

Category	Area	Subcategory	Comment
Asset	Community	Beautification	That sign was the result of a grant from the Laurel Foundation, we put up all the board signs that we could, they're at four entry points around the community.
Asset	Community	Beautification	We typically pick our road the month before, we'll start in March or early April. There are certain roads we'll do every year, Verona is one of them, we did Thompson Run this year. If we could plan the roads out ahead of time, we might get more volunteers. We know the date for the garbage olympics every year, but typically we do a facebook poll and we'll pick the top one or two vote getters and go there.
Asset	Community	Beautification	In the spring, Penn Hills did try to hire some part-time people to pick up litter, I know it was to help in our work, but they only hired two people instead of 4, and I don't think they really broadly advertised for it.
Asset	Community	Beautification	In 2017 the Commission was approved by the municipality, we have a great board and operate as a team. We focus in a couple of areas, in Penn Hills Community Park, a four year project that got rid of 7,000 feet of Japanese knotweed - and that's a lifetime commitment, if we turn our back it will all come back again. We replaced it with native trees and shrubs and other plants along Plum Creek.
Asset	Community	Beautification	We do get our trees from Tree Pittsburgh and we wouldn't be able to have the Commission without them, these trees are so affordable. But they don't really partner any other way than that.
Asset	Community	Beautification	We pick up everything at the curb. What's really amazing to me is when I see whole bags of garbage. People want garbage cans at bus shelters, I used to walk past the bus shelter when I'd have to bring somebody else's kitchen bag from beside that can and take it home and put it on my curb.
Asset	Community	Blackridge	Blackridge Association is still active, it's technically west of Rodi and south of Frankstown, sandwiched with Long Road and 376.
Asset	Community	Blackridge	Driving through Blackridge, and coming out of living in the Southside Slopes, the yard was huge - we bought a yard with the house thrown in.
Asset	Community	Blackridge	I think that Blackridge because of the economics is a different microcosm of Penn Hills than many of the other neighborhoods.
Asset	Community	Blackridge	When we were house shopping looking at neighborhood comments, you'd see comments of concern about people moving from Homewood out to Penn Hills, and that concerned us. There is that skepticism out there but we don't see it here in our neighborhood. This is a very friendly part of the community, we're an island unto ourselves here.
Asset	Community	Business	I'm not familiar with the business community, but there are a lot of business owners living in Penn Hills. Howard will have a better sense of those.
Asset	Community	Business	You've got a business district at Saltsburg & Universal, the East Hills Shopping Center, and the Penn Hills Shopping Center, those are our business districts. That's where people shop.
Asset	Community	Business	I've never gone to Laketon TV. I have no idea who's shopping there but they've been in business forever.
Asset	Community	Business	The Cinema is one of the things that we still have there when so many communities have lost theirs. It's kind of a big deal of Penn Hills, it's probably the only business that I think the people here have see as an asset and really has their support.
Asset	Community	Business	The Penn Hills Plaza has liquor, hardware, and groceries, everything I need.
Asset	Community	Business	Even without a Main Street, a real distinct business district, but everything is right here, it's accessible and we don't have any regrets moving here. We're so excited with the investment we made, especially with the purchase of the Country Club property nearby by the Allegheny Land Trust.
Asset	Community	Business	If you look at other steel towns that are satellites to Pittsburgh, when you see McKeesport, I know that Butler is doing OK, there's not tumbleweeds. There are four breweries up there now.
Asset	Community	Collaboration	We share ideas, we share resources on environmental issues.
Asset	Community	Collaboration	The collaboration with the group, it was a wonderful example of what we should be doing outside of a pandemic. That was the impetus, we had a pandemic and some clear-cut needs, and all of a sudden people gathered together to figure out how to meet those needs. It's a diverse group of organizations from within and without the community, figuring out how to work together to meet the needs, to understand the reality out there.
Asset	Community	Collaboration	We've continued to dialog once a month on a Wednesday to stay in touch with folks, to connect with opportunities like this, and so we can do a better job of serving residents. We get together, talk about where things are at, and address any concerns or issues.
Asset	Community	Collaboration	Next Wednesday at 10.00am is our next collaborative meeting, I'll send out our invitation to you, it's an open meeting.
Asset	Community	Communications	The Penn Hills webpage is asking people what they want to see the ARP funding used for.

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Asset	Community	Communications	The Penn Hills Progress is the local paper, but it's a problem because only a part of Penn Hills actually gets the paper, or is prepared. The Tribune Review publishes it, they stopped distributing to areas where the didn't make money.
Asset	Community	Communications	The School district is probably the best communication means for covering the full footprint of Penn Hills.
Asset	Community	Communications	We have Savvy Citizen, it's a subscription app that you can get messaging from. They keep a calendar, but it seems like it's only the government meetings on there, it's not a community calendar.
Asset	Community	Communications	After we went through that whole branding nightmare, we ended up with a logo and we ended up with our Penn Hills Rising logo.
Asset	Community	Communications	The Penn Hills Progress is through the Tribune Review. I think that's very valuable, I learn a lot about what's going on, but it's not delivered throughout the community. It used to be you had to pay for a subscription, and now that it's free, it's not distributed as widely but I think a lot of people read it.
Asset	Community	Communications	There's a lot of local facebook pages that do a lot of communicating.
Asset	Community	Communications	Here's a huge thing. We have an app called Citizen Savvy, you can get text messages, we just sent an e-mail out today, but we only have 1,500 people signed up for it, we have activities, road closures, but you don't get the information if you're not signed up. Today's day and age nobody wants to come to a Council meeting, and I don't know that I'd want to, either. People have jobs and kids and families, but with that app, it's a key thing that we need to better promote - if there's one thing I could get across, it's telling the residents, giving them a post card that gets them signed up for Citizen Savvy. You have to want the information - on some levels, it's the citizens' responsibility to do those things. There's a lot of excuse making that goes with this - some people are never going to care, but they'll never miss the chance to complain about not knowing what's going on. You can know what's going on if you want to. People know where to get information.
Asset	Community	Communications	We have the Tribute Review, the Penn Hills Progress.
Asset	Community	Communications	It's kind of annoying when people talk about the Trib not going to everyplace in Penn Hills. It's a business. If we get more people, fill our houses up, pretty soon the advertisers will see it and say they need those customers.
Asset	Community	Crescent Hills	Crescent Hills / Gardens has been active for quite some time, I'm not sure what they do but they manage the playground over there.
Asset	Community	Crescent Hills	The Getzis in Crescent Hills, those people get involved in all sorts of activities, you have that little organization there, my organization here, I've tried to get more people started, setting up a 501c3, having meetings every month, people want to get involved in their own little slice of heaven. You don't have to be a councilman to be a part of your own community, you can still promote these portions of Penn Hills as a group.
Asset	Community	Crescent Hills	We worked with the Crescent Hills Civic Association on clean ups.
Asset	Community	Eastview	We live off of Universal, I think it's called Eastview.
Asset	Community	Events	The annual school musical in the spring is always a big event for the community, even though the pandemic has been a problem for the event.
Asset	Community	Events	Our other main project that we do is the Penn Hills Arbor Day Celebration every year, we plant trees in the various parks, we work with Local Roots Landscaping and they donate large trees and heavy equipment and volunteer employees, planting the large trees with their help. We planted 20 last year and we do that every year.
Asset	Community	Events	The free music coffee house on Wednesday nights at the Garden Club is the best kept secret in Penn Hills in the spring and in the fall. There's all kinds of music, it's BYOB, and it's a beautiful setting with free music, people sit there and actually listen and that's what the musicians love. Howard Davidson does the organizing, he's a musician himself.
Asset	Community	Events	Every Wednesday night at the Barn we have a coffeehouse.
Asset	Community	Events	Howard Davidson is also responsible for the events at the barn and he's a bluegrass artist, too. He used to perform at the library and he brought it to the barn and we've been doing them for nine years. We didn't do the COVID season, but we have our Christmas concert next week.
Asset	Community	Events	I'm familiar with Calliope and what they do but we haven't ever really worked with them. I'll rent the barn to any band, though. It works best for about 80 and fire code says 104. All in the upstairs.

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Asset	Community	Food access	We had calls on the phone, Pastor Linda was really important in that. I wasn't always able to be on their phone calls, but I do know that they did take food out to people. But I would be on a few of the calls but I really wasn't an integral part. I gave out flyers, we did the distribution of sandwiches. It was something extra to what we were doing, it was good. But the people I'm serving want food that they can cook for themselves, they want food to take home that has their own cultural piece to it, it's the food they want. They took the sandwiches but they also need toilet paper and those other things, I'll have folks come to me for those other pieces they need just as much. In the pandemic, you had a really hard time finding them, there were working families that have three and four families living in homes in Penn Hills, and they'll go through a roll of toilet paper in one day. A sandwich is nice but that's not what they're looking for in the more traditional families that are working but can't make ends meet.
Asset	Community	Frankstown	Frankstown, over by Frankstown Road, has a civic organization.
Asset	Community	Frankstown Estates	I'm in Frankstown Estates, it was the name of a housing plan from the 30s. It's pretty central, one of the older areas of Penn Hills, a lot of beautiful real estate, mature trees, landscaped yards. We're close to areas that are pretty significantly blighted, but I haven't really seen any change in the time I've lived here.
Asset	Community	Frankstown West	They may not exist, but there was an organization called Solid Rock, when sidewalks along Frankstown West were being planned as a project, but the bottom fell out, probably because of community participation and funding. When we were going to those meetings in the neighborhood, there was a guy participating from Solid Rock. I can't swear they're still around.
Asset	Community	Government	Now we have a mayor that comes to our meetings, she's a lawyer, she was elected two years ago and I feel a little more comfortable with somebody who believes in the community, she's smart and knowledgeable..
Asset	Community	Government	I guess I'd say we have inroads to the municipality.
Asset	Community	Government	Jerry Chippanelli is a real character.
Asset	Community	Government	Connor Lamb has been out here a few times. Costa had a big role in the Allegheny Land Trust deal getting the Churchill Country Club property. The bigger part is in Churchill, we have a little piece of it, Deluca wanted to develop the land, but he lost out to Costa and it's now official that it's a wildlife refuge that's part of the ALT, Churchill Valley Greenway it's called. It's accessible and it's really nice.
Asset	Community	Government	I'll start with Sen. Costa, he's always helpful and willing to pick up the phone. If we have questions for him, he's always there. Can't say the same for Rep. Deluca, he runs the local party and all decisions still seem to swirl around whether his thumb is up or down.
Asset	Community	Government	The mayor does have a good relationship with our organization. She can be polarizing like any elected official and we have more support here than not, but the Rotary tends to be less supportive. She seems to be supportive, but I haven't seen actual outcomes beyond the interactions. You have to start somewhere, build a good relationship.
Asset	Community	Government	Fitzgerald visit one of our meetings about the ARP, the Mayor talks to him probably most regularly.
Asset	Community	Government	I reached out to Rep. Lamb's to let them know we have pulled together our proposal for the ARP funding. Felix probably knows them as well as I do. Penn Hills is completely Lamb under the current map.
Asset	Community	Government	Erin Veccio is the current school board president, and Jerry Chippanelli is the guy pulling the strings with the local party. He has the ability to start or stop projects.
Asset	Community	Government	John Petrucci has done more for the community as a councilperson than anyone I know. But at the end of the day you have to see how things are going to work for John, so we have to understand and work within his vision. He'll be on the ballot after winning the Republican write-in - and he might actually win because he's kind of a Republican at heart unless Jerry can rally his voters.
Asset	Community	Government	We did a citizen survey internally, pretty sure it was before the other survey done by the consultants, we did the best we could in terms of getting people to respond. The typical resident will feel about the same today as the outcomes showed then, from the importance of code enforcement, demolition, high sewer bills.
Asset	Community	Government	We're great with the police, EMT services, we have a wonderful library - there's a lot of good here.
Asset	Community	Government	We're good with basic services, snow plowing, road repairs, they're not really big issues.
Asset	Community	Government	I became a zoning expert in Penn Hills, I think I know enough about zoning to help anybody in the state. We had controversial zoning with the group homes initially, but that's not as much of a problem now. The first group home a bunch of community member fought it, but by the time a second one was proposed, that first neighborhood came out to support the group home zoning. That was a big win.

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Asset	Community	Government	With the new manager, Scott, he's picking projects off the annual capital budget off the six-year plan. Now that this ARP money is coming out, Scott's going to look at that six-year plan for projects and people will see the importance of that six-year capital plan. There's power in city planners preparing that original draft of budget. Chris Blackwell now works on that capital plan.
Asset	Community	Government	Gateway Engineers is the municipal engineers, they have been a good company, worked with Penn Hills for about 20 years now.
Asset	Community	Government	Where the money goes is to the municipal police. Penn Hills would make TV news because of a crime, but it's just because of our size. Our crime rates are and always have been low. We have a good police force, we haven't had any issues - thank God - over putting a knee on a Black man's neck.
Asset	Community	Government	I don't think the Penn Hills Police Department needs a thing right now.
Asset	Community	Government	Jim on Council is a supporter, he's very budget-oriented, that's his thing.
Asset	Community	Government	John on Council wants to be mayor, he's run and lost a couple of times.
Asset	Community	Government	As the years went by, much of Lincoln-Larimer's population moved out here to be able to have a lawn for their kids. The Italian population had a big impact on the politics of the community, they were in control, pretty much, these old-line Democrats, no young people.
Asset	Community	Government	Our municipal manager is great, done a good job. Others on the board are fans of the mayor, I'm not, I don't think she's what Penn Hills needs.
Asset	Community	Government	Jay Costa is absolutely wonderful.
Asset	Community	Government	Chris Blackwell will be good to talk to in his role with the municipality.
Asset	Community	Government	The local party endorsements are pretty powerful for candidates.
Asset	Community	Government	Our manager is a young man, he has a lot of innovative ideas.
Asset	Community	Government	The residents that I hear from the most on a daily basis, they're pretty content with the response that we give them, whatever it is. People are generally OK with the response they get.
Asset	Community	Government	Our people are the essential workers, they were on the road when COVID broke out because they were going to their jobs.
Asset	Community	Government	I'm pleased to be involved, it's a good thing I'm asked to do a variety of things, I spoke to the LDI project and talk with Nancy Hines tomorrow, it's good to be involved.
Asset	Community	Greenspace	A lot of the trails on the property were for the golf carts, many of the trails are eroded now, there are three bridges over Chalfont Run, one of which is critical for connections but has a washout proximate to it so the first key thing is to make that a better route. We'll do a rock inlay in that muddy area, we'll be doing that this coming Monday at the old country club.
Asset	Community	Greenspace	I was on the Chamber of Commerce board for a while, once a year we'd go up to Longview. I've always had a good relationship with them but I don't have a contact with them. They're located here but probably wish they were someplace else. If you look at the zoning map, and the R-3 is the mobile home park zone, our golf courses and the Country Club are all zoned R-3. So they zoned for mobile homes knowing they would never have them. Isn't it odd? We had all these golf courses, we're not a typical suburb, we have so much open space here it's ridiculous - we don't need space saved from development.
Asset	Community	Housing	I got to Penn Hills working at Forbes Hospital, decided to buy a house and this is where I found an affordable house, driving around, found a big house in a great neighborhood, felt very lucky to get this place and it was very affordable back then. I lived in this house but my life was in the city and the East End. I was here for 20 year and I came home to it but spent most time in Pittsburgh. The city folks don't like to come out here, though, and this was a bedroom community for me.
Asset	Community	Housing	We used to be so affordable with our housing, they felt so much more welcome in our school district because it's so well integrated. It's still affordable, it's a question of people wanting to live here.
Asset	Community	Housing	My partner and I purchased our home in August of 2018, got a fixer-upper on the block. We didn't want to leave the city but it became a hard thing to find what we wanted in our price range. It made for a nice commute for both of us. We were making lists of where we could live that was close in, affordable but got us what we wanted. A good friend grew up over in the Alcoma Plan, he said everything was nice growing up.
Asset	Community	Housing	We have a lot of that kind of program for new homeowners. As far as how people are taking advantage of them, you'll have to ask the planner how those work.
Asset	Community	Housing	We're starting to get more New Americans, we're not there with ESL but we're growing, there's affordable housing here so it's growing.
Asset	Community	Housing	To rent a place in Penn Hills, our rent is not cheap out here, there is not an abundance of Section 8 housing, we don't have the level that you'll see in many other places.
Asset	Community	Housing	I've got 4 floors of true living space, I have 5 bedrooms, there are true estates in Penn Hills.

