

# INTERNSHIP MASTERWORK PORTFOLIO

---



**DELTA | DEVELOPMENT | GROUP**  
I N C .

Taylor W. Muñoz

Supervised by Coleen Terry  
Vice President, Development Services

Messiah College Internship Center  
Michael True, Internship Advisor  
Spring 2011



**DELTA | DEVELOPMENT | GROUP**  
I N C .

## **Table of Contents**

Executive Summary

...

Job Description

...

Signed Learning Objectives

...

Learning Objective I

...

Learning Objective II

...

Learning Objective III

...

Learning Objective IV

...

Résumé



# Executive Summary

## Introduction

In the spring of 2011, I completed an internship with Delta Development Group, Inc. (Delta) in Mechanicsburg, PA. Under the supervision of Vice President Coleen Terry, I worked on many projects as part of Delta's Development Services team. As a prominent consulting firm with projects operating both locally and in many surrounding states, Delta is committed to providing "specialized consulting services in community and economic planning, emergency management and public health preparedness, information technology, real estate development, and transportation services to public and private-sector clients." Since many of Delta's projects involve interdepartmental collaboration, I had the unique opportunity to broaden my experience and complete tasks within the Planning division as well. Through my internship, I gained a greater appreciation for the importance of public-private partnerships as drivers for sustained economic growth and efficiency into the future.

During the introductory stage of my internship, I developed four key objectives to guide the focus of my experience, along with accompanying activities and criteria to evaluate their completion. The objectives are as follows:

1. To learn the stages in securing development assistance/funding for clients from the due diligence (research) stage through the post-award process
2. To better understand the structure and function of state and local government
3. To learn how to conduct market assessments and economic/fiscal impact statements
4. To gain an understanding of the steps involved in developing corporate incentive strategies

As I progressively gained proficiency in my daily tasks, these specific objectives provided a foundational framework to guide my experience. After a four-month internship, I have successfully developed new competencies and completed project work in accordance with each objective above.

## Work/Projects

My project tasks at Delta were many and varied. As part of the Development Services team, I assisted in projects including, but not limited to, the following: preparing funding matrices for federal and local grant programs, tracking and researching legislation, pulling economic and demographic data from electronic sources, facilitating communication to both local and federal officials, writing narrative summaries for grant applications, conducting research for potential economic development site locations, analyzing township and county master plans, and compiling constant contact databases for client outreach. I also had the opportunity to work with Delta's Planning team, writing project profile summaries and pulling economic data for specific projects. Outside of my work with the Development Services and Planning teams, I was



involved extensively with a company-wide mass-marketing project where Delta reached out to economic development agencies around the country regarding the services they provide.

In addition to the work I completed in two of Delta's respective divisions, I attended company-wide staff meetings and Development Services team meetings regularly. They provided the opportunity to assess the progress on recent projects and benchmark both short- and long-term goals at both the departmental and company level. I also had the opportunity to participate in client conference calls and an off-site client meeting.

## **Learning**

Delta provided a unique setting for me to apply my interests in business and politics in a professional environment. Throughout the duration of my internship, I gained a thorough understanding of many of the processes that comprise economic development and redevelopment and the governmental entities that influence them. Coming into the internship, my knowledge of state and local government was very limited; however, having the opportunity to observe how economic development projects are implemented on a local level and how private-public partnerships help directly meet the respective needs of various communities was a horizon-broadening experience. By the end of my internship, I was familiar with the structure of local and state governments and how their leadership roles interfaced with development projects. I was much more able to determine what information was needed for various parts of projects and where that information was located. My skills at navigating various federal, state, and local websites, many of which offered varying levels of detail and information, increased as I learned where to retrieve needed data.

I became much more skilled at navigating large volumes of information, retrieving the pieces most relevant to the project at hand, and managing many project tasks at once. The atmosphere at Delta was very dynamic, with many projects often going on at the same time. Therefore, early on it was crucial that I continually managed my project work and prioritized my tasks in an efficient manner. I became proficient in providing timely feedback to project managers and maintaining constant communication with fellow employees as to the status of my work.

## **Future Plans**

Overall, my experience at Delta gave me a greater appreciation for the role of economic development in creating and sustaining jobs, empowering communities with new infrastructure and business opportunities, and restoring blighted city areas. It has improved my understanding of how communities facilitate development efforts and the behind-the-scenes processes that take place in bringing together both private and governmental resources to effect development projects. Many of the experiences I had while at Delta better prepared me for a future in either business or politics, providing comprehensive insights as to the expertise



necessary to succeed in those spheres and a broad view of the structures that facilitate business growth.

In addition, I gained confidence in my written and verbal communication skills and in managing my time in the workplace. While I was proficient in using the necessary computer software prior to interning at Delta, my skills were reinforced and improved as I was required to use Microsoft Excel and Word on a repeated basis.

### **Preparation/Recommendations**

With a liberal arts background, my academic experience provided me with a variety of skills necessary to succeed in the workplace. While I was prepared with a solid foundation in theory and book learning, much of the knowledge I gained from Delta was achieved through on the job experiences. It was my business background that prepared me for setting achievable goals and seeing them through to completion, while my background in politics solidified my writing and critical thinking skills. Even though I did not know many of the processes used at Delta going into my internship, I was equipped with the necessary skills to learn quickly.

