Research Division, NC General Assembly during 2007 General Session and continuing MPA studies

Brian Walsh, Interned with Research Triangle Foundation (RTF), (Fall '06)

- Document the “Extended CORE Map” GIS with an emphasis on simplifying the process so that future uses of the GIS will be able to simply read the documentation and implement new data. Prepare a manual so that even those with a basic understanding of ArcGIS will be able to use the system.
- Contribute in a minor way to the SmartCommute Challenge in the form of participating in SmartCommute onsites that encourage RTP employees to pledge that they will use an alternative form of transportation to work a minimum of one day.
- Prepare an inventory of vacant land in proximity to RTP, involving GIS data manipulation, data collection from Durham County tax records and conducting a windshield field survey to verify existing uses. Results of the project will be used by RTF to evaluate potential expansion opportunities.
- Assist with a new signage plan for RTP to include the following duties: identify firms capable of designing new signage for RTP, solicit proposals, inventory existing signs by type, and assist Executive Vice President with implementation of this project.

Outcome: Relocating to Chicago and seeking employment

Jim Canavos, Interned with Town of Cary, Public Works and Utilities, (Spring '06)

- Completed very detailed AWWAQualServe Survey by identifying ideal sources of information and coordinating receipt of information. Project required much communication with other departments and ability to interpret data in various forms.
- Completed audit of fleet activities to include all transactions within the Town and deliveries from outside vendors. Audit will potentially serve to streamline overall fuel processes.
- Established Standard Operating Processes (SOP) within the Department—specifically SOPs for daily duties of interns, Fleet polling processes and others as necessary.
- During local emergency in the town a Boil Water Notice was issued. Functioned as an event tracker organizing information and data from all aspects of the incident. Information gathered served as the groundwork for subsequent FEMA training that intern completed.
- Provided program evaluation and management team support for department directors and division managers through data analysis and development of options alternatives.
- Oversaw assigned consultant projects to ensure their data requirements, reporting, and final draft deadlines were met.
- Provided analytical review of assigned Public Works and Utilities divisions operating budgets to ensure consistency and appropriateness of the requests.

Outcome: Employed by Town of Cary Public Works as Facilities District Coordinator

Elise Pierce, Interned with Public School Forum of North Carolina, Center for Afterschool Programs (NC CAP), (Fall '06)

- Collected and analyzed data to be used in the creation of GIS maps
- Created presentation-ready GIS maps
- Assisted in distributing resources to North Carolina afterschool programs
- Wrote articles for NC CAP E-newsletter
- Assisted in planning and attended Statewide Afterschool Network Conference
- Drafted correspondence and contacted possible funders and participants for NC CAP initiatives and projects, in particular, NC CAP GIS Mapping Initiative
- Participated in creating ideas for an International Project, identify research funders, and help develop a general interest letter to send to possible participants

Outcome: Seeking employment

Jennifer Woody, Interned with NC Division of Public Health, Chronic Disease and Injury/Cancer Branch, NC Dept. of Health and Human Services, (Spring – Fall 06)

- Assisted in planning the Chronic Disease and Injury Branch's conference by
 1. Organized committee meetings and prepared minutes
 2. Worked in collaboration with Wake Area Health Education Center to coordinate conference logistics
 3. Contacted vendors and organized conference exhibit hall
 4. Assisted in planning conference agenda
 5. Assisted with registration
 6. Collaborated with committee members to develop conference support grant including work plan and budget as well as securing letters of support and other documentation
 7. Researched grant availability in related areas
 8. Coordinated internal and external contact lists to publicize the conference
 9. Attended relevant meetings/in-house and outside
- Worked with Director and other professional staff to research cancer programs, initiatives, and academic research in North Carolina in order to create a comprehensive database of resources for cancer patients, practitioners and the community

Outcome: Temporary employee with Public Health, NC Department of Health and Human Services while seeking a full-time, permanent position

Sara Warren, Interned with Wake County, (Summer 06)

- Attended Board and staff meetings
- Participate in general tours of various departments within Wake County Government
- Assisted and/or took the lead on various aspects of her assigned projects—involved partaking in facilitative role
- Reviewed and evaluated the current process of Community Partnership Funding
- Assisted in facilitating the improvement of the process
- Participated a member of the committee in determining changes that were made