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Asset	Community	Housing	I went into neighborhoods that I'd have no reason otherwise to go in. People really do care about their homes in their neighborhoods. Many of the houses here have slate roofs, some of these places are gorgeous, things built in the 1920s with oak floors, some built after the war were not, they're they kind you'll need to demolish. On one side of the street houses can be gorgeous, on the other side they're less well-built homes.
Asset	Community	Housing	It should be pointed out, if you look at our Census over the years, we're at greater than 75% homeownership. When we were at the peak it was about 82% and you're never going to have over that with our apartment building, and to look at how stable that rate is, it's significant.
Asset	Community	Housing	Penn Hills has an occupancy and use and ownership inspection. The places that are looking run down are people who just can't afford to maintain their place. We inspect, HUD and County Housing inspect Section 8 unit twice a year. Do we have crappy landlords? Yeah, but it's a small percentage.
Asset	Community	Housing	With education, people can find out that we're the kings of for-sale here. We have the vacant property recovery program through the County program, we're selling four this month. We offer up to \$14,500 to people purchasing a home - there's been two articles in the Wall Street Journal this year about the flipping of homes. They're being rehabbed and flipped. What happens is, it takes time. If you live next to a house that's run down, it takes time. You're allowed to own a home and move to Florida and not sell it. We're demolishing 22 houses this year. We try to flip and sell the top 20 on a list, then the others you just can't rehab, those bottom 20 you demolish. You have 20 to 30 in the middle, the grass is getting cut.
Asset	Community	Housing	They're small, well-built homes. If somebody lives in a home and doesn't maintain it. But we're number one in rehab in Allegheny County.
Asset	Community	Housing	I have a handrail program, a \$1,000 grant program for seniors, I have housing programs as a planning department.
Asset	Community	Housing	This low income rehab program, it's 0% to rehab their home. I don't foreclose on them, I give somebody a loan they can't afford and I know that and it's OK they don't pay, I'm using CDBG funding and I'll place a lien on it. If they go to sell it, I don't bother them about it, but I get my money when they get a letter from PNC bank. It can suck for an older homeowner, but a lot of times it's a developer from out of state, and they'll send me a check the next day.
Asset	Community	Housing	My neighbor has been here for 60 years, my neighbor next door lives in the house she was raise in. They told mem stories of how there were 40 kids on the street growing up. We're in a space that's deep-rooted. Are there families that move to Penn Hills that get some sort of assistance? They're everywhere! Section 8 and HUD gets a bad rep because of some bad apples.
Asset	Community	Housing	My wife and I were living in Lawrenceville renting a house there and we have a lot of changes happening on our street, one night had new neighbors move in and had a party that got out of control, an argument that spilled out into the street, so we ended up looking for a while and finding an affordable home that worked for us and our family. We loved living in the East End but didn't find anything in our price range and that we liked.
Asset	Community	Housing	We've been really appreciative of the opportunity to move to Penn Hills and to be able to own a home here.
Asset	Community	Housing	Our Realtor was very encouraging to us to look at Penn Hills, her aunt grew up here and she really was an advocate for Penn Hills being an affordable community, with different levels of affordability on either side of \$100,000 purchase price.
Asset	Community	Housing	The gentlemen who lived next to us sold his home and younger family moved into his home after purchasing it.
Asset	Community	Infrastructure	We now have a stormwater management program, we had meetings with the public to explain things, and you can show why the sewerage is so high in Penn Hills, that I try to do on a regular basis. The fine has been paid off to DEP, but it's the money that's been paid to fix every problem that we've ever had.
Asset	Community	Jefferson Highlands	I live in Jefferson Highlands, not far from the garden club near Jefferson Road, not far from the big Duquesne power plant. It's a small, middle-class, more suburban area of Penn Hills, with a lot of original owners and some new owners moving in and getting a bit more diverse. People are nice and friendly, take care of their properties. I would think it's a good neighborhood. My family moved here in the 90s, they moved from Pittsburgh, East Liberty / Friendship area.
Asset	Community	Leaders	Joyce Davis and Randy Francisco both are really close to Ed Gainey and worked hard to get him elected. There could be some potential partnerships.
Asset	Community	Leaders	Meryl Thomas for years was the head of the Penn Hills PTA and now is on the school board, you can connect with her through the school district. I have her e-mail.
Asset	Community	Leaders	We've had some stars come out of the school, McDonald being one of them, he comes back.
Asset	Community	Leaders	Shawn O'Mahoney and Marlin Ferguson used to be part of the CDC, they're not any more. They would be good to talk to.

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Asset	Community	Leaders	Years ago a very well known woman, Erin Veccio, was super active, she pushed, I think she ran for office, very vocal, but I'm now sure if she still lives here, president of the school board. If somebody wasn't doing their job she held their feet to the fire. When the school board had all that debt, she was super upset, a bit of a fighter. I don't know what she does now.
Asset	Community	Leaders	Denise Graham was the old school board president. The former board presidents are going to be more vocal, more tied into the community than a lot of the elected officials.
Asset	Community	Leaders	Penn Hills Rental is run by a very, very nice guy, a community supporter who's always rising to the occasion - I think it's Jeff who's the owner.
Asset	Community	Leaders	Penn Hills Lawn & Garden are always willing to get behind a project, they kick it up a notch on their building, signage, and property. They kick it up a notch.
Asset	Community	Leaders	This is where I have a weakness, because for the most part my involvement has been around the CDC, that's mostly who I know. Those other folks who've lived here forever, they can tell you all the other groups that are doing things here, Joyce Davis has probably been mentioned a bunch of times.
Asset	Community	Leaders	Two years ago Penn Hills in 2018 won the AAAAA state championship again, and Aaron Donald who played for Pitt and was defensive player of the year now plays for L.A. He regularly comes back, he hasn't cut ties with the area.
Asset	Community	Leaders	If you didn't have the Faiths out there in the community picking up litter, where would we be?
Asset	Community	Leaders	Leonard Hammonds, Jay Mittlow is a minister at the Faith Community Church. Make sure you're reaching out to a number of denominations in the faith community. It might be worth it to talk to Grifts Grounds Coffee, it's Black-owned and on Leechburg Road, Keith Brewer-Coleman, I've known them for years, he's good to talk to.
Asset	Community	Leaders	There was a guy, William Lord, and older man 20 years ago who ran the environmental program at the school, and we planted a couple of American Chestnut Trees at the Forbes elementary school that's now being converted into senior housing.
Asset	Community	Leaders	Evaine Singh was on our board, she was on it for a couple of years before going off to GTECH. She did try to get some of that work out here.
Asset	Community	Leaders	Kristin Hauman is now the lead on the community garden, but she doesn't really want to be called anything official. She is a character and can be difficult, and she's curious about developments with the CDC.
Asset	Community	Leaders	Ray Luncher is the person you want to talk to, Jo Luncher is his wife with Women in Business. He stepped off the board for some health issues just a while ago.
Asset	Community	Liberty Borough	Liberty Borough was build on a slag dump, it's surrounded by woods, and it was the best America type town, it had everything you needed from bowling alley to bank, you could walk and bike to work and everywhere. I knew what a great community should look like, that had all that.
Asset	Community	Lime Hollow Road	We actually have people on Lime Hollow Road and elsewhere who still live on farms.
Asset	Community	Lower Rodi	You live here it's 5 minutes to the Turnpike, 2 minutes to the Parkway, so we're really accessible, but I don't see any developer coming in and making any sweeping changes to Lower Rodi. We're talked about beautification or anything that can help down there. Nobody wants to do the legwork to get that kind of project going. It's kind of a sore spot.
Asset	Community	Milltown Road	Milltown Road is a really interesting drive, an old core Main Street, just imagining what it would be like if it existed still today.
Asset	Community	Milltown Road	Penn Hills is just such a big community, so different in different parts, There are east reaches, Milltown, where I don't spend a lot of time and there's not a lot there.
Asset	Community	Mobility	Rick Duncan lives over towards Verona, he's the project leader for the Sycamore Island project - loves canoeing. He's active in the Churchill Valley Greenway project. I'd like to see some bike paths.
Asset	Community	Mobility	Howard Davidson used to be the planner for Penn Hills. There's a park along the creek near Oakmont. There's a bike path that follows Turtle Creek and it seems like a connecting bike path might be a great idea. Howard is a big fan of that, he's an important person in our community. He organizes free music at the barn every Wednesday during parts of the year. We'll do that again in the fall.
Asset	Community	Mobility	ACCESS Transport was important, too, may not be relevant to your work.
Asset	Community	Mobility	Penn Hills offers location, to Downtown, Monroeville, Route 28, in almost no time.
Asset	Community	Organizations	Longview Country Club is right next to the hood on that bluff up there. I always thought that area up there on the hills, it's got such great views.
Asset	Community	Organizations	Penn Hills Service Center, they certainly support the southeast section. In Western Penn Hills, Joyce Davis is the de facto mayor there supporting people with the food bank there. She's interested in what we're doing but we don't have the relationship with her and her organization that we should.
Asset	Community	Organizations	There are definitely different political views, they can be a flip on the axis. Rosedale is old-timers who are going to be more conservative, they just started their own organization.

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Asset	Community	Organizations	Crescent Hills Community Organization is probably the most established neighborhood organization, we've historically gotten along with them but they work more closely with the Rotary. Tyler is on the board of the Rotary Club.
Asset	Community	Organizations	Leadership Pittsburgh is doing a cohort with us, Jim Beck's in charge of that one, and that will start in October.
Asset	Community	Organizations	The shade tree commission is planning trees now down there along the Allegheny.
Asset	Community	Organizations	Kathy Bernard is the head of the Penn Hills Shade Tree Commission, she's wonderful with getting volunteers and work done.
Asset	Community	Organizations	The Anti-Litter Group is going to be important, they've got 15 - 20 members.
Asset	Community	Organizations	The Rotary does a lot of good things for the community, it will be important for us to talk with them, they've been involved for many years, their opinions will be important.
Asset	Community	Organizations	The Shade Tree Commission will be important, it's only 3 or 4 years old and they're prospering. They've already planted hundreds of trees in that short amount of time.
Asset	Community	Organizations	The Lincoln Park Community Center, the Rosedale Food Pantry, they'll be important.
Asset	Community	Organizations	Howard and Felix are going to know which neighborhoods have active organizations.
Asset	Community	Organizations	You might want to talk to the PTA for the school district, they're going to be involved.
Asset	Community	Organizations	There's a Penn Hills Service Association, the Garden Club - some of the older ladies - are involved with it. I get the impression they serve mostly elders.
Asset	Community	Organizations	No, I hadn't heard anything about CONNECT.
Asset	Community	Organizations	I have good feelings about this. This is great. The things that strike me are the work that we did over the past year, working with a lot of diverse partners on food delivery, that ended in June. There are community groups that are quite active in the project.
Asset	Community	Organizations	Pastor Linda, the faith-based aspect is really important, lots of pockets of poverty and racial segregation. The people you have working for you should not be white males, the African American women really made our work shine.
Asset	Community	Organizations	A Second Chance was really important for us, Dr. David Brock worked with us, there was a woman named Linda was a key contact, they're on Frankstown and provide a safe secure nurturing environment for kids. They're helping families who are in struggle and they're trying to get their kids in the foster system into colleges. Dr. Sharon McDaniel is their E.D. They are amazing, really good people, Dr. Brock is amazing. I'm happy to connect you, they really understand the issues. Their demographic is really beyond Penn Hills, too. They started delivering meals on a big pilot to move hundreds of thousands of meals. They're very connected to the religious community.
Asset	Community	Organizations	Pastor Linda Theophilus is with Emmanuel Lutheran Church. They are super connected and she's amazing. She shows up.
Asset	Community	Organizations	The other partner I would suggest is DHS, Jace Ranthom, he's the one who stepped up and organized our weekly calls, he showed up every time. DHS has a commitment to Penn Hills and he's a Penn Hills resident.
Asset	Community	Organizations	At the United Way, Julie Design is riding the leadership train, she's fantastic and you should touch base with her. Shyanne Tyler is a Penn Hills resident and is with the United Way - this is personal for her. She's a young mom, Marcellus is her son and we got to see her grow up. She, Jace, Jamie at Allies for Children, Kelsey Gross and Grace Traini at the Food Bank, they were are key partners.
Asset	Community	Organizations	The Penn Hills superintendent has been really critically important to our work. There were three 17-year old men who were shot early in the summer, there was a big impact from that at the end of the school year, May 26, and John Petrucci reached out to have a big conversation about this. Second Chance pitched in, then Pastor Linda, then Jace pitched in, there was a big dialogue, Mary Beth Santeriella also helped from Zion Lutheran Church. There are really good people.
Asset	Community	Organizations	You're in this much more, how tough it's been to connect with everybody who represents somebody to be the conduit to people. DHS has been very interested in this issue, really understanding who's talking and how to reach people. The work that Erin Dalton did in analytics, they have a lot of capacity around connecting datapoints to agencies. There's complexities around this, and even people who do not want to be found there are always intake points on how they can better connect this information through predictive analytics. They have a lot of commitment and understanding on this. Fred Brown is also very committed to these issues - can you put people together to put together the cartography of unknown factors.