As for the future, I would recommend that Messiah's business department make a concerted effort to improve the written communication ability of its students and emphasize the importance of a consistent presence at the internship site. A solid foundation in writing will better prepare students to succeed, even if he or she does not yet know the specific functions of a job, and is the single most important tool in preparing individuals to learn and communicate effectively. In addition, I found that recording a minimum of 20 hours per week over five days allowed me to cultivate a continuous presence that helped maximize my experience. Being at my internship site every day solidified my role as a part of the Delta team and insured that I did not get lost in the shuffle of the active workplace.



## Job Description

**Position:** Intern

**Department:** Development/Planning

**Reporting Relationships:** Reports to the Internship Supervisor

### General Summary

The Intern position is a project-oriented position in a team environment that focuses on satisfying client needs with a commitment towards the firm's short and long term goals. Through the completion of specific project tasks, the intern will gain an in-depth understanding of the skills necessary to follow assignments through to completion. The position has a particular focus on cultivating interdivisional competencies within each general department area, setting the stage for the individual to gain a holistic focus of what each area entails. This position understands and tracks federal and state programs, performs research and analysis on new projects, prepares applications and meeting materials and attends client meetings as needed.

### Principal Duties & Responsibilities

1. Understand and track federal and state programs and their requirements as applicable to Delta projects
2. Track and analyze legislation as appropriate for client needs
3. Perform research and analysis on new projects
4. Prepare applications and materials for grant and loan opportunities
5. Attend public/private client meetings as requested
6. Represent the firm at events/fundraisers as needed
7. Develop knowledge of firm's programs to assist in identifying marketing opportunities
8. Attend internal staff, marketing and project meetings as required
9. Participate in and support the firm's strategic plan
10. Provide project support as necessary within the organization



## **Job Specifications**

1. Skill sets to work within various computer programs
2. Ability to work in a team environment
3. General public speaking and presentation skills
4. Capability to generate error-free communication
5. Possess working knowledge of federal and state programs

## **Disclaimer**

The above statements are intended to describe the general nature and level of work being performed by people assigned to this job. They are not intended to be an exhaustive list of all responsibilities, duties and skills required.



## Internship Objectives

### Objective 1:

To learn the stages in securing development assistance/funding for clients from the due diligence (research) stage through the post-award process

Activities/Resources:

1. Attend development services staff meetings
2. Research available grant opportunities for clients at the federal level
3. Work on a project from its beginning stages through to completion

Evaluation/Verification:

1. Include examples of project work in my portfolio
2. Summary of project, with profiles describing the tasks involved in each stage

### Objective 2:

To better understand the structure and function of state and local government

Activities/Resources:

1. Ask for recommended reading/resources to better understand how state government works
2. Complete tasks that will lead to a better understanding of local government and municipalities
3. Research unfamiliar terms and policies enacted at the local level

Evaluation:

1. Develop a narrative summary of how I gained proficiency in state government structure
2. Include examples of work from state government projects in my portfolio
3. Be able to discuss the importance and impact of state government on local communities

### Objective 3:

To learn how to conduct market assessments and economic/fiscal impact statements (learn the economic side of Delta -- transferable skills and analysis competencies)

Activities/Resources:

1. Utilize scholarly articles and resources for economic analyses
2. Attend meetings with clients and/or development services staff
3. Observe and utilize tools used for influencing legislative processes
4. Apply analytical tools to specific projects, including Enhanced-IFIP

Evaluation:

1. Include examples of specific project work and data compiled in internship portfolio
2. Summarize the steps performed in the economic impact assessment process

**Objective 4:**

To gain an understanding of the steps involved in developing corporate incentive strategies

Activities/Resources:

1. Attend meeting(s) with Governor's Action Team
2. Work closely with corporate incentives staff
3. Attend internal corporate incentives meetings
4. Study examples of offer letters

Evaluation:

1. Include examples of research work in my portfolio
2. Develop narrative summary of the components of the corporate incentive process

Internship Objectives approved by:

**Intern:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Supervisor:** \_\_\_\_\_ **Date:** \_\_\_\_\_

# Objective I

---

*To learn the stages in securing development assistance/funding for clients from the due diligence (research) stage through the post-award process*



## Reflective Commentary, Objective 1

### Development Services Staff Meetings

As part of my internship experience, I attended Development Services staff meetings regularly. These meetings served as a time for evaluating the progress of both current and potential projects managed by different members of the team, benchmarking their success relative to predetermined financial and strategic goals. At the corporate level, Delta has profitability and performance targets that require specific outcomes from its three divisions. Therefore, the procedures I observed at each meeting were necessary for supporting the overall vision and strategy of Delta and keeping Development Services on track for upholding those goals. If a specific project manager found his or her progress to have stalled, the meeting provided an opportunity to briefly flush out the steps needed to bring the project up to speed. The insights offered by others provided a means for fostering group accountability and insuring a high level of continued diligence on seeing each project through to completion. By reviewing each project status as a group, it kept everyone informed and provided a “big picture” perspective as to the progress being achieved. Overall, the continued process of project evaluation stressed the importance of a team constantly staying in tune as to how each member’s actions influence its other members as well as the welfare of the company as a whole.