- Analyzed and explained areas of legislation and how it significantly impacts Wake County
- Produced a one-page synopsis and/or fact sheet describing current legislative issues that pertain to Wake county in order to promote Wake County's voice in the North Carolina General Assembly

Outcome: Employed by Fairfax County, Virginia, as Budget Analyst

Rebecca Knott, Interned with Granville County Emergency Services/Animal Control (Spring 07)

- Developed and implemented new database for Animal Control information, created monthly reporting process and a training manual for the new process
- Researched grant opportunities and developed a list grants and requirements
- Developed an understanding of animal control processes/operations to include sheltering animals, people management, customer service management, calls for service, and financial aspects

Outcome: Seeking employment

Philip Glazier, Interned with City of Durham, Finance Department (Spring 07)

- Worked as part of the ERP General Billing Implementation Team to conduct survey of existing billing systems, conduct best practices review and development of implementation plan
- Assisted in development of a comprehensive Debt Policy by reviewing policies of other jurisdictions, GFOA recommended practices and Bond Rating Agency recommended best practices. Participated in drafting policy, recommending best practices, and presenting proposed policy to executive team for review and approval
- Worked on development of electronic ERP user survey using online survey software to develop survey to distribute to specific user groups to get feedback on system performance

Outcome: Entering Masters in Accounting program Summer 07 and working temporarily with City of Durham as account specialist in MISC billing

Erin F. Bain, Interned with Airfield 4-H Educational Center, Wakefield, VA (Spring 07)

- Updated Collegiate Staff application and supporting documentation, policies and procedures manual
- Developed and implemented a process for filling Program Coordinator position
- Updated Airfield 4-H Center Website so that it is fully operational, has current information, photos, etc. regarding camping and other programs offered at the center

Outcome: Employed as Program Director at Airfield 4-H Educational Center in Wakefield, VA

Jennifer Moore, Interned with Structured Day Program for Haven House Services (Spring 07)

- Created a new client database by using existing information collected from current database and client files for general purpose use by program staff and for use in statistical analysis using SPSS software
- SPSS analysis will explore correlations between suspension and race, suspension and dropout rates, and other variables to be determined
- Conducted research on Structured Day Program to determine outcomes of short versus long-term suspension, why children are suspended, types of programs and best practices of these programs
- Aided in creating a standard measure for tracking clients in the Structured Day program and creating a controlled study for the program

Outcome: Continuing internship and MPA studies

Angenieta C. DeYoung, Interned with NC Coalition for Lobbying and Government Reform (Spring 07)

- Conducted public policy research
- Updated media lists, made follow-up calls and prepared press releases
- Monitored legislative committee meetings, prepared handouts for lawmakers
- Updated Coalition member database
- Participated in redistricting research project
- Conducted Same-Day Voter education research

Outcome: Employed by NC Office of State Auditor

Gena Paulk, Interned with Village of Pinehurst (Spring 07)

- Gained a general overview of the daily operations of a municipality, budget preparation, interaction with residents and other local/state agencies, and strategic planning
- Attended meetings including the following: weekly leadership session, Village Council Work Group, Historic Preservation Commission, Board of Adjustment, Planning and Zoning Board, Community Appearance Commission, Public Information Session, and Strategic Planning Committee
- Participated in preparing for and attended the Village Council Retreat
- Spent time with leader and staff in each department to understand better their roles in supporting the organization's vision
- Participated in the preparation and distribution of budget packets and completion of the Administrative budget
- Observed and prepared materials for the pending annexation of a local community
- Research citizen complaints and prepared responses for review by the Village Manager or designee

Outcome: Interning with NC Coalition for Lobbying and Government Reform and continuing MPA studies

Amanda Smith, Interned with NC Department of Transportation (NCDOT) (Spring 07)