Category	Area	Subcategory	Comment
Asset	Community	Organizations	I'm the your biggest fan in the work that the CDC has been able to accomplish with a full volunteer leadership. You know where to find me and others, don't hesitate to ask.
Asset	Community	Organizations	In the past we've done flyering in food bank distribution events, we've used the SNAP eligibility to connect with some of our programs. I'm on the APOST executive committee, and some of the Allies for Children folks know us.
Asset	Community	Organizations	The Career Links location out that way is in Forest Hills, so it's not terribly far away.
Asset	Community	Organizations	Allies for Children's work out there started with school food access and transportation. Nancy Heinz out there with the school district is really where we started, they helped pull people in, pastors and churches. Jace in particular has been great to work with, Daman Bethea from the United Way is also great out there, I think they're both from Penn Hills. We had such great partners who were willing to send money for gift cards if we didn't have the funding, it was that kind of partnership.
Asset	Community	Organizations	A Second Chance was really awesome, Linda Theopolis was a really supportive pastor. They were really able to provide information on the bus routes, the individual bus stops, what to do with leftovers to figure out where meals should go. They would be able to secure different places for meal leftovers to avoid waste and make sure we were good on reimbursements. Those two really stood out as partners. They were really helpful in knowing how to get news and information out in terms of outreach, the politics and working with elected officials.
Asset	Community	Organizations	The Allegheny Land Trust is a partner of ours, every year we ask them to do an ecological training and guided tour of one of their properties. Dead Man's Hollow is one of their properties, we did the trail work there and it instilled a lot of trust. When they do training for us, we can either compensate them with budget or labor.
Asset	Community	Organizations	I'll give you an intro to Beulah Presby Church, my contact there, and they're part of an interfaith coalition. They have a daycare program there that's widely used. They're on the boarder with Churchill, Wilkins and Penn Hills, they may be more over in that area as a coalition. I'll do an e-mail intro. But I don't know about organizations beyond that, but one of the big things in our community organizing is that flyers still catch people's attention.
Asset	Community	Organizations	The Anti-Litter Group, we're literally a facebook group, we definitely do things, but I'm not ready to do a real nonprofit.
Asset	Community	Organizations	Penn Hills has a lot of litter, there's not a lack of litter. People would complain on facebook and in the various local groups and my friend said that if I start the group, she'd invite folks. Now we have over 600 members, 100 or so are active in our group pick-ups March through November, 5 to 6 a year, and we advertise them, go to different parts of the community. That's the main thing we do. We also as individuals pick up in our immediate neighborhood, then we have pick-up events that just happen and people show up.
Asset	Community	Organizations	We've been talking to Grounded lately, learning about them and discussing among our group. They came up with a plan to hire somebody from the community to figure out who would like a tree, and the cost would be about \$5,000 per year, but the only funding we have is from fundraisers and from local donors. We've thought about getting ARP funding for this. We've been talking to the director there, Arium and Alani Contas, we had a zoom meeting with them. I'll be happy to introduce you.
Asset	Community	Organizations	The Garden Club is a lot of older people, they don't do many gardening projects any more but they have speakers that come to the association.
Asset	Community	Organizations	We have some local groups, Rosedale and Crescent, most of those groups are organic, they're not in existence because of the government, and I think that's the way it ought to be.
Asset	Community	Organizations	Western PA Just Solutions is the other organization, that's our food pantry, that's where my passion is. To me, Just Solutions is more in line with interests and concerns are. Sometimes there's a lot of things that go along with that - Just Solutions is a positive thing. It's about feeding people, clothes, and all those other things that go along with it. We have a lot of people in our community that do not have those items. I'm at the Community Center to keep the food pantry going.
Asset	Community	Organizations	When you're working with big institutions, like Allegheny Intermediate Unit, they're our biggest tenant.
Asset	Community	Organizations	The food pantry is what we do really well.
Asset	Community	Organizations	The one that really does a lot for us is Trinity Towers Church, they send in a team to pack our boxes, we did a pantry at their building and we'll probably go back and do something there. They've supported us so much and they don't do that just to look good - even when they're there, they're in the background. I would contact their pastor, Pastor Dale.
Asset	Community	Organizations	My church, Jesus Is The Answer, is just down the street from me, they're doing a pantry and will be doing something around Christmas, they've always helped me at the pantry, really reached out to help in any way they could. But Trinity is big.

Category	Area	Subcategory	Comment
Asset	Community	Organizations	There's been a very strong litter committee - it's not something that was just invented, my kids picked up litter for years.
Asset	Community	Organizations	UCSUR knows us really well. I've worked with Allies for Children.
Asset	Community	Organizations	Kathy is an important member of the Garden Club. She brought in 10 new members this year.
Asset	Community	Organizations	The Garden Club is doing OK, we're very popular, people love the building, I've had 6 calls today about rentals on the building. We are 100 years old today, there were farms here before there was even mining, back when we were technically part of Wilksburg and some ladies formed as a part of the beautification movement after the first World War. Lots of the ladies were related, one of the Morrow's owned the barn and they made it their headquarters. We have 60 paid members, some more active than others, we were up to about 100 members, lots of whom are older - I've been to a 75th wedding anniversary.
Asset	Community	Organizations	The members of the club, we don't have that many hard-core gardeners any more. Our main focus is to make best use of the historic landmark, and we're doing a lot less gardening.
Asset	Community	Organizations	We give a charitable contribution every month, and we made a top destination for that funding to the Allegheny Land Trust to support what they're doing.
Asset	Community	Organizations	Grow Pittsburgh will come out here occasionally to do a training or a program.
Asset	Community	Organizations	The Garden Club is the PHCDC landlord. Saving the barn was the second significant project of PHCDC. The barn was for sale, the ladies had had enough, PHLF didn't want to do anything to help maintain, and a bunch of organizations started approaching and proposing doing things with the property. Howard Davidson proposed that the PHCDC take the project on, I was with the PHCDC and we signed a 2-year lease and I became the first manager, no pay, and the board supervised how it was going. I ended up running the building more than the ladies, I got the PHCDC bank account up over two years. The other thing I did was fall in love with the barn, I joined the Garden Club, I brought in a bunch of new people to strengthen the Garden Club. At the end of the two-years we proposed to end the lease, to take the Garden Club back from the PHCDC.
Asset	Community	Organizations	We're a safe space for suburban senior citizens at the barn.
Asset	Community	Organizations	Off the top of my head, I think about the YMCA and YWCA and the Boys & Girls Clubs, the big names, but I'm not sure they would fit the mold, but they're not here for a reason. The Penn Hills Charter School has been used as a host location - they are deep-rooted in Penn Hills.
Asset	Community	Organizations	So, Julie Design is fantastic, I've reported directly to her throughout the pandemic and she's become a mentor of mine. She's no long with United Way, she's moved to be an assistant director at the McCune Foundation. She's a very strategic thinker and that's what you need. That being said, we'll be having a new Julie coming in, our chief program and policy officer, that's who I need to connect you with, to get you situated.
Asset	Community	Organizations	Becky Gloninger in Larimer's Choice Neighborhoods program works at DHS, she was one of the leads on the process over there.
Asset	Community	Organizations	Let me share a contact, Damon Bethea, at the United Way, I'll share his e-mail address, he's the one you should contact there given that Julie Design is gone.
Asset	Community	Organizations	Organizations interested in this would be A Second Chance, the school district which is doing a lot of fantastic work, the food banks for sure, United Way, the clergy association is another that is very active. There's a new president of that organization, Pastor Eric McIntosh and I can give you his info as well. Another organization that's on the ground there is Children's Hospital, they have a Family Center right there on Duff Road, I was a part of helping to integrate them into the community, Charlotte over there would be good along with Issac Cugala would be good to talk to there as well. They have a full-time nurse and a partnership with some dental folks, they're doing great work and they, too, have been at the table at various different collaborations. Leonard Hammit is another resident who's been a leader in the community in Middletown, that could provide a different perspective as well, and I can put him on your list as well.
Asset	Community	Organizations	There are two Family Support Centers, one out of Joyce Davis' community center and the other is on Duff Road.
Asset	Community	Organizations	I think that because we have a connection to County resources and partnerships, it's a great way to serve as a one-stop for food, transportation, and all those other needs. If you have interest in talking to our United Way 211 system, I'm happy to connect you. Cynda Watson is our senior direct there, and Richard who does the data.
Asset	Community	Organizations	Each United Way has a different level of engagement and activity, but ours is pretty much broadly engaged in our region.
Asset	Community	Participation	We're doing an essay contest for high school students in Penn Hills, offering a cash award, getting students to do research on litter as a community aim. We're also competitive, part of the garbage Olympics and in the first two years we won team spirit award for our videos, and this year we picked up the most trash of any of the teams. We have a lot of fun, it's a way to surround yourself with good people.

Category	Area	Subcategory	Comment
Asset	Community	Participation	I had more of a negative perception of Penn Hills, so I wanted to find the good people. It changed my mind on the mindset of Penn Hills - it's so easy to complain and do nothing, so I wanted to do something about it.
Asset	Community	Participation	My husband hates people knocking on our door. I think most people will be receptive. Most every pick-up we'll have somebody take the time to thank us.
Asset	Community	Participation	I know a lot of it's couched in COVID, but it may also have a factor in getting people involved here. We live in a world of social media, but there's a lot of people that maybe don't do that. There's people here that do care.
Asset	Community	Participation	I always encourage student participation, when I can engage with them man is it meaningful. We did a student survey a few years ago, it got a lot of focus here.
Asset	Community	Participation	I have amazing partners. A lot of my parents now are students and I've increased my network. As soon as there's a big PR event everybody wants to help, but when the cameras go away, they do, too.
Asset	Community	Participation	We had Connor Lamb come in, we had a student council president who now works for the Republican Party. I'm sure people say they're in tune with everybody being welcome, but there's an underlying sense that government and school administration positions are appropriate for only a certain type of person. And I remember the days when we were rightsizing things here, when we couldn't pay for things, and our meetings were packed. But people will not come out for when it's just, "blah, blah, blah." We have had zero examples of those issues with masks and mandates here - we know they will come out, but when they're not coming out, it's likely they trust what we do, or they feel they have no voice.
Asset	Community	Participation	I know a few years ago my stepdaughter's young kids had wanted to go to the school open house and it was refreshing to go there to see tons of parents, tons of young kids, and my wife said to me that there was no way in her days at PPS that they could have ever got that many people to come out to that kind of event. It was so nice to see that happening, you don't see that in other communities. It was surprising - we need those other ways to be connected as a community.
Asset	Community	Penn Hills	One of the final things was that our post office still says "Pittsburgh".
Asset	Community	Penn Hills	One of my friends of 27 years is right up on Orlando, it was so much fun when we moved into the neighborhood. The Slopes was where we lived at the time, but eventually it was, "Get me out of here!" and this place is very much where we want to live now.
Asset	Community	Penn Hills	There are some things local to us, but if you're going out to Oakmont through Penn Hills, that's the rural way of living, but we're in this older suburban setting. It's also something different for mindsets in such a big, diverse place.
Asset	Community	Penn Hills	Speaking about the racial dynamics, we're just so happy about the diversity around us in our neighborhood, as opposed to what we had in the South Side Slopes in somewhat of an enclave, where community meetings took place and it was all about "taking our neighborhood back." It was the mindset of the people who lived there, and our neighbors here are not that, there's not that skepticism that comes with a lack of diversity.
Asset	Community	Penn Hills	This is our slice of heaven in Penn Hills.
Asset	Community	Penn Hills	Anybody who says Penn Hills is awesome isn't looking at the whole picture. We've got problems and when fail to see and address the problems, you've failed as a leader. There's a lot of upset people in the community.
Asset	Community	Penn Hills	Ask anybody who deals with the public, people today are worse in many ways than they used to be. What you have to remember is that looking at the 2020 U.S. Census, I was expecting only the negative, but for all the worries, we only lost 1,000 people - that's nothing. Our population basically stayed the same, we didn't go under 40,000 people.
Asset	Community	Penn Hills	I would hope that you're on the lookout for the "glory days" attitude - "these people ruined Penn Hills!" There's so very many resources here, the new families are so loyal. How welcoming have people really been? Mutual respect goes a really long, long way.
Asset	Community	Penn Hills	I moved to Penn Hills after growing up in Bloomfield. We found out about a house in Penn Hills from the Howard Hanna Showcase of Homes, and I said to my husband, "I'm not moving to Penn Hills," but we came out to look at the home and we were just blown away. I had no idea there was so much out here. We're so big we have more than one zip code.
Asset	Community	Penn Hills	When you look at Penn Hills, we have professional administrative staff, we have the best school facilities in the region, we have a gorgeous library and municipal facilities. We've got the best sewer system in the county, you don't see it, but it is.
Asset	Community	Penn Hills	We're so accessible here, you can be over on the highway, then to the Turnpike, we have the best location, for good and bad, you can get in and out in no time, and that's tough with crime.
Asset	Community	Penn Hills	I'm a practicing attorney, across the street is an attorney from Reed Smith, there's a surgeon from AGH. If you go along Stevens Lane, that's where Rick Santorum lived, Dr. Garvin lived down there and was a pioneer of genetic research. People have this perception that Penn Hills is all low income and no doubt, we have neighborhoods that are, but that's not all we are. We have the largest population of Black professionals in the county.
Asset	Community	Penn Hills	There are so many good people, there's so much diversity.