### Federal Grant Research

Traditionally, Delta has pursued and secured funding for clients primarily through federal earmarks, a process requiring close collaboration with U.S. elected officials. However, prior to the beginning of my internship, Congress placed a three year ban on federal earmarks. The earmark moratorium prompted Delta to revise its funding strategies to rely more heavily on grant-based funding. Rather than petitioning legislators for earmarked funds, Delta shifted to the competitive grant process, submitting applications on behalf of clients demonstrating the merit of their respective projects. Therefore, one of my key assignments early in my internship was the creation of federal funding matrices, extensive spreadsheets detailing the various grant programs and opportunities available through various U.S. departments. Using grant opportunities gathered from specific federal agencies, including the Department of Homeland Security and the Department of Energy, I used multiple online resources to document the available grant programs.

Through my research, I gained proficiency in navigating government resources and increased understanding of federal grant program requirements. Taking inventory of the grant opportunities available and compiling them in a central location served to better equip Delta to meet the needs of its clients in preparing funding strategies for vital projects. From the client perspective, the matrices provided a user-friendly synopsis of what opportunities they could consider in the process of planning and implementing each stage of their projects. Despite the

challenge posed by the earmark ban, Delta's proactive response demonstrated the importance of being able to quickly transition to alternative strategies in the face of a challenge.

### **Development Services Projects**

Again, the nature of Delta's dynamic work environment is such that many projects are going on at once, with each project in a different phase and having varying resource requirements. I did not have the opportunity to work on an entire project from its beginning stages through to completion, but I completed assignments from various stages of the project cycle. In particular, my primary responsibilities included extensive demographic research and economic analysis for new projects and helping prepare materials and applications for grant applications. I used government websites regularly to compile demographic data regarding the immediate and surrounding communities where economic development projects were taking place, providing the information necessary to demonstrate the positive effects of economic development on such factors as employment and per capita income. In addition, townships, counties, and regional planning councils often have master plans that outline their policies for sustaining economic development into the future. It was my responsibility to examine these documents and demonstrate the correlation between their goals and those of the economic projects occurring in their areas.

As I helped prepare applications and professional materials, I further developed the ability to write succinctly and extract relevant information from large volumes of data. The research I conducted was a valuable component of the processes necessary for securing assistance for Delta's clients and providing evidence as to the merit of their projects in revitalizing and growing their surrounding communities.



# Objective II

---

*To better understand the structure and function of state and local government*



**DELTA DEVELOPMENT GROUP**  
INC.

## Reflective Commentary, Objective 2

### State and Local Government

At the beginning of my internship, I was not proficient in the function and structure of state government or its local, municipal forms. Gradually, due to the nature of Delta's projects and the frequent collaboration required with local officials, I gained a better concept of local government structure and functions. Using online resources and Pennsylvania's state website, I researched online materials that would help me increase my state and local government knowledge. By studying portions of *The Citizen's Guide to PA Local Government* and following news specific to Pennsylvania, I developed a better understanding of the characteristics of Pennsylvania's government. One of the best ways to continue developing an understanding of local government is to maintain consistency in following state news sources. Maintaining familiarity with current events at the state level better allows one to understand the ever-changing face of local politics and its actors.

In addition to specific informational resources, much of my proficiency developed from hands-on experience through specific project assignments. As part of my project work, I often had to research contact and biographical information for numerous state and local officials. Navigating their respective websites and summarizing their roles, responsibilities, and committee involvement gave me a broader view of how they interacted with local communities and what experiences were necessary to fulfill their positions. In one instance, Delta was assisting with four different projects for the same client. During the beginning stages of assisting the client, I had the opportunity to develop a communications strategy, also known as a "key stakeholders" document, which entailed researching the federal, state, and local officials for the geographic area of each project. The information I gathered provided a starting point for Delta to facilitate outreach efforts to the elected officials and gather needed support for the client's economic development projects. **For an example of the strategy, see Exhibit 2.1.**

I also facilitated outreach to the offices of elected federal officials and assisted in tracking legislation, specifically legislation regarding liquor store privatization. Often, in order to make elected officials aware of the progress and needs of current projects, Delta invites them to participate in on-site visits at the project locations. I networked with U.S. Senator Pat Toomey's regional managers regarding several of Delta's projects and set up times for them to preview the sites and discuss their needs. Additionally, during my time at Delta, one of the hot-button issues in the state capitol was the issue of whether to privatize state-owned liquor stores. I kept tabs on the status of the legislation and researched similar policies in other states as Delta collaborated with members of the state legislature in drafting new legislation to enable liquor store privatization. Lastly, I had the unique opportunity early in my internship to attend a reception at Delta with U.S. Senator Bob Casey and many local officials from around the state. The event provided a forum for county commissioners, township supervisors, and others to voice specific needs and concerns.



## Exhibit 2.1

# KEY STAKEHOLDERS

---

### *Lakeside Plaza*

---

#### **I. Lacey Township**

- A. Township Committee
  - 1. Helen Dela Cruz (D)
  - 2. David E. Most (R)
  - 3. Sean Sharkey (D)
- B. Mayor – Gary Quinn (R)
- C. Deputy Mayor – Mark Dykoff (R)

#### **II. State Legislative Officials**

- A. State Senator Christopher J. Connors (R-9)
- B. Assemblywoman DiAnne Gove (R-9)
- C. Assemblyman Brian E. Rumpf (R-9)

#### **III. Key Congressional Officials**

- A. U.S. Representative Jon Runyan (R-3)
- B. U.S. Senator – Frank Lautenberg
- C. U.S. Senator – Bob Menendez