- Developed an understanding of the National Environmental Policy Act and State Environmental Policy Act
- Reviewed the Plan Review process to understand the steps where Congestion Management has input into the project planning and design process. Identified how these steps may be affected by the environmental process.
- Created a flow chart of the project planning and design process
- Listed and described applicable NCDOT environmental policies and practices that affect project planning and design
- Developed a checklist for Environmental Impact Statement (EIS), Environmental Assessment (EA), and Categorical Exclusion (CE) to identify the stages where Congestion Management would have input into a project. Product would be used in Congestion Management project file so staff can easily identify where they are with projects and what steps remain to be completed. Long term the data can be used to track length of time at each stage for project reviews
- Interviewed various NCDOT personnel in the environmental planning area with the intent to identify past policy changes and potential future changes to Department policy. One interview was held with the Staff Engineer for the Project Development and Environmental Analysis Branch
- Identified and reviewed at least two projects in each of the following categories: EIS and Record of Decision (ROD); EA and FONSI (Finding of No Significant Impact) and CE

Outcome: Returning to job held prior to internship and seeking employment in field more aligned with her interests

Joe Futima, Interned with North Carolina General Assembly, Fiscal Research Division (Spring 07)

- Provided research support to other Finance team analysts on a wide variety of topics
- Assist in developing and “testing” a new revenue forecasting model for the NC Education Lottery
- Prepared fiscal notes, with products depending upon bills introduced and heard in House or Senate finance committees
- Prepared an Excel workbook showing actions taken in the house, the Senate, and a listing of ratified, non-budget bills with fiscal impacts to the state, local governments, and off-budget funds
- Provided research support for the development of a lottery forecasting model and continued to provide assistance to the project

Outcome: Continuing to work with Fiscal Research during current legislative session and continuing MPA studies with graduation planned for August 2007

Jason Cornoyer, Interned with NC Policy Watch (Spring 07)

- Gathered and updated contact lists for government agencies, non-profit groups and the media (added 200+ names)
- Attended legislative subcommittee meetings
- Wrote editorials for the blog “The Progressive Plus”

- Updated the website
- Researched and wrote fact sheets on specific issues (housing, etc.)
- Attended group collaboration meetings
- Helped coordinate panel discussion luncheons for 100+ people

Outcome: Interning with Wake County and continuing MPA studies

Jenna Gallo, Interned with Kohn-Ell Association Management (Spring 07)

- Learned to read, interpret, and analyze legal documents; i.e., Homeowner Assoc. Covenants
- Gained experience using QuickBooks software
- Gained familiarity with Homeowner Association (HOA) management and general management skills
- Prepared welcome letters to new buyers into the community after verifying records with Wake and Johnston County records; introduced them to what Kohn-Ell does; provided requests for Audodraft for HOA dues and Architectural Request Form for desired property changes to prevent covenant violations
- Prepared Covenant letters after searching covenants to identify reported covenant violations and alerting homeowners, advising them how to rectify violation & potential penalties if corrective action is not taken
- Assessing demands to homeowners who are delinquent in dues and alerting them to potential legal action if accounts are not brought current
- Entered lockboxes and recorded deposits using QuickBooks software
- Compiled a listing of all property's basic covenant requirements designed for easy utility for identifying and correcting covenant infractions, identifying rights and responsibilities of Homeowners Association, Kohn-Ell, etc.
- Developed a compilation of all property's individual budgets into a comprehensive and compatible system

Outcome: Undecided about career objectives/direction, may apply to PhD program

Erin Trado, Interned with Angus Barn, LTD, (Spring 07)

- Scored applications
- Scheduled and conducted interviews over the phone and in person
- Transferred absenteeism reports to electronic form
- Maintained absenteeism reports
- Audited files for FMLA and LOA requirements
- Created new employee personnel files
- Conducted background checks
- Updated personnel forms
- Updated and simplified employee evaluation process
- Updated the Employee Training Manual
- Assisted in preparing and delivering employee Safety Training Meeting. Audited workers comp files to determine how many accidents, date of accidents, and dates of accidents before the meeting. Meetings are held every other month.