Category	Area	Subcategory	Comment
Asset	Community	Penn Hills	Part of what I love about my house is the kids can go out the front door & walk to a pizza shop or get Italian ice, or they can go out the backdoor and they're out in the country, it's a beautiful mix of both worlds.
Asset	Community	Penn Hills	I'm very excited about our new council coming in, we have a great CDC, and Leadership Pittsburgh just came in, and I really think we can become a hot place. I really think we're the best opportunity because of the value of our housing prices, it's going to spread among young people who don't have the baggage.
Asset	Community	Penn Hills	My kids truly, truly lived diversity, with a great mix of friends from all races.
Asset	Community	Penn Hills	I've been here for a while. People want to make Penn Hills better, but I really like Penn Hills.
Asset	Community	Penn Hills	I hear people talk about the Penn Hills they used to grow up in - that's gone, it's not here today. You get new people moving in, young people and that's what they hear. One of the owners of Couch Brewery on Washington Blvd., he loves living in Penn Hills.
Asset	Community	Penn Hills	In about 2007 there was an article in Money Magazine that pegged us as the most affordable place to live in the country. After that we had a boom - I wonder if those other 9 communities saw the same kind of boom.
Asset	Community	Penn Hills	People flip out when you talk about us being a bedroom community. If 80% of your residents work, entertain, and shop somewhere else, that's what you are. Why do you think there's a huge exit in Warrendale? If we had the best brewery in town, you wouldn't go every Friday, you'll go to a different one. People aren't going to move here because of a Cheesecake Factory.
Asset	Community	Penn Hills	How are we going to improve Penn Hills - I say, how are we going to be happy with what we have here? Not everything in life is hunky dory, but I have no animosity towards Penn Hills.
Asset	Community	Penn Hills	We own a couple of houses here, people are always walking by on the dog walk loop and so I'll always see new people. I saw a young woman talking to another young woman and I introduced myself. She was from Beaver or Butler, they're really happy people, very sunny, joining the Garden Club and she said, "Penn Hills is really up and coming," and I was just blown away.
Asset	Community	Penn Hills	All the outsiders love Penn Hills. When people stand up at council stand up and start talking about living in Penn Township for 60 years, I just want them to sit down and let somebody with a better attitude stand up.
Asset	Community	Penn Hills	Do I believe I'll be a long-term resident of Penn Hills? Yes. We're a lot better off than others. People who are being pushed out of neighborhoods and have limited access to financial resources and transportation - it's probably more difficult for them to say that.
Asset	Community	Penn Hills	I've been a 22 year resident of Penn Hills, lived on both sides. It's a huge and very unique community. In its heyday in the 80s there were like 73,000 people that lived there and all that housing stock is still there, most single-family and for the most part in great shape.
Asset	Community	Penn Hills	We've enjoyed living here and have everything we need, we have connections with neighbors, we have good relations.
Asset	Community	Penn Hills	There's the old timers like me who have been here 30 - 40 years, who haven't run away over the years. Many left as Black families moved in, many of those people already left, that's not so much of an issue we see any more.
Asset	Community	Penn Hills	It surprises me that still there can be such a difference in neighborhoods in how much people are aware of their neighbors. I feel I know a lot of people in my neighborhood, it surprises me when parts of the community are not like that.
Asset	Community	Penn Hills	1979 Penn Hills won the championship. There is that shared history, but it's the side of Penn Hills that thinks it was great when it was back in the 70s but think maybe that there's more problems now because of diversity. That mentality definitely exists in the community.
Asset	Community	Perception	Other opportunities are 20 minutes from the City, 5 minutes from the Parkway or Allegheny Boulevard, and there's a lot of affordable housing.
Asset	Community	PHCDC	When I was president we had 90 or so members, but right now we have 58 paid members plus a bunch who are unpaid that we need to know why they've become inactive. I used to never come to the meetings myself, it was quite a while until I started getting active. We have those lists of members.
Asset	Community	PHCDC	Felix knows every little thing about Penn Hills, he seems like he just memorizes things.
Asset	Community	PHCDC	I think we're moving in the right direction. They were a beautification committee and I was interested in moving them to being a CDC, partnering more with the municipality, offering programming to neighborhoods, and they felt it was time to take that next step up. Then the ACCD made the call for new communities for their program, we pulled together the application and saw it as an opportunity. I remember trying to explain what the ACCD is and what their program was, and we set a long-term vision with them.
Asset	Community	PHCDC	We went into the NAP program and the Allegheny Conference was tremendously helpful. They said what we needed first was data because without that you're not going to get funding and that's when we got you involved.
Asset	Community	PHCDC	I think Shawn is doing a great job for the CDC, by the way. Some of the members aren't that active.
Asset	Community	PHCDC	Shawn, Alan, and I came up with the plan to present out to the Allegheny Conference. I helped to fight for that funding.

Category	Area	Subcategory	Comment
Asset	Community	PHCDC	Howard, Jim, Felix, Alan were all involved when I was first on the board. From my recollection I don't think I paid too much attention to the politics, but I do think there were probably a lot of bumping heads within the organization about what projects we should do, what projects made sense beyond the garden. It seems like now we're focused more on community growth and economic development, which is a larger task.
Asset	Community	PHCDC	It was a start with great hope at the time, to my knowledge it was the first time since I was a resident in 1999 where this happened.
Asset	Community	PHCDC	I kept in touch, my friends were getting more involved and when the Allegheny Conference came back up, I saw that as a chance to get involved again. I got into the Strengthening Communities program and sort of took the lead with the CDC.
Asset	Community	PHCDC	We work really together now as a group, we don't have that in-fighting.
Asset	Community	PHCDC	The CDC is a fiscal partner for us and that helps with grants.
Asset	Community	PHCDC	We've had some characters on the board but it's a really good board now.
Asset	Community	PHCDC	The PHCDC at the time was a prickly relationship, the treasurer and the board would hem and haw and nothing would get done. The lease ended, we were separate for a while, then I was elected to the leadership of the PHCDC. Anybody at that point who felt things were problematic ended up leaving the board of the PHCDC. But that two-year bridge allowed teambuilding and the ability to save the barn - the PHCDC saved the barn and Howard was the one who made it happen.
Asset	Community	PHCDC	Our board was ancient. Now we have people under 40, under 30, we have a nice young board.
Asset	Community	Recreation	We have parks, we have dog parks, all put according to the growth of the little communities in the community.
Asset	Community	Rosedale	Rosedale Civic Association, they just put on a carnival that did incredibly well, they weren't that visible before.
Asset	Community	Rosedale	I live in Rosedale, a block from the Verona Line and a quarter mile from Verona, and Rosedale is coming up due to the close proximity to Verona and Oakmont where you have all those amenities and a walkable community, and Edgewater Steel and the condos, and the values of the houses up here in Rosedale are going up. We're restoring the park here in Rosedale, putting in new equipment and a stage and a walking trail. We've got a swimming pool down the street - and my area is feasible for the millennials moving in.
Asset	Community	Rosedale	I'm up to 130 members and we made the firehall in Rosedale the nucleus, and that part is our goal, to get it back up and running, to have that central location of the park, and people will get involved within their community. The local carnival guy came in June, we have over 3,000 people show up at that carnival, we raised for the Civic Association enough money to build a new \$6,000 retaining wall, then we did A Night At The Races in the fall, raised enough money to cut trees down, because people want to get involved.
Asset	Community	Seniors Housing	Penn Hills or Jefferson Senior Center, just up from the Garden Club. It's still a municipal-run community.
Asset	Community	Seniors Housing	Rep. Deluca sends out a lot of support for seniors, any of the senior centers or high-rises.
Asset	Community	Verona Heights	Verona Heights is actually in Penn Hills. Which is why we have two zip codes as well, 15235 is the main one, and 15147 is the Verona portion.
Asset	Community	Verona Road	Off of Verona Road there's a lot of houses that I see older people living in.
Asset	Community	Western Penn Hills	There's the Western Penn Hills Community Action Group, they do a lot of youth involvement programs. We found out about them through the municipality, they're one of the CDBG funded organizations.
Asset	Community	Western Penn Hills	Western Penn Hills can be the forgotten part of Penn Hills, and one of our pick-ups every year is connected with Joyce Davis at the Community Center and she'll have people who can help us.
Challenge	Community	Beautification	We'd love to hit more areas but many roads just don't feel safe because of the traffic, they're too curvy - Verona's the worst. We picked up 123 bags just on part of the road - there are certain roads that are just magnets to trash.
Challenge	Community	Beautification	In some of the state parks with hemlock trees they've been treating the trees with the systemic trees and you don't see the wooly adelgid there. Homeowners will hire Bartlett Trees to apply the stuff, and I do know that in the Churchill park their Shade Tree Commission approached the municipality and they paid for the treatments, which is pretty amazing that they'd do. But it's basically private homeowners.
Challenge	Community	Beautification	Beautifying Rodi Road - it's the closest thing we have to a Main Street, the business fronts are so unattractive and code enforcement has done nothing. It gives people an impressive of our community and it's a really bad impression right now.
Challenge	Community	Beautification	We have a beautiful entrance to Penn Hills and PennDOT is threatening to take it away.

Category	Area	Subcategory	Comment
Challenge	Community	Beautification	I see the posts that people put up about picking up trash and what I see isn't litter, it's garbage. It's incredible how much is out there. There's a litter problem, but this is trash, bags so big that I can't even pick them up, I have to call the municipality, the manager, to come get them. It's really upsetting.
Challenge	Community	Beautification	One day I was coming home from church and right down from my property, down the side street with just one house on it, there was a contractor there putting out all kinds of stuff. He was gone by the time the police got there. Across the street from me there's a contractor putting out all kinds of stuff - but they're fast. If you have a remote area, like on East Lemington, in the middle of the day they'll be dumping furniture, it just doesn't even matter, they'll dump it right next to people's houses. It says something to the people that live there - you don't matter, I don't care about you, and it speaks volumes.
Challenge	Community	Beautification	People who dump here, they claim they're just working guys who are being picked on. Allegheny Cleanways has been doing a lot of cleaning here, I heard a news report on NPR where they say they pick up litter and see toys and assume it's because people have been evicted. What that is it's a landlord who's paid somebody to clear out an apartment and then they dump it, it's not the people who have been evicted.
Challenge	Community	Business	We're not going to get the higher-end businesses here, but if you need a slice of pizza or an auto part, I can give you 10 options. A friend of a friend owns a brewery that I lobbied over and over, but he ended up starting a new brewery across the street in Verona.
Challenge	Community	Business	Food trucks are everywhere, some have actually food truck areas. Penn Hills decides to have a monthly fee for any food truck that wants to come here. As opposed to recruiting and attracting food truck events. That and the brewery, just don't seem to happen.
Challenge	Community	Business	There is no nice Penn Hills restaurant. The Village Inn - but it's in Verona.
Challenge	Community	Business	The CDC at one time wanted to promote a restaurant, identify sites that would be good properties for restaurants, something that the planning department already had, and that the property owners were already trying to market.
Challenge	Community	Business	Part of the challenge is that we don't have that Main Street, that central area to put businesses. Strip malls aren't really attracting anyone and we have a lot of those.
Challenge	Community	Business	I moved from Verona in 2016 but I still went to the places I went to down there. Where are the places to go in Penn Hills? And that's what drove me to doing this work. Why is nobody in Penn Hills promoting Penn Hills businesses, how do I find the businesses that are there? Because they're not centralized and that information is lacking. Anybody centralizing and pushing the businesses that we have out there?
Challenge	Community	Business	Oakmont has always had their strip of businesses, Verona kind of the same thing and they've attracted new businesses that are doing well. I can't think of where else would be more of a comparable - maybe Plum, I think they're in a similar position to us.
Challenge	Community	Business	Everybody says we need stores and restaurants and the only way they come in is they take a look at the local census information like you will, they look at that and they're not going to come to Penn Hills just because we say we want a store to come. They'll go to Monroeville instead. Monroeville just boomed with the mall. So why would they build something in Penn Hills when that's just down the road, and even more so with on-line shopping taking over.
Challenge	Community	Business	Whole Foods, Trader Joe's, they're going someplace else. A lot of people have visions of grandeur, pie in the sky, and this idea of putting in sidewalks and trees is not going to happen - who's going to be liable for that sidewalk? Who's cleaning the snow, who's maintaining the sidewalk, it's always been a rural community, Etna, Verona, they're attracting millennials, and in Penn Hills you have too much area to cover to be able to do that.
Challenge	Community	Business	At one time Waldron came up with an idea of converting Penn Hills Shopping Center into a kind of town square, but here you don't have a Main Street - we don't have that in Penn Hills. It's too big of an area, 19.1 square miles, it's a huge area.
Challenge	Community	Business	Penn Hills Lawn & Garden has been a real bright spot in the community but their upstairs areas was transformed into a local crafts center and the owners seem like they're going to do away with the garden center and just keep the craft store. That's really disappointing.
Challenge	Community	Business	What are the stakeholder roles, what do we see coming out of the business community, who's uninformed about us? We used to do a program with local realtors to inform them on our schools, but there wasn't a lot of participation.
Challenge	Community	Business	If you look at all the businesses, it's not all of them who are doing a bad job of picking things up. We don't even have a list of every business. Eat N Park is spotless, they're not the problem, enforcing against everyone isn't going to work. Family Dollar, we've had trouble with them and it's the manager of the property. You have people in those positions who aren't aware of cleaning things up, or landscaping. But it's not every business - people want to throw out a blanket about all the businesses.
Challenge	Community	Business	Bank of America doesn't complain about us, it's the local businesses that have been here forever, don't pick up and don't have a dumpster.
Challenge	Community	Business	We can come up with all good ideas for Penn Hills Shopping Center, the problem is selling it to the owner in New Jersey. It's fully occupied. It's likely not going to give them any more revenue or profit.

Category	Area	Subcategory	Comment
Challenge	Community	Business	We've been stable on our population, on the racial demographics, it's stayed the same of the past 10 years. We used to have 60,886 at our largest, then 40 years later we've lost about 20,000, and if you're the owner of a shopping center, they're going to say, not, it's not going to bring in new people. That's the challenge - selling it to the owners. It's the same with apartments and rental properties - they're stable, they're making money, they're paying off debts and mortgages, why would they change it? It's of no interest to them, it's not going to make them more money.
Challenge	Community	Business	If a former gas station becomes an auto body shop, it's going to look crappy because people who own the businesses aren't going to make improvements.
Challenge	Community	Business	With the litter, you can clean up and later that day it's a mess again. And some of these businesses now have one person working there - how are they going to be expected to keep up with that and doing the job?
Challenge	Community	Business	The Penn Hills Theater closed. I have over 20 photos on my phone of myself in the theater alone. The reason it closed isn't because of COVID, it's because nobody came. And people say we should get a Cheesecake Factory. We don't have a nice Giant Eagle because we don't have the customer base to support it.
Challenge	Community	Business	When restaurants close, it's because people don't come, it's not the level of business you need to keep a place open, let alone enough to make money to keep the business rolling. Restaurants here don't get 800 dinners a month, let alone a day. Green Forest closed because the pandemic was the last straw. If a developer comes here and goes to a restaurant and sees one other customer here, why would they want to be a developer here?
Challenge	Community	Business	You go to Verona to 10.7, or to Redfin at Washington's Landing, we have just so much waterfront in Pittsburgh and so few of those restaurants. That restaurant that burned down, we went in at 7.00pm on New Year's Eve and no one was in there when it was open! But those little places work.
Challenge	Community	Business	The relationship between the out of state developer of the shopping center and the mom and pop renters, it's not that great of a relationship.
Challenge	Community	Business	The other thing about Penn Hills, in my mind to its detriment, we have mirrored retail sections in our community. If you go to what a lot of people to be the center of Penn Hills, you'll see on Rodi Road an Aldi's, a Subway, McDonalds. If you go closest to the section near Plum, you'll see the same selection of stores. They can be so close to one another is because they'd done their research and there's money to be made with little overlap. People on the western end don't have to go to the center of town, they don't need to, and visa versa, and that creates some division as well. "We stay on our side of town."
Challenge	Community	Business	There were lots of restaurants but they've gone away.
Challenge	Community	Collaboration	Nonexistent relationships here with adjacent communities. May be for lack of trying, may be because we're so big.
Challenge	Community	Collaboration	When we were working on the comprehensive plan, we asked the school district for data and input but they took no interest. Look up the comp plan and there's not a section on the school district because they weren't cooperating with us. Not all the same people are there, though, things can change.
Challenge	Community	Collaboration	Council used to have a liaison committee to share information, but that didn't work out. There's still a strong separation because the municipality and the school district.
Challenge	Community	Communications	The big think in Penn Hills is getting the word out. We have The Progress but it's only partially delivered in Penn Hills. How do you get the word out? Fortunately Brittany and Alan have communications backgrounds. They're starting back up the communications committee.
Challenge	Community	Communications	The other challenge we have here is communications. There's a deep distrust between our residents and their government, they're just here to keep the lights on and an event or two and think we should feel lucky.
Challenge	Community	Communications	The Penn Hills website, that monstrosity, they post things but nobody goes to the website because it's awful. The government isn't that committed to fixing it, either.
Challenge	Community	Communications	We tried a couple of logo ideas, but that became a giant ordeal due to design-by-committee, that we just walked away from it.
Challenge	Community	Communications	We talked to the guy who rebranded Plum, we sat down with him and he basically told us the process turned into a giant cluster and into the monstrosity that they ended up with now. It's the word "Boro" and it's purple.
Challenge	Community	Communications	You can't call yourself a social worker, you sometimes work with people who are over-programmed and they have something specific in mind with that phrasing, you often have to overcome.
Challenge	Community	Communications	The Dunning Cruger Effect, most people over estimate their knowledge of most subjects, and the people most knowledgeable over-estimate their skills the most. Most excellent drivers are not. Most engineers feel they're in the top 10 percentile. But the people who know the least are the people who overestimate the most. If I don't understand something, then you go to something nefarious going on behind things. People complain that there's a Penn Hills ambulance at the beer distributor, and people claim it's a problem instead of knowing that somebody there had a heart attack and had to get treated.