### *Hamilton Square Development*

---

#### **I. Hamilton Township**

- A. Township Council
  - 1. Kelly Yaede
  - 2. Dennis Pone
  - 3. Edward R. Gore
  - 4. David Kenny
  - 5. Kevin Meara
- B. Mayor -- John F. Bencivengo

#### **II. State Legislative Officials**

- A. State Senator Linda Greenstein (D-14)
- B. Assemblyman Dan R. Benson (D-14)
- C. Assemblyman Wayne DeAngelo (D-14)

#### **III. Key Congressional Officials**

- A. U.S. Representative Christopher Smith (R-4)
- B. U.S. Senator – Frank Lautenberg
- C. U.S. Senator – Bob Menendez



## *Howell Commons Expansion*

---

- I. Howell Township**
  - A. Township Council
    - 1. Rob Nicaastro (R)
    - 2. Susan Schroeder Clark (I)
    - 3. Pauline Smith (R)
  - B. Mayor – Bob Walsh (I)
  - C. Deputy Mayor – William Gotto (R)
  - D. Township Manager – Helene Schlegel
  
- II. State Legislative Officials**
  - A. State Senator Robert Singer (R-30)
  - B. Assemblyman Ronald S. Dancer (R-30)
  - C. Assemblyman Joseph R. Malone (R-30)
  
- III. Key Congressional Officials**
  - A. U.S. Representative Christopher Smith (R-4)
  - B. U.S. Senator – Frank Lautenberg
  - C. U.S. Senator – Bob Menendez

## *Williamstown Square*

---

- I. Monroe Township**
  - A. Township Council
    - 1. Marvin Dilks
    - 2. Frank Caligiuri
    - 3. Rich Dilucia
    - 4. Walt Bryson
    - 5. Ron Garbowski
    - 6. Bill Sebastian
    - 7. Dan Teefy
  - B. Mayor – Michael Gabbianelli
  
- II. State Legislative Officials**
  - A. State Senator Fred Madden, Jr (D-4)
  - B. Assemblyman Domenick DiCicco, Jr. (R-4)
  - C. Assemblyman Paul Moriarty (D-4)
  
- III. Key Congressional Officials**
  - A. Representative Rob Andrews (D-1)
  - B. U.S. Senator – Frank Lautenberg
  - C. U.S. Senator – Bob Menendez

# KEY STAKEHOLDER BIOGRAPHIES

---

## *Lakeside Plaza*

---

### ***State Senator Christopher J. Connors (R-9)***

- Republican senator for New Jersey's 9<sup>th</sup> legislative district
- Member of New Jersey Senate since 2008, following almost 20 years serving in the General Assembly
- Currently serves as a member of the Senate Community and Urban Affairs Committee and the Senate Military and Veterans' Affairs Committee

### ***Assemblywoman DiAnne Gove (R-9)***

- Republican legislator since December, 2009 for New Jersey's 9<sup>th</sup> legislative district
- Member of the Military and Veterans' Affairs and State Government Committees

### ***Assemblyman Brian Rumpf (R-9)***

- Republican member of the General Assembly since 2003 for New Jersey's 9<sup>th</sup> legislative district
- Serves on the Education Committee, Transportation, Public Works and Independent Authorities Committee, Joint Committee on the Public Schools, and Special Committee on Economic Development
- His law firm, Brian E. Rumpf PC, is located in Little Egg Harbor

### ***U.S. Representative Jon Runyan (R-3)***

- Representative for New Jersey's 3<sup>rd</sup> congressional district since January 2011
- Serves on the House Armed Services, Veterans Affairs, and Natural Resources Committees
- He is the fourth professional football player to be elected to serve in the U.S. House of Representatives

## *Hamilton Square Development*

---

### ***State Senator Linda Greenstein (D-14)***

- Served in the New Jersey General Assembly from 2000-2010, when she was elected to the New Jersey Senate in a special election
- Held various positions of leadership within the General Assembly, including Assistant Majority Leader and Deputy Speaker

### ***Assemblyman Dan R. Benson (D-14)***

- Member of New Jersey General Assembly since January 2011
- Serves on Health and Senior Services and Housing and Local Government Committees

### ***Assemblyman Wayne DeAngelo (D-14)***

- Member of the New Jersey General Assembly since January, 2008, currently serving as Deputy Speaker Pro Tempore



- Committees: Telecommunications and Utilities (Vice Chair), Labor, and Special Committee on Economic Development
- Former Hamilton Township Councilman

#### ***U.S. Representative Christopher Smith (R-4)***

- Member of the U.S. House of Representatives since 1981
- Serves on the Committee of Foreign Affairs (Chairman) and Commission on Security and Cooperation in Europe (Chairman)
- Ranks third among all members of the U.S. House of Representatives in the number of laws authored over the last two decades, and eighth among all members of the U.S. Senate and House

#### ***Howell Commons Expansion***

---

#### ***State Senator Robert Singer (R-30)***

- Member of the New Jersey State Senate since 1993
- Serves on the Economic Growth Committee and Health, Human Services and Senior Citizens Committee
- Known for his recognition and support of the technology industry
- 30-year member of the Lakewood Township Committee, serving four terms as Mayor

#### ***Assemblyman Ronald S. Dancer (R-30)***

- Member of the New Jersey General Assembly since 2002
- Serves on the Labor and Tourism and Gaming Committees
- Dancer has served as Mayor of Plumsted Township since 1990