Outcome: Continuing internship and MPA studies

Maya Lewis, Interned with NC Coalition for Lobbying and Government Reform (Spring 07)

- Updated a comprehensive statewide Excel database of all media outlets
- Conducted a detailed analysis of November 2006 Election Reports
- Created and compiled a synthesis of research

Outcome: Interning with North Carolina Housing Finance Agency

Maya Lewis, Interned with North Carolina Housing Finance Agency, (Spring 07)

- Researched regulations for the Annual Action Plan and the Consolidated Annual Performance and Evaluation Report (CAPER) and prepared a list of regulation requirements, comparison to requirements of most recent checklists
- Researched methods to measure/calculate economic impact of Agency investment in housing, developed a summary of existing methods, analysis of strengths and weaknesses of each
- Researched best practices of promoting and reporting contracts with minority and women-owned businesses and Section 3 businesses and developed summary of best practices

Outcome: Seeking employment

Colin Donovan, Interned with NC DENR-Division of Parks and Recreation-Umstead State Park (Spring 07)

- Conducted field work on non-native plant populations, wildlife activity, and other surveys
- Focused on non-native plant control
- Kept detailed records of work/progress (pictures, maps, logs)

Outcome: Continuing internship and MPA studies

Derek Allred, Interned with Raleigh Economic Development, Greater Raleigh Chamber of Commerce (Spring 07)

- Conducted economic development research
- Responded to requests for information from consultants, realtors, and staff
- Updated and edited economic development guides
- Updated and edited economic development websites
- Assisted with ACCRA Cost of Living Surveys
- Updated NC Site Search
- Developed Call Pitch, templates, Words System, Call List, and Contact Spreadsheet for an Existing Project
- Developed suggested structure for a year-round structured internship program for Wake County Economic Development

Outcome: Seeking employment

Adam Levy, Interned with North Carolina General Assembly (State Senators Jean Preston and Harry Brown), (Spring 07)

- Composed weekly constituent update (newsletter) every week by Thursday morning

- Drafted legislation and resolutions due by bill deadlines
- Composed Bill Briefs continuously as needed
- Attended Committee meetings and Legislative Sessions
- Conducted research to meet information needs of two Senators
- Composed policy briefs
- Addressed constituent issues demanding Senators' attention

Outcome: Attending Elon University School of Law beginning August 2007

Appendix B: Comments from Supervisor Evaluations, 2006-2007

Local Government Interns

- Overall:** Excellent (Tory Geiger)
Commendable: Candid, flexibility, organization, inquiry, sense of humor, accepting challenges, openness to diversity, responsible, willing to learn
Suggestions: The following list would help intern in his development as well as other students:

 - a) Problem solving/synthesis and analysis of data
 - b) Decision-making
 - c) Strategic and critical thinking
 - d) Self-analysis and reflection on values, principles, philosophy
 - e) Leadership development for confidence
 - f) Project management
 - g) Business writing skills
 - h) Knowledge of real world
- Overall:** Excellent (Sara Warren)
Commendable: Self-motivated, frequently anticipates next thing I will ask for, follows through on assignments, enjoyable to be around
Suggestions: Continue being proactive and trying to anticipate the next question/request, maintain your enthusiasm for the project you're working on
- Overall:** Excellent (Jim Canovos)
Commendable: Ability to quickly assess/understand data and organize into concise and useful management/decision making material. Awesome ability to listen to wide range of view points and concisely develop summary/conclusions—very helpful with management dialogue trying to assess policy direction
Suggestions: Intern is on a great path—continuing to develop his big picture view and being comfortable, when appropriate, taking time to consider the various symptoms/inputs/stakeholder needs/etc. of a situation will put him in a very marketable position for high level analytical/small to medium town management, etc. type positions
- Overall:** Excellent (Laura Sandvik)
Commendable: Showed great responsibility and worked very well with limited prompting. Self directed and motivated.
Suggestions: None mentioned

5. **Overall:** Excellent (Rebecca Knott)
Commendable: Patience
Suggestions: No suggestions; intern does a great job

6. **Overall:** Excellent (Philip Glazier)
Commendable: Intern is conscientious and hardworking. He has excellent understanding of systems and is able to grasp complex ideas quickly
Suggestions: We greatly valued intern's input, but at times he could be more forthcoming in joining discussions and providing his perspective. Intern always did excellent work, however, at times he seemed to rush unnecessarily through projects. Spending more time planning and contemplating different approaches could, at time, be beneficial to the over-all result.