Category	Area	Subcategory	Comment
Challenge	Community	Communications	I'd like to know why people in Penn Hills badmouth the community in which they live. It's not as bad as the perception you're creating.
Challenge	Community	Crescent Hills	On the CDC there was Frankstown Estates and Crescent Hills people. Crescent Hills is further out for me. I think about getting another house, but have no interest in getting out to that more rural area of Penn Hills.
Challenge	Community	Frankstown Estates	Penn Hills is just awful aesthetically, there's no respect for blending design in with the environment. I've been here since 1981 and I'm still learning new places in Penn Hills besides Frankstown Estates, where I live. It's so convenient to get places, I love my little center here.
Challenge	Community	Government	A couple of people quit last year. We have some people on the board who will post about the mayor and elected officials and that's something I hate seeing. I tried to really engage with the municipality when I was president, I thought that could only help us, really.
Challenge	Community	Government	In the past five years it's been switched up a notch. Our old mayor was very defensive, she was just not very classy and her son had the contract for the towing in the municipality. It was really inappropriate, it just didn't look good. There was distrust.
Challenge	Community	Government	There's a guy on council who used to work for HUD, they don't like him, this last meeting was a disaster, there was a big attack on him. They hired a policeman from Wilkinsburg who got immediately fired and now he's suing. At the meeting the mayor called for the resignation of the chief of police, now they're all at each other's throat.

Category	Area	Subcategory	Comment
Challenge	Community	Government	Scott, the manager, has all the power in the community, we got him about two years ago. There's a sense that he's just building his resume in the community. I was hopeful but he said something to me that just ticked me off about his job in enlisting the community, when he claimed that was our responsibility.
Challenge	Community	Government	The big name one is Deluca, he should retire, he's 80 something and his son is the magistrate who used to be the mayor. There's the Italian thing with people from the city moving out here over the years. Pauline got their endorsement, I don't know if she plays it but she seems like she's very hooked in.
Challenge	Community	Government	We get some of that from our government, the municipality wanting just limited engagement.
Challenge	Community	Government	The County officials don't really come to Penn Hills. The Penn Hills Democratic Party doesn't get involved in County events, and Penn Hills comes off as sort of a black hole for the County.
Challenge	Community	Government	Everybody knows the candidates that the local party picks are going to win because non-presidential election turnout is so low. Every once in a while somebody will take that on and get in. I'm still surprised that Petrucci wasn't able to get elected, but when participation is at 20% or less, it doesn't take to many votes.
Challenge	Community	Government	It's location, available commercial property, and reputation. Penn Hills is very reluctant to change zoning, they'll let locations sit for 15 years as opposed to variances in zoning, like the case of the old library.
Challenge	Community	Government	We were under a consent decree for so long for the sewage, that's a big part of the history there.
Challenge	Community	Government	We had a company come visit us about taking over our street lights, convert them to energy saving, and then get paid out of the electrical savings, but council ended up never doing a thing. Even today they get a little grant and replace a few lights at a time, still paying \$600k a year in those electrical costs.
Challenge	Community	Government	The police department ended up hiring somebody from Wilkinsburg under suspension and investigation, and the Black community protested so the department ended up firing them. The mayor put forward a motion to fire the chief, who's ready to retire, but the motion didn't pass.
Challenge	Community	Government	There's some animosity right now between the mayor and the deputy mayor.
Challenge	Community	Government	Our mayor wants to be a judge maybe six months after becoming mayor. A lot of people were pissed at that.
Challenge	Community	Government	Penn Hills is solid Democratic and the Republicans know and aren't going to do us any favors.
Challenge	Community	Government	A lot of people say that Tony DeLuca and 20 committee people tell the city how it's going to go and still run the city. He didn't back the land trust project, said it wouldn't add to the tax roles but he didn't win that one.
Challenge	Community	Government	Council members in the old Democratic style have hired a couple of inspectors who don't have their heart in the job, they're coasting. Code enforcement is in big trouble, but for the director, who's a good guy.
Challenge	Community	Government	The CDC and the municipality interaction, that's going to be tough, it's absolutely amazing how our politics is. The municipality doesn't want to work with any outside organizations and that's got to change.
Challenge	Community	Government	I would avoid all contact with our state representative, even if we might need funding.
Challenge	Community	Government	One of the things that irks me about politics and government, they share information with people poorly, they have super complicated, usually obsolete platforms and systems, a decade behind the curve.
Challenge	Community	Government	It's tough. Council and the mayor and the ex-mayor, they have their beef, and the rest of council you don't know they exist for the most part. That's a tough one - I don't know the answer to how we work better together.
Challenge	Community	Government	You have council members that aren't really there and it makes it harder to work with them. I don't go to all the meetings, but somebody brought up Frank Piccora's name the other day and I didn't even know he was running for council. I'm informed and didn't know - how many people in Penn Hills even know their council, which is probably not all that uncommon in many places, there's only a small subset of people who get involved.
Challenge	Community	Government	One of my pet peeves is that they don't take too much consideration into what the community needs or wants, they seem to just keep parks maintained with the money they get.
Challenge	Community	Government	If there is an issue, they've already decided how council is going to vote before the issue even comes up. The Deluca regime has just done what it wants to do, that's the reason why the CDC is so isolated from parts of the community and the school. Everyone wants to focus on just their thing and not bring in the headaches from other organizations.
Challenge	Community	Government	I don't think the government won't support us, we'll have their support, but the challenges of the experiences people have had with the government will probably just roll their eyes on what we're trying to do. Penn Hills' reputation proceeds it.

Category	Area	Subcategory	Comment
Challenge	Community	Government	The municipality is always happy to listen and then throw out any of your ideas. They root us on and are supportive, but you can't count on them to actually do anything for you. But they're there in spirit, they're not going to do anything. It's kind of annoying.
Challenge	Community	Government	The politicians that were in office basically sucked this town dry. There was a grand jury investigation but no arrests after it went on and on, they've taken and taken and never put anything back. I was in law enforcement for 30 years, I got involved on a whim, I got elected basically on a fluke, I just tell it like it is. The Democratic Party in this town ruined it, we have problems that was due to favoritism.
Challenge	Community	Government	People don't realize that when the population decreased, went down to 40,000 people, but the salaries for everyone in the municipal building keep going up each year and you don't have the income coming in through tax revenue to support the basis for the community in first responders.
Challenge	Community	Government	There's so many things that need changed, and it's a lack of leadership, it's changing with the times to reflect your diverse community and how it's changed since the 80s.
Challenge	Community	Government	Your planning director, he's antiquated, his teacher was Howard Davidson and Howard's antiquated. Chris was under him and those old school mentalities need to go bye. If you're in that position for 30 years, just to collect a paycheck, you need those new ideas, you don't be worrying about a barn. I don't know where they get their ideas.
Challenge	Community	Government	We're not being pro active, we're being reactive. I never knew there was a house on Frankstown with drug addicts living in it until I got a call from somebody about it - we don't know how many houses in Penn Hills are like that until we get that call. When you have code enforcement staff driving past a house with grass that's 3 feet high, you need to be reporting that and enforcing that - you've only as good as your directors. You're better off buying that director off and getting somebody on who's going to do their job. There's so many violations, so many properties with garages with so many uninspected vehicles that just sit there for years. That's not how this should operate. I've driven around to all these places, but the court system is so tied up. McDermott Auto claims he's a dealer, we cite him for all these vehicles and he's appealing git all the way up while we just look at the junk.
Challenge	Community	Government	The Penn Hills Library has some of the old articles from the commissioners and you see they had a great system back then. What we have now doesn't work. Chairman Vento said that if you move to commissioners then you have a system that's less responsive to certain parts of the community - back in February 1973. It's about proper representation and getting your community out.
Challenge	Community	Government	We put all of our meetings up on line and we've never gotten more than 1,000 viewers, and that was for a meeting where nothing happened but it was just a lot of arguing.
Challenge	Community	Government	Even when we were changing the security model, there was a March, 2020 ugly town hall meeting, even with that it was more staff related, not driven by the public. I don't go to municipal meetings, and I'm under the mindset of what's the point? I don't feel that what people want or say will make a difference.
Challenge	Community	Government	Code enforcement is something that we constantly get complaints about. Yet when a position comes available, they hire people who have absolutely no experience. I go to meetings with 100 inspectors in the room, they're militant about enforcement, and I think it's funny that they hire their neighbor, not one of those types. It's the system that gets the most complaints and yet they do the least about it.
Challenge	Community	Greenspace	Why doesn't Penn Hills have river access? Or a bike path that connects to the other systems, along Plum Creek to Milltown. But it involves dealing with the railroad. The Allegheny Land Trust got all the support from Costa and it made a big difference.
Challenge	Community	Greenspace	When you bring up the land trust, I'm not a fan. I think there's other motives, they actually encourage gentrification and add to the lack of affordable housing in the suburbs.
Challenge	Community	Greenspace	We haven't even had the courtesy of the land trust coming to Council to talk about their plans. Our comprehensive plan doesn't call for more parks. We wanted stewardship over the vast swaths of land we already owned and in 2018 they said they didn't have the money. In 2019 we passed a resolution saying we'd support their work on land we already owned. I didn't even hear about the purchase of the former country club, after sitting in a room with me for a year in discussions, they didn't even mention it.
Challenge	Community	Holten Road	Holten Road area, there's Holten Arbors housing, there's several places down there that are isolated and don't have much transportation.
Challenge	Community	Housing	I don't want to say I know this, but I don't think that the County Housing Authority has any development here.
Challenge	Community	Housing	One of the things we have to acknowledge is that our housing stock has charm, but we don't necessarily have modern scale housing. Some of the children are not interested in their parents' home. The homes can be beautiful, but some of those places go to the rental housing purchases.
Challenge	Community	Housing	I have friends on a street that has seen some of those newly converted homes that are rental properties, it can impact quality of life if people are less than respectful of their properties.

Category	Area	Subcategory	Comment
Challenge	Community	Housing	The Penn Hills housing market is doing well but we don't really have what young people are looking for. Whenever Lawrenceville and East Liberty keep expanding, are we going to be able to hang onto the people here who want that different living environment?
Challenge	Community	Housing	We tore a perfectly good brick home with a pool that was condemned and now the lot lays empty, on a corner lot, and it's a shame.
Challenge	Community	Housing	I see people living in homes that are substandard, the inside of the house is frightening. It's hard for them to just pay their utilities, they don't have money to put into their homes. Even the people who own rental properties, they'll have trouble making repairs because it's hard for them to collect their rent sometimes.
Challenge	Community	Housing	The municipality has worked really hard to remove blighted housing. On my block there are two houses that are just horrible and they're occupied.
Challenge	Community	Housing	I get people who come from homeless encampments outside the city, we get food for them. There are so many people that are homeless and we don't even see them, but they'll come to use the restroom. There's an invisible homeless population, even here in Penn Hills, sometimes staying in the abandoned housing.
Challenge	Community	Housing	There are some streets that have notorious problems, slum landlords, crime, and violence. There are places that are nothing like the rest of Penn Hills, people living in houses that are just not appropriate. I'll try to find those names.
Challenge	Community	Housing	I bring things like Air BNB to council as legislation and they marvel that anyone would want to have other people in their house. There's tons of people working out of their home, but they don't see that. That's the kind of stuff that needs to be avoided.
Challenge	Community	Housing	When we do demolish a house, people aren't building a house in Penn Hills that's new. If you build in Plum or Murraysville, the costs are the same but you sell for more in those communities. They sell here, but not for as much money. You'll have large properties where no one is building homes, and that's economics.
Challenge	Community	Housing	You have the homes for rehab - VB1, one company, built 40 homes to rehab and sell here this year. If folks say that we need to do more rehab, they should look at that. Public Source called me about VB1 and I said we do 1,200 occupancy permits a year, so 40 isn't that big. It's just another developer buying homes and flipping them. 10 years ago it was a guy, Dove, flipping homes, he was a bad actor and we took him to court.
Challenge	Community	Housing	People have been frustrated that VB1 has cash. Right now houses are topping at \$150k and people show up to buy a house and VB1 is paying cash and out-bidding them.
Challenge	Community	Housing	The whole crew, including government, had 120 acres of developable property just off the highway, there were developers who wanted to build 200 condos - that would have brought people to Penn Hills, not a land trust. He went and built them someplace else where they could sell them for more.
Challenge	Community	Housing	There's a house across from us where the last person was there in August and it's here in February and it's still not rented, so that may be an affordability issue.
Challenge	Community	Infrastructure	Also, there's this sewerage problem, there was a problem with the raw sewerage going into the Allegheny and they got caught - \$150,000 fine, but two people got criminally charged and McAdoo got fired, the DEP comes in and looks at the infrastructure of all the lines and they do a mandate that makes you spend \$100 million in infrastructure, and that cost also was passed onto the consumer and our sewerage rates are now double what they are for water. And that's a problem when somebody's coming in looking to buy a house - they look at that when people think about buying a house.
Challenge	Community	Infrastructure	In 2034 the sewerage will be paid off completely, with \$17 million in repairs needed, and we have a sewer system that nobody wants. Penn Aqua is buying sewer systems all around the county, ours must be worth upwards of \$200 million, but the analysis came back that it's in such bad shape. Are the sewer bills going down? No, you've got ALCOSAN bills coming up, what they want is the line coming down Churchill down to the pumping station on Allegheny River Boulevard, that's all they way, the rest we'd have to continue to maintain.
Challenge	Community	Infrastructure	I've been hearing forever that PennDOT has a 15-year plan for Rodi Road - is this really something that's going to happen? Now I hear there's a new one and we didn't even hear about it. When people walk up and down that road they're walking in the weeds. There's also a big flooding problem down there, the Pitt Engineering School did a study on how to address that issue, they've tried for years to find ways to pay for remediation of that flooding. It's been studied for years and I can find copies for anyone who wants to see them.
Challenge	Community	Infrastructure	The 100 year old London Plain Trees were planted at the same time as the walls were built, and I reached out to PennDOT to find out that they were planning on "daylighting" the road, they were going to cut all the trees away from the City and out into Oakmont. They had budget issues this year and that project got put on hold. We're terrified that we're going to wake up to see all those trees getting cut back by PennDOT.
Challenge	Community	Infrastructure	The high sewer bills are never going to change, and that's true in all of the ALCOSAN service area. There's critical infrastructure needs that have to get paid for.