#### ***Assemblyman Joseph R. Malone (R-30)***

- Member of the New Jersey General Assembly since 1993
- Serves on several committees including Education, Special Committee on Economic Development, Telecommunications and Utilities, Joint Budget Oversight, and the Bipartisan Leadership Committee

#### ***U.S. Representative Christopher Smith (R-4)***

- Member of the U.S. House of Representatives since 1981
- Serves on the Committee of Foreign Affairs (Chairman) and Commission on Security and Cooperation in Europe (Chairman)
- Ranks third among all members of the U.S. House of Representatives in the number of laws authored over the last two decades, and eighth among all members of the U.S. Senate and House

#### ***Williamstown Square***

---

#### ***State Senator Fred Madden, Jr (D-4)***

- Member of the New Jersey State Senate since 2004



- Serves on the Labor Committee (Chair) and Health, Human Services, and Senior Citizens Committee
- Prior to his legislative service, he was a career law enforcement officer
- He has taught as an adjunct professor at Seton Hall and Rutgers universities and currently serves as dean of the Police Academy at Gloucester County College

***Assemblyman Domenick DiCicco, Jr. (R-4)***

- Member of the New Jersey General Assembly since 2010
- Serves on the Commerce and Economic Development and Consumer Affairs Committees
- He is the Executive Vice President-General Counsel for Alexander Gallo Holdings, LLC
- Ran for office in a district where Democrats outnumber Republicans two to one

***Assemblyman Paul Moriarty (D-4)***

- Member of the New Jersey General Assembly since 2006
- Serves on Consumer Affairs (Chair), Education, and Law and Public Safety Committees
- Prior to running for office, Moriarty worked as an investigative journalist at KYW-CBS-3

***U.S. Representative Rob Andrews (D-1)***

- Member of the U.S. House of Representatives since 1990
- Serves on the House Committee on Armed Services and the House Committee on Education and the Workforce

***U.S. Senators***

---

***U.S. Senator Frank Lautenberg (D)***

- Currently serving his fifth, non-consecutive term, having served from 1982 to 2001 and again since 2003
- Serves on three Senate committees: Appropriations; Commerce, Science, and Transportation; and Environment and Public Works
- At 87, Lautenberg is the oldest serving member of the Senate

***U.S. Senator Bob Menendez (D)***

- Member of U.S. Senate since 2006
- Prior to his Senate appointment and subsequent election, Menendez served in the U.S. House of Representatives from 1993-2006
- Serves on the Committee on Banking, Housing, and Urban Affairs, Committee on Finance, and Committee on Foreign Relations



# Objective III

---

*To learn how to conduct market assessments and economic/fiscal impact statements (learn the economic side of Delta -- transferable skills and analysis competencies)*



## Objective 3, Reflective Commentary

### Economic Analyses

Delta uses a series of complex tools and data and draws on a variety of resources to complete its economic impact analyses. In order to demonstrate the value and positive economic benefits of its clients' projects, Delta draws data from many sources including online resources, NAICS industry statistics, and IMPLAN computer software. Using these tools, Delta can estimate figures including the number of jobs created and the amount of added tax revenues generated for local economies that stem from economic development and redevelopment. While I did not perform the actual calculations with the software, I retrieved key economic figures from sources including the U.S. Census Bureau and the U.S. Department of Labor that were often used in demonstrating an area's need for the economic benefits of a project. **For an example of the economic figures I compiled, see the analyses figures for Wayne Township in Exhibit 3.1.** In turn, the data I compiled was included in executive summaries of client projects, grant application documents, and other project materials.

The data shown in Exhibit 3.1 specifically provided supporting information as part of a grant application for the redevelopment of Wayne Town Center, a project entailing the revitalization and expansion of a New Jersey shopping complex. In addition to the economic data, I completed a portion of the Wayne Town Center grant application that demonstrated how the benefits of the project supported planning and economic goals at the state, regional, and municipal levels of government. **For an example of the grant application narrative summary I created, see Exhibit 3.2.**

I had the opportunity to work on another project in particular, titled "E-IFIP" (Enhanced-Infrastructure and Facilities Improvement Program), where Delta was researching and recommending changes to the current IFIP program to increase its efficiency and viability. Using key economic figures, I plotted unemployment statistics and pulled figures detailing the changes in the state budget's economic development funding and budget revenue over several years. In turn, these statistics were used for a presentation to elected officials to demonstrate the benefits of revising the current IFIP program. The project provided an example of how Delta's work positively influences legislative processes, fostering greater accountability and enhancing the efficiency of traditionally bureaucratic processes.

I also attended numerous internal meetings with Development Services staff, with part of the time being devoted to reviewing the economic implications of current projects.

### Special Meetings and IMPLAN Software

IMPLAN software is one of the key tools used for in-depth economic analysis of client economic development and redevelopment projects. Although I did not use the software specifically, I



set up a special meeting with one of Delta's senior associates, Phillip Sanchez, to review the processes used in developing IMPLAN's economic analyses. He detailed the function of the database and showed me the various sources that IMPLAN draws information from for estimating the economic benefits of economic development projects, with information even as specific as the "revenue generated per-square-foot" for each project. Phillip even detailed the areas in which he diverged from IMPLAN's estimates in favor of using more accurate data from other sources. Since the economic data generated is very important in showing the validity of a project, Phillip explained that conservative estimates are often best in order to not inflate the project's benefits. Overall, his insights showed the importance of giving an honest representation of a project's merits, both for upholding the integrity of Delta and meeting the client's needs in an open manner.