7. **Overall:** Good (Gena Paulk)
Commendable: Flexible, response, self-starter
Suggestions: I can't think of anything that intern needs to improve upon.

State Government Interns

1. **Overall:** Excellent (Brian Godfrey)
Commendable: Responsible and respectful young man
Suggestions: Could be a little more patient with other co-workers

2. **Overall:** Excellent (Richard Webb)
Commendable: Intern is diligent, attentive to detail, and has a pleasant personality.
Suggestions: None mentioned

3. **Overall:** Excellent (Danielle Boram)
Commendable: Willing to learn, take on new tasks, genuine interest in budget and the legislative process, ability to work independently, very organized, quick learner, strong communication skills
Suggestions: None mentioned

4. **Overall:** Excellent (Bryce Ball)
Commendable: Hard working and dependable. Very task oriented; excellent. Good computer/organizational skills.
Suggestions: My comments somewhat parallel those made under "intern's growth and progress." (Very good. Was learning as we went through the Session to focus more on bigger picture issues and less on routine issues. Intern is very analytical but at this stage of his academic/professional life, he is more of a desk analyst/researcher. High level professional growth will be dependent on his success in working/negotiating/communicating with various groups of people.) Intern will need to continue to develop his "business" communications skills. He is excellent writer and is well spoken but needs to be more assertive and outgoing

in his professional relationships with other staff. I would suggest he get more experience leading group projects and operating under tight deadlines.

5. **Overall:** Excellent (Michael Kelly)
Commendable: Excellent analytical reasoning skills; adept ability to synthesize large amounts of information into understandable summaries (Excel sheets and PowerPoint slides); superior writing skills. I would hire intern in a New York minute.
Suggestions: None mentioned
6. **Overall:** Excellent (Jill Denning)
Commendable: Intern is a hard worker and brings a positive attitude with her everyday.
Her years of work experience made her a strong asset to the team.
Suggestions: No suggestions. Intern could go to work and be successful wherever she wants to.
7. **Overall:** Excellent (Jennifer Woody)
Commendable: Intern is very organized and prepared for meetings and meets deadlines. She is skilled in researching the internet and other available resources for information and linkages. Communication skills are commendable—she has an excellent rapport with staff and is very respectful and engaging. I also appreciate the fact that she is not afraid to ask the hard questions and to bring issues to her supervisors if she needs more information or assistance.
Suggestions: None mentioned
8. **Overall:** Excellent (Joe Futima)
Commendable: Intern is very intelligent, motivated, and self-directed, and has been a great fit for this position. My co-workers and I have been particularly impressed by the fact that he has actively sought out tasks for himself during slow times. We have also been very pleased that he has not hesitated to ask for assistance from other staff members when he has been unsure of how to proceed with a given task. Intern is very pleasant to work with, responds well to both criticism and guidance, and does a great job of getting everything done on a tight deadline. His analytical abilities are well above average, and he has done excellent work for us during his time here.
Suggestions: Although intern's analytical work has been strong all along, it is my belief that he could benefit from a refresher course in professional writing. My concern is that common errors he tends to make in the written portion of his analyses may detract from the underlying quality of his work, leading to the erroneous perception that the final product is somehow inadequate.
9. **Overall:** Excellent (Amanda Smith)
Commendable: Intern works independently with strong initiative. Intern also expresses a willingness to learn which is very positive
Suggestions: None mentioned

10. **Overall:** Excellent (Adam Levy)
Commendable: Written communications, excellent research skills, smart, hard worker, great personality, broad skills
Suggestions: None

11. **Overall:** Satisfactory (Maya Lewis)
Commendable: Intern seemed interested in all projects assigned; all projects took longer than expected.
Suggestions: Intern was enthusiastic about the projects assigned to her, but her pace was slower than expected. Her execution was not always in line with expectations, even when we gave her follow-up guidance. This could have been remedied by increased communication by intern. She showed a lot of willingness to work independently, which will be an asset in some positions, but she needs not to be afraid to ask questions, to ensure she is completing her assignments in an accurate and timely manner.