Category	Area	Subcategory	Comment
Challenge	Community	Infrastructure	As far as the water and sewer, our rates are not increasing, but ALCOSAN's are. You can hold hands with them all day, but the rates are going up 35% over the next 5 years.
Challenge	Community	Infrastructure	What happened is Penn Hills postponed all this stuff, and DEP made Penn Hills fix everything at once to borrow a huge amount of money and spend it all at once. What happened in the 90s isn't what's impacting us today. We're paying a debt for the system but we were going to be doing that anyways. ALCOSAN's raising the rates now, it's not us. I tell people that the sewer bill is an immovable object, it's services, debt, and ALCOSAN fees.
Challenge	Community	Infrastructure	We had an independent appraisal of the whole system, looked at selling off the whole system, but if you do that, if you privatize the rate wouldn't change, you'd lose control, and the money left over wouldn't be all that much. Until 2034, we're paying that debt unless you have well water and a septic tank - but this isn't Elk County here. You're going to have more expensive services the closer you get to civilization. And it's not what people are using to make life decisions, they look at schools and housing stock.
Challenge	Community	Infrastructure	I don't think anybody should love their sewer bill, but you can make people more accountable, look where the money is going. Their costs are tied up in the treatment of the water, the staffing, they're not just flushing money down the toilet. People don't even know what happens after they flush - ALCOSAN does open houses, but most people have no clue what happens.
Challenge	Community	Infrastructure	Ours is an older development, Frankstown Road is too narrow to put in sidewalks. You go to DC and they have these broad streets with parking and wide sidewalks - we don't have that and it's really difficult to put that back and make it happen.
Challenge	Community	Infrastructure	I tried to build sidewalk along Frankstown, got the funding, people wanted it, but I had to get permission from all the property owners along there and I couldn't get them to sign off. The residents wanted it, but even to enter the property to build a sidewalk. getting people to maintain the sidewalk, I couldn't even get 10 people to agree. It's really not possible.
Challenge	Community	Infrastructure	Rodi Road is 33 feet wide. PennDOT requires 36 feet to have a turn lane added, and to acquire a right of way would eliminate so many of those smaller businesses.
Challenge	Community	Leaders	I think one of the big problems in Lincoln Park is they have this unofficial leader, Joyce Davis, and she's a very nice lady, runs the food pantry and the community center. But if somebody comes into the community, she'll shoot them down, she hears bullshit because it's been what the community has seen for so long.
Challenge	Community	Lincoln Park	Over in Lincoln Park, Joyce Davis at the Community Center is a good person to talk to, also involved with the NAACP. Council likes them. She manages to get funding and elected officials know she can deliver people and votes that are important. There's long been contention that Penn Hills doesn't put enough funding into Lincoln Park, but they've lost their population, a lot of kids don't want to inherit their parents' houses, so a lot of those houses become abandoned.
Challenge	Community	Lincoln Park	Lincoln Park is going to be tough to get people to cooperate and get involved. They've been ignored so long. It really relates to Lincoln-Lemington in the city. If you drive around there you'll see illegal dumping, littering, abandoned properties. It's almost 100% African American and that's significantly different than most of Penn Hills, which tends to be pretty diverse. A lot of the people there come from the city, it tends to be transient, and many people really don't realize they live in Penn Hills, many feel cut off from Penn Hills. Many years ago the municipality proposed having the City of Pittsburgh take over Lincoln Park. Penn Hills essentially redlined the community. That's the community that needs the most attention.
Challenge	Community	Lincoln Park	My whole side, the Lincoln Park area, has a lot of need but not a lot of people living here now.
Challenge	Community	Lower Rodi	We've had so many years of discussions of what should be done with Lower Rodi, the entrance from the Parkway, where you're greeted with hubcap places, bars, it's not a very solid first impression. Everybody recognized that but what can be done about that? I don't know.
Challenge	Community	Mobility	The riverfront is owned by one guy, Peterson, with the railroad. I met with him and tried to convince him how a bike path could work with the right of way. He said if we could pay for it he'd talk to us. The municipality doesn't have the wherewithal to fund it.
Challenge	Community	Mobility	Where Sandy Creek goes into the Allegheny, we got a grant to develop a delta on the other side of the tracks, we met with Peterson and he said he'd grant us the right of way either over or under with a bridge or tunnel, so we couldn't do it.
Challenge	Community	Mobility	Until the guy who owns the railroad dies, there will never be river access to Penn Hills. He's never going to offer another easement anywhere along his line. He doesn't like tree huggers, he gave rails to trails some of his properties before and will never do it again. Having someplace down by Sandy Creek is talked about a lot, but it's not something that should be a point of focus.
Challenge	Community	Mobility	It seems so strange with no sidewalks to walk in the middle of the street, but it's the safest thing in Blackridge. It just seems kind of weird not having a sidewalk, there's a walkability issue because of that.
Challenge	Community	Mobility	What we have in Rosedale you do not have in the rest of the community, you're never going to have a walking base, there's too much liability in putting sidewalks all the way up and down Frankstown Road.

Category	Area	Subcategory	Comment
Challenge	Community	Mobility	Penn Hills has very treacherous roads, there's no curbside and there's no sidewalks, it's not safe for walking or for biking. I've had people who've walked from the far end of the road, in the road, to the Center to get here for food. I've had people take a series of busses and then have to walk up the hill to get here.
Challenge	Community	Mobility	Transportation is extremely bad. We had a drive-up food pantry, I look down the hill and see people who stand between the cars in line because they had to walk here with no way to carry their food home. It's for school, for medical appointments, for jobs, it's hard to get transportation.
Challenge	Community	Mobility	There's a real problem with the way people drive, too. There's a stop sign at the end of Chadwick - you wouldn't even think it's there, they don't even obey the traffic signs and you'll see near misses and wrecks.
Challenge	Community	Mobility	There's been one death, in 2017 I think where a kid fell asleep on the way home and crashed and died. Most are fender benders.
Challenge	Community	Mobility	The things that have come to the forefront and we're working on now in our regular dialog, one is looking at how we can best serve teens in the community. The other thing is the reality of the lack of transportation, it being such a large community, for the most part the community doesn't have sidewalks and it's a very difficult community to traverse, and the public transportation just doesn't meet the need. The bus lines really only go down the main thoroughfare and not up into the community.
Challenge	Community	Mobility	Transportation, I know during COVID on the food access project that's critical, affordable housing both for rental and ownership. A lot ties to transportation, the access challenges for people to be able to pick up food if there are no Port Authority routes, and how do we alleviate that. How do you solve that last-mile challenge?
Challenge	Community	Neighborhoods	I think as a whole, if you were to draw a line along Rodi Road as a divide, east of that line is going to be easier access there for participation. That area is more suburban, people are more engaged. As you go towards the city west of Rodi, west of Sandy Creek, the further west you go it's going to be a challenge and it tends to be more transient as neighborhoods.
Challenge	Community	Organizations	I'm actively involved in the Rotary and they and the CDC have had a poor working relationship.
Challenge	Community	Organizations	There's a Chamber of Commerce, but it's never really been a chamber, they're not active in the community at all.
Challenge	Community	Organizations	I don't know if the municipality has ever had much of a relationship with Longview Country Club. The fact that it's so close to Lincoln Park is just crazy in terms of contrast. Golf is a slowly dying sport, country clubs are expensive and dying also. How long can we support Green Oaks and Longview?
Challenge	Community	Organizations	The Kiwanis have been dissolved, the Chamber of Commerce is very small from what I know.
Challenge	Community	Organizations	Every couple of years people seem to start a group here, they almost always fall flat. I end up telling folks they should be joining with us because we've been here a while.
Challenge	Community	Organizations	Denny is retiring, it might be the end of this month, it's coming up pretty soon.
Challenge	Community	Organizations	The building is old and not in really good shape.
Challenge	Community	Organizations	We had some troubles with the structure of our building, where we had to figure out how to survive.
Challenge	Community	Organizations	Now when people ask me about the plan for Churchill Country Club, I have to tell them I don't know. They want to buy more already. They come to communities and don't even do the basics with the municipalities.
Challenge	Community	Organizations	There can be turf issues, especially with youth here.
Challenge	Community	Participation	There are 30,000 people who don't want to get involved until they want something fixed.
Challenge	Community	Participation	One of the things that stratify our community is the litter issue. It's really dividing a lot of folks. What we're seeing is a lot of whites leading on the pick-ups and no one else. We need better engagement. And many people are putting food on the table to the extent that they can't be engaged in those things.
Challenge	Community	Participation	I have kind of a hard time seeing how somebody can come in and shut down what we're doing - I'm not really worried about that as much as apathy in the community.
Challenge	Community	Participation	A lot of this starts with Civics, but that's a subject that's not taught any more. Everyone's in a silo, you can get onto social media and just ignore what you want to, but people know where to get information. At some point, the citizen has to avail themselves. Folks want to put everything at the municipality when there's not much participation at the meeting - you're acting like it's my fault. I think we're very accessible, but the customer is not always right here. Nobody's going to say it that way, but it's true.

Category	Area	Subcategory	Comment
Challenge	Community	Participation	Everyone has had a very difficult time for the last year, for many people's lifetimes. People are distracted by life, the world, social media, the buzzer going off on their phone.
Challenge	Community	Participation	One of the biggest challenges for local government is that involvement.
Challenge	Community	Participation	The League of Women Voters often reach out for voter registrations, but that's often perceived by adults that we're trying to push things onto the students.
Challenge	Community	Participation	If the PHCDC would get a grant to plant trees, the shade tree folks will tell you that out of 100 asks, one homeowner will say yes to a new tree. That's the challenge.
Challenge	Community	Participation	The families are here, they have children in our school district and they have real challenges. Single mothers with kids, she may need a job and daycare, she doesn't have time to get involved in the school district for her kids. What do you do for them?
Challenge	Community	Penn Hills	It never clicked that it was the second biggest municipality in the County, it only was a place right off the Parkway, never knew how huge it is, how much area.
Challenge	Community	Penn Hills	I don't even know all the neighborhoods in Penn Hills and it's sometimes still a shock driving and realizing that I'm still in Penn Hills on the other side of Penn Hills. You're going to have a big lift on covering it all.
Challenge	Community	Penn Hills	I've been preaching this for four years on council. I was born and raised here and have seen dramatic changes since I graduated in 1979. This community was very prosperous, but a lot of people moved out, moved further out to Plum and Murrysville, now we're down by about 1,000 people.
Challenge	Community	Penn Hills	Penn Hills was established back in the 50s, it was accessible, it was right next to the Parkway and you could be downtown in 15 minutes, but now you're sitting in a couple of hours of traffic so people want to be on the other side of the tunnels, they want to be up north from 270 because it's quicker coming into town.
Challenge	Community	Penn Hills	Most people have no idea where these neighborhoods are, you're talking about geography. I live in Jefferson Heights, but there's not physical boundary to it. That's a street, and probably some people have no idea that it's also a neighborhood.
Challenge	Community	Penn Hills	If you moved here from someplace else, it comes with the presumption that they moved here by choice, you also have people coming from other countries. These are folks that don't remember the things the way they used to be, but so many people who live here are disappointed because they grew up here in a different time and place, no place is the same place it used to be, the movie theaters close. You can't just go into a time machine and have things the way they used to be, but that's how so many people look at the community. Nothing's the way it was, it's never going to be 1953 again, there's never going to be gas at 20-cents a gallon again. I'm tired of hearing what we used to be. It's quintessential Western PA.
Challenge	Community	Penn Hills	There are people here in Penn Hills who say that new people have ruined our community, that attitude is not mine. That attitude impedes the learning. These are your students - you're obligated to provide learning and growth. You're assigned to do that job and you've got to produce.
Challenge	Community	Penn Hills	If there's a group of young Black men gathering, there's a segment of our community that sees that and thinks they're up to no good. How do you deal with that perception?
Challenge	Community	Penn Hills	When people talk about restoring Penn Hills to the glory days, it's mainly about being white. With our kids, I've seen it since 1995, the issues then were more parents upset with friends and dating, and that's less so now, that's shifted and the parents now get it, we're integrated. I can't even think the last time it was racial. But the people who come out to vote are older and more commonly they're Italian and they're really upset that they're still here with new families moving in.
Challenge	Community	Penn Hills	People in Penn Hills doing well on good streets won't likely even know how difficult it is for people in other parts of the community.
Challenge	Community	Penn Hills	There is racism that is just outrageous. There are Black people in Penn Hills that have been here all our lives, all across Penn Hills. Racism is still a big factor. It needs to be addressed.
Challenge	Community	Penn Hills	When I ran, we'd have debates in different places and people would ask what's the biggest problem in Penn Hills, Sewer and taxes are what people harp on, but I think our number one problem is public perception.
Challenge	Community	Penn Hills	Perception of Penn Hills is that we're one big, bad neighborhood where there are shootings.
Challenge	Community	Penn Hills	For so many years, people have no clue how big we are, how diverse we are.
Challenge	Community	Penn Hills	If you were to look at some of the complaints, Penn Hills is the only place where you have to pay taxes and pay for sewer and water.
Challenge	Community	Penn Hills	We suffer from wanting to be cool. It's not cool, it's not Lawrenceville, but it's a great place to live. I have a great home, I have a great neighborhood.
Challenge	Community	Penn Hills	There was a huge brain drain in Penn Hills in the 80s. This was a Republican spot back then.
Challenge	Community	Penn Hills	The war between the new and the old is real. Young people don't have the time to get out there and get involved to make things happen.
Challenge	Community	Penn Hills	Since a lot of the community pools died, a lot of the neighborhood identities fell off.