## Exhibit 3.1

### Economic Analysis for Wayne Township, NJ

#### Unemployment Rate

##### **Wayne Township**

November 2010 6.7%  
December 2010 6.3% (Preliminary)

##### **Passaic County**

November 2010 10.4%  
December 2010 10.2% (Preliminary)

#### Total Population

53,812 (2009 estimate)  
54,069 (2000 census)

#### Median Household Income

98,627 (2009 estimate)  
83,651 (2000 census)

#### Per Capita Income

41,288 (2009 estimate)  
35,349 (2000 census)

#### Population % below Poverty Line

##### **Wayne Township (2009)**

Families – 2.3 %  
Individuals – 3.4 %

##### **Passaic County (2009)**

12.3%  
15.0%

#### **Wayne Township Proximity to Major Cities**

New York City: 20 mi from midtown New York City  
Trenton: 75 mi  
Philadelphia: 105 mi

#### **Wayne Town Center**

Location: junction of US 46 and Route 23



## Exhibit 3.2

### PLANNING PRINCIPLES

---

*Please describe how the project conforms to the following principles and development strategies.*

This project is consistent with state, regional, and local development and planning strategies, and enjoys a high degree of support from Township residents and officials.

#### **STATE:**

The redevelopment of the Wayne Town Center is consistent with the following key provisions pursued under the State Planning Goals required by the *New Jersey State Development and Redevelopment Plan*:

- *Objective 1 – Revitalize the State’s Cities and Towns*  
The redevelopment of the Wayne Town Center will leverage private investment to generate job growth and will reuse existing infrastructure to revitalize the property and surrounding commercial district.
- *Objective 3 – Promote Beneficial Economic Growth and Renewal for All Residents of NJ*  
The redevelopment of the Wayne Town Center encourages “socially and ecologically beneficial economic growth, development and renewal” and improves “both the quality of life and the standard of living of New Jersey residents” in accordance with promoting beneficial economic growth for all residents of New Jersey.
- *Objective 8 – Ensure Sound and Integrated Planning and Implementation Statewide*  
The redevelopment of the Wayne Town Center will retain and attract businesses, and aligns redevelopment efforts within Wayne Township with Statewide Policies and Planning Goals.

#### **REGIONAL:**

The redevelopment of Wayne Town Center fulfills the goals of Passaic County’s *Highlands Regional Master Plan* in 2007 by providing for the redevelopment and revitalization of an existing greyfield site. The Wayne Town Center project promotes smart growth and sustainable development by transforming an underutilized, previously developed property into productive use. According to the *Regional Master Plan*, smart growth within the Highlands is characterized by a “comprehensive planning process utilized in guiding, designing, and developing communities that are multi-faceted and balanced, located near appropriate community services and transportation, and fit within the natural landscape without undue detrimental impacts.” The redevelopment of the Wayne Town Center fulfills this vision and will provide a lasting positive impact on the region, furthering countywide objectives of sustainable development.

In addition, the redevelopment of Wayne Town Center supports the state’s Policy Objectives for the Metropolitan Planning Area (PA1). The Wayne Town Center Redevelopment Project will

support the Policy Objectives by contributing to the state’s ongoing redevelopment efforts, revitalization of cities and towns, and promoting compact economic growth. The state seeks to enhance economic development by encouraging “public/private partnerships and infrastructure improvements that support an identified role for the community within the regional marketplace.” The redevelopment of the Wayne Town Center will uphold that overarching goal and provide increased economic opportunity within the Metropolitan Planning Area.

***MUNICIPAL:***

The redevelopment of the Wayne Town Center is consistent with the provisions of Wayne Township’s 1994 *Master Plan* and recently completed 2010 *Master Plan Reexamination*. This redevelopment project will strengthen and increase the existing commercial and industrial tax base within Wayne Township and provide an appropriate balance of land use that ensures employment opportunities for the area. This project will also fulfill the *Master Plan*’s vision of expanding redevelopment efforts throughout the Township as available parcels for new development decrease. Furthermore, due to the recent economic recession, the 2010 *Master Plan Reexamination* identified a significant decline in business activity and redevelopment efforts within Wayne Township. The *Master Plan Reexamination* states, “Of particular concern is the present lack of reinvestment to redevelop and refurbish otherwise aging and obsolete strip shopping centers. While some façade and other general improvements can be noted in some commercial areas, significant portions of the Township’s commercial areas remain stagnant.” The redevelopment of the Wayne Town Center represents a significant private investment in the Township’s commercial corridor, and will enhance the growth of the local and regional economy.



# Objective IV

---

*To gain an understanding of the steps involved in developing corporate incentive strategies*



## Objective 4, Reflective Commentary

### Corporate Incentives

Under the heading of Development Services, Delta provides valuable corporate incentive services to its clients. For example, if a business seeks to establish itself in a new state or if a developer is considering numerous locations for new development, Delta will perform various analyses that detail the respective advantages of different locations. Essentially, this takes the form of creating financial incentive strategies. Delta explains that “financial incentives can be a [major] determining factor when your company must decide upon a location to commit to for a major capital relocation or expansion project.” I was able to participate in specific corporate incentive projects, performing tasks that related to site identification and feasibility analysis, economic analysis, and developing funding matrices, including state and local grant opportunities and various tax incentives. I worked closely with corporate incentives staff, primarily Dan Kennedy, Principal for Corporate Incentives, and attended numerous internal meetings with those involved with corporate incentives projects.