Nonprofit Interns

1. **Overall:** Excellent (Lydia Varn)
Commendable: Structure and organizational skills; ability to plan; willing to ask questions; seeking out new informative sources
Suggestions: External exposure to the real political environment and the peaks and valleys of public service will contribute to a better understanding of the government sector.

2. **Overall:** Excellent (Tracie Miller)
Commendable: Quick turn-around, positive attitude, ability to adapt
Suggestions: Intern has been an excellent employee. She is developing skills/experience necessary to succeed with her MPA.

3. **Overall:** Excellent (Brian Walsh)
Commendable: Intern works very hard to understand the fully scope of a project, not just the task he has been assigned. Intern is very conscientious and diligent in his work.
Suggestions: None mentioned

4. **Overall:** Excellent (Elise Pierce)
Commendable: Initiative, responsibility, thoroughness, empathy, responsiveness
Suggestions: None mentioned

5. **Overall:** Excellent (Stephanie Bland)
Commendable: None mentioned
Suggestions: None mentioned

6. **Overall:** Excellent (Angenieta De Young)
Commendable: Organized, enthusiastic, great researcher and writer, takes

initiative, and a quick learner

Suggestions: Intern is a great asset and would benefit from gaining more work experience since intern hasn't worked yet in the "real world." Intern would be a great addition to any organization.

7. **Overall:** Excellent (Derek Allred)

Commendable: Intern shows a lot of initiative and has an excellent work ethic. We've all been impressed with his ability to tackle projects and complete them quickly.

Suggestions: Intern is off to a great start. Working in an economic development office upon graduation and practicing his client handling skills will enable him to gain greater experience in this area. Intern is an excellent employee and will be a valuable asset.

8. **Overall:** Excellent (Erin Bain)

Commendable: Intern's enthusiasm is contagious and is important when trying to motivate people.

Suggestions: Learn to manage distractions more effectively when working with an individual. Multi-tasking is great when working alone. It is sometimes seen as a sign of disrespect when in a meeting. Respect and support decisions of supervisor.

9. **Overall:** Excellent (Jason Cornoyer)

Commendable: Intern showed a willingness to tackle new things. Intern was able to work independently to complete assignments.

Suggestions: Intern has expressed an interest in working for government; he needs experience inside a government agency. Intern should continue to work on his editorial writing, further developing his skills to take complex policy discussions and simplify them down to key points that the public can understand.

10. **Overall:** Excellent (Maya Lewis)

Commendable: Great research skills, eye for detail, well-organized, good at talking to people

Suggestions: Intern will be a great asset to any organization. Can improve her punctuality, but other than that, intern's wonderful!

Private Sector

1. **Overall:** Excellent (Jenna Gallo)

Commendable: Intern has a thorough approach to all work tasks. Intern's positive attitude and strong work ethic is commendable.

Suggestions: Intern will be successful in her future endeavors by maintaining her high level of professionalism and work ethic.

2. **Overall:** Excellent (Erin Trado)

Commendable: Intern takes constructive criticism very well. She is a very quick learner and takes initiative.

Suggestions: None mentioned

In progress Summer 2007

Stephanie Parker, Rex Hospital

Suzanne Schwab, Environmental Protection Agency, Research Triangle Park

Jerrod McConnell, Wake County Schools

Claire Hester, Office of State Budget and Management

Gena Paulk, NC Coalition for Lobbying and Government Reform

Katherine Biggerstaff, NC Healthy Start

Amber Mattox, BEACON Project, NC State Controller's Office

Jonathan Decker, Town of Wake Forest

Kevin Kranz, BEACON Project, NC State Controller's Office

Josh Wynne, NC Equity

Kayla Mathis, NC Department of Public Instruction

Appendix C: Placement Data for Interns Graduating in 2005-2006

Kedrick Perry, Working toward Ph.D. in Higher Education, University of Virginia

Interned with U.S. Environmental Protection Agency, Environmental Education Program (Summer 2005)

Helen Lewis Gibbs, Entering Duke University to study for Master of Divinity degree Fall 2007; Interned with The Leukemia and Lymphoma Society, (Fall 2005)