Category	Area	Subcategory	Comment
Challenge	Community	Penn Hills	I've been a resident for the last five years, we live in a quiet area, we know our neighbors. I don't know the politics or organizations out here - personal time is hard to come by with a little guy like we have. But I don't even know where to begin. Penn Hills is a large municipality, and they have a lot of these long-term residents and groups, all of these different community groups doing fantastic work. but I'm not sure if the outreach component of these organizations is at the scale they should be to reach residents, and people such as myself.
Challenge	Community	Penn Hills	There's a division, I know, that's not necessarily an actual dividing line, it's not talked about a lot and it's around racial and economic lines.
Challenge	Community	Penn Hills	People will ask you in Penn Hills where you live and they'll give you the street name, not the neighborhood. For older people they may know the names of the neighborhoods, but I don't.
Challenge	Community	Penn Hills	The taxes can be the uncomfortable part of affordability, the property tax piece can be a bit of a deterrent.
Challenge	Community	Penn Hills	There have been many iterations of the board. We keep wanting membership to be diverse but it's very hard. From the outside Penn Hills is very diverse, but it's still segregated, Black bars, White bars, but very few that cross over. I'm on the membership committee.
Challenge	Community	Penn Hills	We have other pockets of small neighborhoods, where low to moderate income people are living. You'll see some of those senior high-rises that throw off the demographics to make neighborhoods look like a low-income neighborhood when it's just a single property. So be aware when you look at the maps.
Challenge	Community	Penn Hills	I don't know that Penn Hills is very different from other diverse communities, that have two different worlds of people living together.
Challenge	Community	Penn Hills	West of Rodi Road and east of Rodi Road look different.
Challenge	Community	Penn Hills	Best allocating the resources for the divide is going to be difficult. The impact of COVID east of Rodi versus west of Rodi will tend to be different. There's more household wealth in the east side. There's going to be a question of distributing resource over to the west side to be equitable, to be open to hearing from people when the issues and problems are going to be different.
Challenge	Community	Penn Hills	I've been expecting and seeing bits of what I see as head-bumps before the crash from the changing demographics, the types of resources provided, it's probably going to have to change.
Challenge	Community	Penn Hills	People in Penn Hills are very conscious of how money is spent in Penn Hills because of all the previous debacles, and taxes are high, and water fees are high. A lot of people here on retired and on fixed income. We're larger than Monroeville but they pack a bigger punch. Having people comfortable on how money is allocated is going to be a challenge.
Challenge	Community	Penn Hills	If money is going to everybody, COVID had a pretty high income cap because it had to be. The people that you need the buy-in from you're already going to have, but the people who have resources to have time on their hands are going to be the ones who'll be tough in being there to question everything from their experience without taking others' input into account.
Challenge	Community	Penn Hills	If I had to say generally, I think what Penn Hills is at a bit of a crossroads with is essentially staying together as a community.
Challenge	Community	Penn Hills	I feel like there are perhaps forces that are never going to be overcome, that are part of a much bigger picture. From an economic development point of view, communities of color may be opposed to for example getting another auto parts store instead of one of the better businesses that folks may want but that would not be inclined to want to come to Penn Hills.
Challenge	Community	Penn Hills	I grew up on the Northside, I lived in a borderline Northside / North Hills community. I remember the clear message was keep a sharp line between those two places - even my parents would say it, the message was all around. I occasionally go back to the North Hills and I'll travel those streets and remember them 50 years ago and I see them now - they only look better. They're not high-end, but they're well kept, clean, they have retail all the way up McKnight Road. The trash malls from back then, they're now rife with retail to the point of wall-to-wall stores. I come back here and we can't even get one of those stores. How can you go to those folks 50 years ago and convince them that this borderline distinction wasn't a good choice. That's what I worry about - forces beyond our control.
Challenge	Community	Penn Hills	I think people use Penn Hills for what works for them at the time. I feel dedicated, I don't want to give up, and people surprise me when they're not. Maybe I'm out of touch, maybe that's in all communities. But whether it's cheap real estate, it's for any reason but, "I like Penn Hills." People choose us by default, it's not their first choice. That's what I hear from people who tell me they're leaving - but that could be just me. I think there's something to be said for people sticking by their community.
Challenge	Community	Penn Hills	There is going to be some socio-economic things that have to get worked out. There are two Penn Hills - east side and then the rest. You see it on facebook, people will talk about "those people" but we've got to grow together, we need one common notion of we are Penn Hills, we're all here for the entire municipality to make it better, although people are going to live in their bubble and perceive that it's the others that are the problem. It's definitely there.

Category	Area	Subcategory	Comment
Challenge	Community	Penn Hills	People don't hold back on the keyboard and probably won't on a survey, there's a mentality that's of two places.
Challenge	Community	Penn Hills	There's a long history of people just not helping each other.
Challenge	Community	Penn Hills	What we also learned in our project, focused on children, is that the elderly were also isolated and completely forgotten. Pastor Linda was quite passionate about that issue.
Challenge	Community	Penn Hills	In any other major city our first ring suburbs would be a part of the city itself, Pittsburgh is unusual in that regard.
Challenge	Community	Perception	Generally speaking, what issues we have here are what you've seen before. Trust. Whether an organization is doing something positive, what the municipality is up to. Penn Hills residents have taken hits here for years, from the sewer fine from the EPA, to the school district going into \$160 million debt, increased taxes and high millage rates. What are you going to do about the sewers? The taxes? You're always going to hear that.
Challenge	Community	Perception	One rat's nest you don't want to get involved in - don't ever tell people the name of their neighborhood or tell them you're planning to change the name. You'll have people ask you why they're included in a part of the neighborhood they define they're in.
Challenge	Community	Perception	We learned some things about the importance of trails and recreation to people, sidewalks have always been an issue here, people are frustrated by the loss of population and the loss of restaurants in competing to other neighboring communities.
Challenge	Community	PHCDC	Many folks know the CDC as a gardening club.
Challenge	Community	PHCDC	I live right by the library. I have no idea what my neighborhood is called. For the most part, the members are from the same areas, around the shopping center, the Verona hilltop. But there are large sections of Penn Hills where we don't have members - West Penn Hills, Milltown, the more diverse areas.
Challenge	Community	PHCDC	Tyler pissed off the council. They can't stand him, we try to get him involved in activities that don't take him up to council.
Challenge	Community	PHCDC	The people who were traditionally involved in the CDC were people I never wanted to get involved with, they tended to complain about A, B, C, and D, but never actually do anything about them. It was about flowers and the community garden and there's a solid argument for beautification.
Challenge	Community	PHCDC	The CDC has no direction right now, nobody knows what we do - I'm on the board and my own grandmother doesn't know what we're responsible for. I think that would be a shock for some of the board, but we have our hand in too many pots, we want to do all these different things but we have no long term vision and short-term goals.
Challenge	Community	PHCDC	We only charge \$10 for a membership, we keep complaining about not having members, but without that vision we're not going to get those dollars.
Challenge	Community	PHCDC	I think the membership has fallen off. I think those internal politics burn people out, and now there's a rise in those other civic associations that just look at their own backyard. Membership growth is going to be hard unless you can show something happening. I don't know if beautification has the same value to older homeowners as it does to the younger homeowners moving in.
Challenge	Community	PHCDC	Our own organization may have an image and P.R. problem, that could impact the work.
Challenge	Community	PHCDC	I am getting a bit weary, I am questioning whether the ship is going to fly in the end or not. I am very grateful for Shawn, he's injected youthful energy beyond what I expected.
Challenge	Community	PHCDC	It gets frustrating when some newer board members talk about building board membership by having fun and building social events. We've done that already. If they have energy to do it again, have at it.
Challenge	Community	PHCDC	There's currently been some antagonism between the board, or at least a board member, and the municipal leadership. It's on personal social media, but it's visible. The mayor and council have sort of slapped that hand around some election issues and I can't but help but see it as being counterproductive to the community, even if it is on a personal social media page. I don't want our work to be thwarted. And I know we've talked about this among the board. I'm not a fan of everyone on council, but I keep it to myself. I'm not going to work in vane if I'm volunteering my time if we end up having to get a stamp of approval from the municipality.
Challenge	Community	PHCDC	That's a great question because it was not long ago that I pointed out that the mission statement is a focus on economic development but for now we do beautification and are an extension of the Garden Club. We get together and talk about big ideas, but we're only 9 people and beyond the ideas, we're not going to be able drive anything by just getting us together once a month and talking.
Challenge	Community	PHCDC	For some reason at the time there was a whole lot of in-fighting, there were a lot of people who just saw it as a reason to get together and hang out. As we talked to other CDCs it didn't seem like there was an appetite for that work and there was some in-fighting.
Challenge	Community	PHCDC	I had relationships at the Allegheny Conference and we checked in on their program, but we didn't have much success. We had some arguments and we ended up leaving the CDC.

Category	Area	Subcategory	Comment
Challenge	Community	Real Estate	There's no economic development here, all the people on the CDC were on the economic development team of Penn Hills, you're trying to look out for the future, you need economic development, you've got the Atlas Cement Plant, you've got the U.S. Steel plant, I've been trying to bring something in here for development, we tried to bring in a WalMart that would have brought in jobs, and that's not happening, either.
Challenge	Community	Real Estate	When we were doing due diligence on trying to find a space, we found that there's not a lot of commercial space available out there, it's either occupied or does not fit the bill for what's needed, if you're looking for a place that works for the organizations that might need to come into the community. You'd think that there would be more, but there isn't.
Challenge	Community	Western Penn Hills	They were talking about giving it to Pittsburgh because this part of the community is Black. It kind of blows my mind. I talk to Black people who say it's just how it is "over there" - I say what's going on with that bar in the middle of Penn Hills? It's not "over there" because the whole region has problems with crime, violence, and drugs, which is why you have shootings right in the middle of Penn Hills. I guess it makes people feel better, but they've got the same problems that need to be addressed across the board.
Goal	Community	Beautification	I go to almost every Council Meeting. Our latest ask is for garbage cans. Some people will get off a bus, there's no can and they finish their food and just leave it there. It's important, it's not going to stop all the litter but can reduce the litter. I think that with the stimulus funding, I hope that will happen in 2022.
Goal	Community	Beautification	When you mentioned the free lead filters, that reminds me that we've been thinking about reaching out to the Water and Sewer Authority, people here complain about them all the time, maybe we could get them a \$50 credit on their bill. But they're right now going through a leadership change and we'll go back in the new year and see. We're trying to figure out some way to make this tree planting more attractive because a free tree isn't enough.
Goal	Community	Beautification	We try to plant native trees, small native trees, not doing any kind of fruit trees, trees that are as low maintenance as possible.
Goal	Community	Beautification	Duquesne Light needs to give our trees the Mt. Lebanon trim, not the butchering we see in Penn Hills, they wouldn't stand that in the wealthier communities.
Goal	Community	Business	Tyler knows about lots of the businesses in the community. I want to have businesses being asked how things should work. We have vacant buildings everywhere and I'd love to see business supported and recruited here.
Goal	Community	Business	We did have an economic development committee, they did a little more with businesses, had a shop local program that was a lot of work with little benefit. They had a Golden Broom program to keep their shops looking good. Until we build more capacity that's more of a down the road thing unless we get that additional funding from the municipality.
Goal	Community	Business	Tear down the Penn Hills Shopping Center and make it into a different kind of center, better site planning and layout and architecture. It's hard to improve but it still brings a lot of people in.
Goal	Community	Business	Penn Hills Shopping Center is no longer owned locally, I think it was bought not long ago by a developer that I think is out of New Jersey. When I was younger it had these great flower planters throughout the parking lot - they don't do that any more. They have a stable retail mix. I'd like to see something done with the shopping center, maybe offer tax credits to have the developer build some kind of greenspace or park that would alleviate stormwater runoff from that parking lot that is a real problem running off into Rodi Road, and it would be a way to increase foot traffic.
Goal	Community	Business	We always say a brewery or something that young people are interested in, restaurants that are different.
Goal	Community	Business	When we worked on the Penn Hills Economic Development Committee, one of the things that we talked about was rebranding Penn Hills, getting a better logo that the bad one we have now. My idea was to brand our shopping centers, all of them, around a single brand that's common, then maybe put signage up under that umbrella brand, then advertise the opportunities to bring their business into Penn Hills. But that all fell on deaf ears.
Goal	Community	Business	I go for diners, ice cream, and brewery.
Goal	Community	Business	You see all those vacant strip malls in Miami, they're all over the place, mostly vacant, but we don't want that in Penn Hills.
Goal	Community	Collaboration	One of my goals for your involvement is to bring in Penn Hills, like the churches, talking to the school district and the people who have their own world, and working with the pastors to bring in a more diverse group, knowing how segregated our community still is. We're not totally there yet.
Goal	Community	Collaboration	It would be getting a better relationship with the municipality. My hope is that this data set will benefit both entities and we can partner on with CDBG funding, they can pitch in on things that we want to do.
Goal	Community	Collaboration	We should leverage all of the credible groups out there that we know of - they're already involved in things because they're there, they're already changing things to the better.

Category	Area	Subcategory	Comment
Goal	Community	Collaboration	The response from the community went well. There were other locations not on the bus route but were on the main thoroughfare, it's a perfect example of the work we should be doing collectively together anyways. We need to gather the lessons learned and then implement those things going forward, out of COVID, because we'll always make excuses for not working together at that level.
Goal	Community	Collaboration	The ability to look at things from different angles allows us to include as many people as possible in the solution. Without that kind of collaboration, you don't have as many perspectives at the table and we fall short in the work. Those group collaborations are really important in getting the bigger picture.
Goal	Community	Communications	Multiple channels, multiple messages, more work is all going to be involved in communications if they're successful.
Goal	Community	Communications	I really love Penn Hills and want everybody to know just how great it is here.
Goal	Community	Communications	Part of what we have to go through is just putting social media in context.
Goal	Community	Communications	I'm working on changing the perception right now, that's why I ran. Pretty much everything is public relations, selling the sizzle and not the steak.
Goal	Community	Communications	You want to get information from the inside, I want to get information to the outside. I'd love for somebody, one of the local channels to give us a free commercial, to tell people inside about what we're doing, and to let those outside Penn Hills know how much we've got here.
Goal	Community	Communications	I think there needs to be a mechanism. There's the community newspaper, there's Facebook groups, I believe there are efforts and some know more than others. But how do the folks who just live here and raise kids know? I don't know. Swimming classes for my kinds. I don't know. To be aware of what the folks in Penn Hills who are from Penn Hills know from being in Penn Hills.
Goal	Community	Events	I generally plan the pick-ups, it falls to me. Last year another member ran with the planning on a couple of events, it's some work, you have to call the businesses, the police, the municipal manager, it's five or six a year, and while I do wish people would step up, we have a core group of 10 or 12 people, and each event we get new people in.
Goal	Community	Food access	I know the people who come to get our boxes of food and fresh food. I want to move more to that, people coming in on Wednesdays to the fresh pantry where you could pick what you wanted. But we don't have that much space in the building, it's not a healthy environment. I want to get it outside and under a tent, even in the winter, with ventilation and letting people have the change to pick what they want.
Goal	Community	Food access	I would like to get a structure where people can come, we can roll the stuff out, there's some protection from the environment, but it's a healthy outdoor environment. There's fresh food, there's education, and you can even taste the food. That's what we need to get back to, what we did with our food room before the pandemic, people felt like they were shopping, it gave them dignity to choose and shop just like those with more resources do.
Goal	Community	Food access	Before the pandemic we'd have nutritionists come to do workshops in a room the size of our office. We'd have so many people there they'd be lined up against the walls, and we'd have items for people to take home - that's the kind of stuff we lost when we had to get out onto the road and pass food out in boxes. I want to get back to that kind of experience.
Goal	Community	Food access	I don't want to be tied to a building, but to the education, bringing it together with the food, and to put it someplace that's safe.
Goal	Community	Food access	I could see it sometime in the summer when you could put a tent up on the street along with the van, make the process mobile, because it's easier. If the view would be, "I come to you," that's just a better way to serve people than everyone coming to me, and not just making people eat what they're given, but to choose.
Goal	Community	Government	The important thing for CDC people to do now is to attend those meetings at council, to have a representative in the room to report back.
Goal	Community	Government	All my years working, I felt that if somebody got elected to council they deserve my support and my job was to get along with them.
Goal	Community	Government	If we want to work with the municipality, we have to have a vision. We can only go to them so many times, and we've really got to partner with them on something significant. The ARP funding plan is a good example of that, but I don't know if they're really going to support that.
Goal	Community	Government	I see a shift in council. I think as long as that organization exists and the party keeps getting people elected, then we just have to be the bigger man, if you will, and deal with that, define what we're doing as community members, not in a threatening way, but to say that you have us at your disposal, we want to help you by doing these things.
Goal	Community	Government	How do you gain more visibility? How this work gets into the mainstream as one of the important tools? Who can help put it in a spotlight? Maybe it's the Penn Hills municipality to say they're doing something really important, get it talked about in terms of how we get smarter in investing in people, how we facilitate recovery with contacts with people. The governments could elevate it, particularly if you do some marketing around it.