### Market Analysis

While at Delta, I worked on a specific corporate incentives project researching economic development opportunities for New York and its overall economic development environment. I researched and provided summary information for all of New York’s economic development programs and its ten economic development regions around the state. Delta then used this information as a springboard for seeking new client projects and expanding its presence in New York, while also giving the company pertinent information for advising clients as to the opportunities offered in New York’s different planning regions. **For an example of the summary information I gathered for one of New York’s economic development regions and one of the state’s funding programs, see Exhibit 4.1 and 4.2.**

### Funding Opportunity Matrices

Perhaps the landmark corporate incentives project I completed was a funding matrix for the State of Texas. One of Delta’s clients, an established and internationally-recognized corporation, was seeking to locate to Texas and needed information on the incentives offered by the state. Using government and economic development websites, I compiled a comprehensive database of all the funding programs, grant opportunities, and tax incentives offered at the state and municipal level. Specifically, I highlighted the types of funding offered, a description of the award, eligibility criteria, and average award amount for each opportunity. The data I compiled was then used by the Principal for Corporate Incentives and the Senior Vice President for Development Services in a client meeting to help formulate an incentive strategy for establishing in the new state. In addition, it helped solidify Delta’s role in the client’s project, since the client was considering using Delta’s services among those offered by other

firms. Observing the behind-the-scenes processes used for serving a client's needs and completing a project that directly reflected Delta's integrity was an eye-opening experience. The fact that my project was used to demonstrate Delta's commitment to solid, quality-driven research was rewarding.



**DELTA DEVELOPMENT GROUP**  
INC.

## Exhibit 4.1

### Inside Central New York

The Central New York (CNY) region is located in the Center of New York State and covers 3,582.28 square miles. CNY includes the Syracuse Metropolitan area located in Onondaga County, and also includes Cayuga, Cortland, Madison, and Oswego counties.

Central New York is known for manufacturing, as well as being a leader in the area of advanced telecommunications systems. Central New York has a diverse economy, with sectors ranging from health care to education, advanced manufacturing, financial services and transportation. While the region has a rich manufacturing legacy, over the past decade it has developed particular strength and expertise in emerging clusters such as bio, bioprocessing and medical devices, as well as electronic and wireless devices such as sensors, radar and information technologies.

In addition, the region is emerging as a national leader in the area of clean tech, particularly related to renewable energy and environmental systems. This is based on its unique regional asset base which included the New York Center of Excellence in Energy and Environmental Systems in Syracuse (CoE), environmental quality, biofuels and biomass, wind, fuel cells, solar, water quality and water resources, green buildings and sustainable design.

The Central New York region is transitioning to a knowledge-based economy, bolstered by its location at the center of a corridor that has one of the highest concentrations of undergraduate and graduate students in the country. CNY is home to university research institutions, a major medical university, and numerous colleges and universities. In addition, the regional workforce is consistently rated as one of the most highly productive nationally.

#### General Overview

Area – 3,715.01 square miles

Population (2009) – 773,606

Cayuga – 79,526

Cortland – 47,996

Madison – 69,954

Onondaga – 454,753

Oswego – 121,377

2009 Labor Force: 398,500

2009 Per capita income: \$25,063

#### BUSINESS INFORMATION

##### Market Access

Central New York is strategically located at the geographic center of New York State, with



DELTA DEVELOPMENT GROUP  
INC.

access to major markets in Canada, the mid-Atlantic and New England. The area's comprehensive multi-modal transportation system provides access to a huge industrial market. An international airport, a deep-water port, a major rail terminal and miles of interstate highways serve businesses throughout the region.

#### Highways

Major East-West access is provided by the New York State Thruway (I-90), which is bisected by Interstate 81, a major North-South artery that runs from the Canadian border south to Pennsylvania.

#### Air Service

Hancock International Airport in Syracuse is served by eight major airlines and two commuter airlines. The Oswego County Airport and many other general aviation facilities operate in the region. Syracuse boasts an Inter-modal Transportation Center that combines rail, bus and taxi services, conveniently located near the airport.

#### Rail Service

Rail service is provided by Amtrak and CSX and NYS&W, which operates an inter-modal transfer center in Syracuse.

#### Bus Service

Greyhound and Trailways provide regular bus service. Regionally, service is provided by Centro, S&O and small local carriers.

#### Port Facilities

The Port of Oswego provides direct access to the St. Lawrence Seaway for ocean-going vessels and the New York State Canal System can be accessed at several points in the region.

#### Hospitals

Community General Hospital  
Cortland Regional Medical Center  
Crouse Hospital  
Oswego Hospital  
St. Joseph's Hospital Health Center  
SUNY Upstate Medical Center  
Oneida Healthcare Center

#### Principal Industries

Manufacturing  
Agribusiness  
Life Sciences  
Renewable energy  
Back office industry



### **Colleges and Universities**

More than 63,000 students are enrolled in ten four-year institutions of higher education and eight two-year schools. Syracuse University is home to the state's Center for Advanced Technology in Computer Applications and Software Engineering. The State University of New York Health Science Center and the College of Environmental Science and Forestry conduct research in their respective fields.