Allison Hauser, Employed by March of Dimes in White Plains, NY, as Manager, National Youth Program; Interned with NC Division of Pollution Prevention & Environmental Assistance (Summer 2005)

Molly Puente, Employed by National Institutes of Health (NIH) through Presidential Management Fellowship Program; Interned with Watershed Education for Communities and Local Officials (WECO) (Spring 2006)

Misty Lewis Herget, Employed by NC Rural Economic Development Center as Program Analyst; Interned with Public School Forum of NC (Fall 2005)

Angela Patrick, Employed as Benefits Analyst with Division of Motor Vehicles, Interned with NC Department of Health & Human Resources (DHHS), Human Resources, Employee and Management Development, (Fall 2005)

Brenna Erford, Employed by NC General Assembly Research Division as Fiscal Analyst; Interned with NC General Assembly, Fiscal Research, (Fall 05)

Heather Martin, Employed by Long Beach, California in Management Assistant Program; Interned with Wake County Parks, Recreation and Open Space (Summer 2005),

Heather Stephenson, Employed by Learning Together as Development Director; Interned with Learning Together (Summer 2005)

Janis R. Cox, Employed by WakeMed Health and Hospitals as CapRAC Assistant; Interned with Special Olympics of North Carolina (Spring 2006)

Tonya Post, Employed by Inter-Faith Food Shuttle as Development Associate; Interned with Inter-Faith Shuttle (Fall 2005)

D: Preliminary Placement Data for Interns Graduating in 2006-2007

Brian Godfrey, Interned with Senator Jerry Tillman, (Summer '06); Seeking employment

Tracie Miller, Interned with NCFREE (Summer '06); Employed by Public School Forum of North Carolina, NC Center for Afterschool Programs

Danielle Boram, Interned with Office of State Budget and Management, (Summer '06); Applying to law school

Richard Webb, Interned with NC House of Representative (Summer '06); Entering Elon University School of Law school beginning Fall '07

Laura Sandvik, Interned with Town of Carrboro, (Summer '06); Unknown

Elise Pierce, Interned with Public School Forum, (Fall '06); Seeking employment

Stephanie K. Bland, Interned with Communities In Schools of Orange County, Inc (CISOC); Employed by Communities in Schools of Orange County, Inc. as Program Director

Jim Canavos, Interned with Town of Cary, (Spring '06); Employed by Town of Cary Public Works as Facilities District Coordinator,

Brian Walsh, Interned with Research Triangle Foundation (Fall '06); Relocating to Chicago and seeking employment

Jill Miller Denning, Interned with Office of the state Controller (BEACON Project) (Spring '06); Employed by Small Business Administration in the Disaster Loan Office, as External Affairs Liaison as part of the Presidential Management Fellowship program

Jennifer Woody, Interned with NC Division of Public Health, Chronic Disease & Injury/Cancer Branch (Spring '06); Temporary employee with Public Health, NC Department of Health and Human Services while seeking a permanent full-time position

Sara Warren, Interned with Wake County, (Summer '06); Employed by Fairfax County, Virginia, as Budget Analyst

Amanda Smith, Interned with NC Department of Transportation (DOT) (Spring 07); Returning to permanent position in DOT while also seeking employment in field more related to her interests

Jenna Gallo, Interned with Kohn-Ell Association Management (Spring 07); Considering applying to PhD program; undecided about career objectives/direction

Angenieta C. DeYoung, Interned with NC Coalition for Lobbying and Government Reform (Spring 07); Employed by Office of the State Auditor

Philip Glazier, Interned with City of Durham, Finance Department (Spring 07); Entering NCSU Masters of Accounting program Summer 07

Rebecca Knott, Interned with Granville County Emergency Services/Animal Control (Spring 07); Seeking employment

Erin F. Bain, Interned with Airfield 4-H Educational Center, Wakefield, VA (Spring 07); Employed as Program Director at Airfield 4-H Educational Center in Wakefield, VA

Maya Lewis, Interned with NC Coalition for Lobbying and Government Reform (Spring 07) and North Carolina Housing Finance Agency (Spring 07); Seeking employment

Derek Allred, Interned with Greater Raleigh Chamber of Commerce, (Spring 07); Seeking employment