Bryant & Stratton College  
Cayuga Community College  
Cazenovia College  
Colgate University  
Le Moyne College  
Onondaga Community College  
SUNY Cortland  
SUNY College of Environmental Science and Forestry  
SUNY Morrisville  
SUNY Oswego  
Syracuse University  
Wells College

### **Top Five Central New York Employers by Size of Workforce**

SUNY Upstate Medical Center, Syracuse  
Syracuse University  
Oneida Indian Nation  
Wegmans Food Markets  
SUNY Upstate Medical University

### **Fortune 500 Companies**

Bristol Myers Squibb  
Lockheed Martin



## Exhibit 4.2

### **Economic Development Fund**

#### **Program Purpose**

This program offers financial assistance for projects that promote the economic health of New York State by facilitating the creation and or retention of jobs or the increase of business activity in the State.

#### **Program Highlights**

EDF is a flexible program, providing a range of assistance to businesses, municipalities, IDAs and other economic development organizations to ensure that the diversity of business needs are being met by the State.

EDF funds assist with construction, expansion and rehabilitation of facilities; acquisition of machinery and equipment; working capital; and the training of full-time permanent employees. Funds can be used for:

- Real Estate and Land Acquisition
- Demolition
- Construction and Renovations
- Site and Infrastructure
- Machinery and Equipment
- Inventory
- Construction Related Planning and Design
- Training
- Soft Costs
- Feasibility Planning Studies

ESD has used carve outs of EDF funds for such specialized assistance as the Manufacturing Assistance Program and the Build Now-NY Program.

#### **Program Eligibility**

Eligible

- Businesses involved in industrial, manufacturing, warehousing and distribution
- Research and development, high technology, service and other non-retail commercial enterprises
- Not-for-profits
- Local Development Corporations and Industrial Development Agencies
- Municipalities

Not Eligible

- Residential, casino, gambling institutions, legal, medical, nursing services, retail firms in non-distressed areas.

**Application Process**

Interested businesses are encouraged to speak with your local ESD Regional Office or ESD Strategic Business Division staff. ESD and recipient agree to an Incentive Proposal that outlines the terms and ESD staff reviews the terms. Satisfactory applications are presented to the ESD directors for consideration.



## Résumé

# Taylor W. Muñoz

---

15 Abeel Road, East Stroudsburg, PA 18301 570-814-9243 Tmunoz89@gmail.com

**Objective** To obtain a position in specific career interests of business and political science utilizing my leadership, administrative, and analytical skills in a professional setting

**Education** Bachelor of Science in Business Administration  
Messiah College, Grantham, PA May 2011

- GPA: 3.96/4.0
- Dean's List, Fall 2007-Fall 2010; Boyer Scholar
- Member of Messiah College Honors Program

**International Experience** International Business Institute, Messiah College Summer 2010

- Developed an in-depth, global understanding of business and international culture through international study in 13 European countries
- Visited numerous multinational companies, including Ahold, Mercedes Benz, and John Deere

Honors New Zealand Cross Cultural, Messiah College January 2009

- Gained cultural awareness through anthropological study of New Zealand's indigenous Maori culture

**Related** Intern

**Professional Experience** Delta Development Group, Inc., Mechanicsburg, PA January 2011 to Present

- Researched federal and local grant opportunities and gained proficiency in the grant writing process
- Analyzed economic development opportunities and performed market analysis in various states
- Gained proficiency with numerous state and federal agencies
- Facilitated outreach to clients and government officials
- Contributed to an extensive marketing campaign to establish new client contacts

Intern

PA House of Representatives, Mount Pocono, PA May 2009-August 2009

- Assisted in planning the Pocono Senior Exposition, an event designed to provide senior citizens in the Pocono area with community resources
- Utilized communication skills to document professional licensure meetings at the state capitol, perform clerical tasks, and facilitate constituent outreach



- Acquired understanding of state legislative process and legislative negotiation
- Developed proficiency managing constituent database for citizen outreach

Intern - Logistics and Transportation

Brothers Auto Transport, Wind Gap, PA May 2009-August 2009

- Calculated elements of cost analysis associated with auto transport
- Used industry-specific computer databases
- Worked with major car manufacturing and rental companies
- Completed clerical tasks including creating, filing, and pulling invoices, and designing new auto transportation routes

Business Owner

Taylored Lawns and Maintenance, Tannersville, PA May 2007-August 2009

- Established and operated lawn care service in the Pocono area
- Gained experience in applying business principles, interacting with clients, and building a client base

**Computer Skills**

- Experienced with Microsoft Office software including Word, Excel, and PowerPoint
- Gained proficiency in using computer databases in both business and government settings

**College Leadership Experience**

Messiah College Republicans Fall 2007-Present

- Served as President, Vice President, and Treasurer
- Developed club budget and handled financial transactions
- Performed administrative duties, including the facilitation of lectures, events for the student body, and political campaign volunteering
- Networked with grassroots political organizations and nationally renowned speakers
- Served as a student media representative at the 2008 Compassion Forum

Messiah College Cross Country Fall 2007-Present

- Served as team captain for Fall 2010 season
- Developed ability to work on a team and lead others toward accomplishing their goals

Messiah College Track and Field November 2007-Present

- Developed ability to work on a team and set achievable performance goals

Student-Athlete Advisory Committee Fall 2010-Present

- Provided insight as to the quality of the Messiah College sports program and the student-athlete experience
- Served as an ambassador for the Messiah College cross country team and helped foster inter-team communication with fellow varsity sports teams