Category	Area	Subcategory	Comment
Goal	Community	Government	Your leadership in Penn Hills, you need to go back to 7 commissioners. Right now you have a mayor and a councilman that live across the street from each other, you have too many people from this side of the town, you don't have proper representation over in the Mt. Carmel area where it's predominantly Black, and the council people don't go over there. If you had an elected district representative who's a commissioner, then that commissioner could be advocating for the community.
Goal	Community	Government	Code enforcement has to get two more officers on board, even at that you still don't have enough enforcement to manage all the undesirable properties - you need to be pro active, not reactive, on code enforcement.. This director we have is done, he's at the end of his career and want to so as little as possible. Get somebody young, fresh, younger generation with innovative ideas, it would change the whole make up of code enforcement.
Goal	Community	Government	We have to show elected officials how to use this as a tool.
Goal	Community	Government	I hired a new planner, I put out the word, I wanted a good planner, I had 13 highly-qualified applicants. That's what you have to do in hiring something like code enforcement officers.
Goal	Community	Government	Code enforcement, any kind of enforcement, you're looking for compliance. If somebody's not cutting the grass, hitting them with a \$500 fine only makes it worse if they're low-income. It's not a source of revenue. You put a state trooper out on the highway, it's not for the tickets, that car is sitting there for compliance, and to pull over the guy going 90 MPH. We're not in the business of collecting fines, but it's something that's constantly talked about.
Goal	Community	Greenspace	If I could do anything, there's a plot of land over by Wilkinsburg, one on the top of the hill that's just all trees now that could be turned into a park. I think of that park over in Fox Chapel, where they have a great park. There's a set of 4 - 5 plots over by Wilkinsburg that are just junk buildings, it's on the main road, it's on the side of town where there are no parks, and if we put one over there it would potentially help our reputation in that part of town. When you go left from Rodi to Frankstown, past GetGo, it was at one point there was Bon Air playground, there's an office building, but I think they had to shut down that playground. This is across the street from the office building. The plots & the buildings are just sitting there - it should be turned into a park.
Goal	Community	Greenspace	I've become a dangerous drive, in that when I drive through Penn Hills I keep looking around and wondering why there aren't trails here yet. I'm just dreaming about the possibilities. It's captured my imagination to the point I'm dangerous about dreaming of the possibilities here to increase the quality of life and quality of places. I'm happy to be tapped on this phone call.
Goal	Community	Greenspace	If they need additional trail connectors, that's something that ALT might get an architecture firm come in to put together a layout.
Goal	Community	Housing	What do you do with this property that's open space on rolling hills where there were houses? We do need to tear down some of these deteriorating houses.
Goal	Community	Housing	In looking at identity and possibly losing population, real estate prospectors - keeping the zillow people out is going to be very critical, it keeps housing stable, it's opportunities for young couples looking for a nice, affordable starter home.
Goal	Community	Housing	This thing about housing in Penn Hills, I had suggested that the demolition, if you demolish these houses, all you do is eliminate the houses that people could be living in. My suggestion is that we get some contractors that do a LERTA program, we give them the properties free and clear to put the house back on the tax rolls as home owner properties for people that want to move back into the community. Once you tear that house down, it's gone.
Goal	Community	Housing	We've got a problem in East Wood and Lincoln Park, a house with raccoons living in it, we were going to tear the house down but they said we couldn't tear the houses down because of the architect. Now the CDBG funding is going away and we have no funding to tear them down or to renovate them in East Wood, where there's a house that looks like shit and it can't be torn down. Give them away to contractors to fix up for homeowners, relinquish their leans, let people rehab them and resell them to new homeowners.
Goal	Community	Housing	How do you teach people on what you need to own a home?
Goal	Community	Housing	When I moved in 1997, high school graduation had to be on closed circuit television because there were so many students. Now the schools are smaller, not just here, so people see a decline. My bigger thing is that I want affordable housing, I want to have market rate housing.
Goal	Community	Housing	There's a perception by some council members that we have so many homes that need to be torn down, but I'd like to see us rehab them, have people rehab those homes and make it affordable so that it's making more sense than their renting.
Goal	Community	Housing	You can buy an \$80k house in Penn Hills. Penn Hills can't have everything. People want a Cheesecake Factory - you can drive to one so easily. If you want Walnut Street, you can buy that \$800k home and walk over.
Goal	Community	Mobility	Kids want a spray park - lots of kids go into the city to get to a spray park. But if you put it into an existing park, it's just not going to have transit access. Completing the trail will be tough, it'll need property acquisition, but any way that Penn Hills could put money into the trails that would be great. But their interim rules for the ARP funding seem not to allow that.
Goal	Community	Mobility	Contacting Congressman Doyle, especially about broadband, would be really helpful.

Category	Area	Subcategory	Comment
Goal	Community	Mobility	Where busses come through is also an issue. We've got the 78 close to us, but other than that, going from the South Side to this has been a shock. It does make me concerned how others who don't have access to vehicles have the ability to get around. It can be a cold, wet wait for a bus. You have to look at access in a holistic approach.
Goal	Community	Mobility	The power line cutaway that goes from the park down to Rodi, if you can walk from Rodi to Beulah, there can be a web of a trail system that connects things. Getting a connection to Boyce, to Turtle Creek, to Monroeville, the neighborhood would definitely appreciate that, if you can get down to Frick Park, it's aspirational but I will try every time to get ALT to allow us to do some more things.
Goal	Community	Mobility	Cleveland you have to go under the parkway to get to the beach. You've still got the rail that's the same impediment. He wants a light rail, not a bike trail. Dormont works because of that transportation, the trolley. If we had a light rail here, that could change the whole place. We're at least on the SPC map for potential light rail.
Goal	Community	Mobility	Verona is booming, they have a main street and that's probably why, and we never seem to get business here, they have three or four breweries there, new restaurants, a diversity of business. But we're up here on the hilltop in Penn Hills. I wish we had a town like Verona does, where we could have sidewalks - it's awful walking out here in the suburb, it's how they built it without that thought in mind about being able to walk.
Goal	Community	Organizations	I don't know what groups there are to convince. The Rotary will be on board, the Lincoln Park Community Center will be helpful. I can't think of too many other formal groups. If we can pull in some businesses through the Chamber, that might give the Chamber something to do.
Goal	Community	Organizations	Devon works for the County, she works with me on the food bank group with leaders in groups across Penn Hills, Jayce Ransom, Devon Getz, I got them together about food insecurity, I got involvement from Second Change, and we did meal delivery programs and a lot of clergy were involved, we still meet once a month. I think that the food insecurity in Penn Hills, I think that if anybody needs food, we have it, you just have to reach out to one of us. We have Zion on Frankstown, Second Change and Dr. Brock, we have the Rosedale pantry. I had the names of people in the senior high-rises, we got them all connected.
Goal	Community	Organizations	Most of my support for the pantry comes from the Food Bank, they've been really generous. The municipality has helped us, too. I have not had the resources and time to go out and really search for that funding. That's why I want Just Solutions to be separate - that's the food pantry piece, and we're working on that. I have a vision for that. I think would could build that model, not tied to an old building where I don't know what's going to go wrong from day to day.
Goal	Community	Organizations	As soon as I can make the organization independent of the building, I want to do that. When we had the landslide behind the building, we had to cancel the pantry that was scheduled.
Goal	Community	Organizations	The Garden Club is in a little bit of flux in what we want to do. I'd like to see another organization started that focuses just on the maintenance of the barn.
Goal	Community	Organizations	I've always worked in children's and youth work. There needs to be - as many kids as come out of Penn Hills - there needs to be something to replace that space that the YMCA was, some place safe and protective. When you don't have that, kids start getting into trouble.
Goal	Community	Organizations	I think with any community they're interested in development and good opportunities. I think one of the things that has been a struggle in Penn Hills has been that we used to have our own local YMCA until about three years ago because of funding challenges. So there hasn't been a strong entity, that provides what they did and summer programs for youth. Some churches have been trying but it hasn't been at that level. You need that gathering place for people particularly for kids and youth.
Goal	Community	Participation	Some people want to build new committees but at the same time, it's the same people doing everything. That's an area I'm hoping comes out of this, getting people more involved. Of the 100 folks who are members, I'd say there's a core 15 general members who are active, the rest are paying members, and we certainly need more people to get involved.
Goal	Community	Participation	Voter participation wouldn't be a problem for me and probably not for anyone else on the board. To me that should be a part of our mission.
Goal	Community	Participation	We want to go into the schools, we think it's important to do the essay contest. We want to go to the elementary school - education is just important.
Goal	Community	Participation	When people say more people should come to council, I say that the fewer who come, the better job we're doing. We're picking up the garbage and the trash and people are happy. You can come to council and ask them to fund a clean-up crew like they have in Downtown Pittsburgh. Bit it isn't going to take 40 hours a week every week, it's not that big of a job, but it should be taken seriously.
Goal	Community	Participation	Continuing to offer those opportunities for us to all connect as a community, from the parades to the festivals that engage and encourage people to get to know their neighbors, that's an important key to creating a sense of community.
Goal	Community	Penn Hills	It was about going to our neighbors and saying, "How can we become one of you?"

Category	Area	Subcategory	Comment
Goal	Community	Penn Hills	Somebody beat me out who was a member of the Democratic Committee. They're stuck in the 50s. This community is completely different. If you say nothing is wrong in this community, you're not seeing what's going on with the times. That old style mentality has to go, you've got to break that mentality.
Goal	Community	Penn Hills	There needs to be some education on how you treat people. Some of these folks need to get out their Bibles out and read them.
Goal	Community	Penn Hills	Somebody wrote an article about Penn Hills being a food desert. We're not a walking community, but the number one priority is number one public relations. And we need people. People to move back in.
Goal	Community	Penn Hills	Ricky Burgess said it - people who live in poor areas don't want more poor people to live in Penn Hills. I want UPMC, I want Giant Eagle, we have Leadership Pittsburgh coming in, we just need to get people to come in and see us.
Goal	Community	Penn Hills	When you walk on somebody's door and you ask what help people need, some people don't even know what they need. What we need is to get people to move in. I have nieces who moved back to Pittsburgh from New York because of COVID, they were ecstatic to see how much land there is. They were ecstatic about our housing prices. People who come in don't have the baggage of the perception of Penn Hills.
Goal	Community	Penn Hills	I used to drive down Butler Street and see baby strollers - I want them to come here to see how they can have a house here with a yard and a place for that family.
Goal	Community	Penn Hills	People who are looking at us with fresh eyes. People coming here who want so see diversity.
Goal	Community	Penn Hills	We may not have sidewalks, we may not have a main street. But in places like Naples, Fla., they have that but they've overcome that. That's one of the things I want to do, instead of having Rodi Road be an escape route I want to see that redone, all of our entrance ways spruced up.
Goal	Community	Penn Hills	A bedroom community shouldn't be a bad word. I don't want us to be Cranberry, I don't want us to be Lawrenceville, it's no longer 1950 here. I want to showcase all of the good things about us, suburb and urban at the same time.
Goal	Community	Penn Hills	I was sworn in and Betty Arnth was the CFO of Heinz History Center and we met an old friend of hers from UPMC at the William Penn and I said, "Please just come out and see Penn Hills," because once you get here and have a tour it makes all the difference. They came out given COVID this year, we gave them a tour, but I don't know if it was such a good experience. They were quite surprised to see the neighborhoods and how big we are and they have that whole campus and the reproductive center nearby. I really, really would love for them to come take a closer look.
Goal	Community	Penn Hills	Penn Hills is so large. I think can possibly unintentionally operate in silos, over on the Verona side and over on the Homewood side - how can we make that accessible for all?
Goal	Community	Penn Hills	Penn Hills offers a mixture of settings. I lived for 17 years in an urban setting there, where I live now is on 2 acres on almost a cul de sac. There's urban, suburban, and rural, and it's a great community. Trying to get a sense of community from people will be really important - what do they values, what do they see as an asset for the community. You'll get some different answers from different parts of the community.
Goal	Community	Penn Hills	I know a woman whose parents have been here since they bought the house 50 years ago, she went to school here, and they would probably agree that we need to start hearing from the people who are new to the community and their perspective.
Goal	Community	Penn Hills	We are one of the only Pittsburgh communities where we're at least giving a shot to having whites and nonwhites living together. The whites are not leaving as they have or do in many communities. There are a lot of poor Penn Hills whites who can't leave, for one thing. I don't see any other Pittsburgh community doing that, I'd like to see us own that. Especially social situations - we have Black bars and White bars, it's still pretty separate. I'd like to be able to see us go further with giving it a chance.
Goal	Community	Penn Hills	That's where I see Penn Hills needing to make improvement and grow is the economic development. We're a bedroom community, that's in our charter, but bedroom communities are not really a thing any more but we're stuck on that suburb thing, but we need economic development to bring younger people here, give them livability and the things they're looking for.
Goal	Community	PHCDC	We need to sell the community on what we do and who we are. Rosedale is raising money to have a new park - what is it we want to do, what is our purpose? We can't keep planting flowers, but if we do, we need to focus on that and sell people on it.
Goal	Community	Real Estate	Tyler probably talked about the brown fields he want to see developed. There's the old cement plant. That's the Universal Atlas Cement Plant that closed in 1979, abandoned and then sold. There's a lot of work to be done on that, not sure of the restrictions on the property and I know that's one of his goals when he was co-chair of the economic development committee - he knows more than I do.
Goal	Community	Real Estate	UPMC, we've got 500 acres where US Steel used to be, or AHN, let's get them here.
Goal	Community	Western Penn Hills	For western Penn Hills, I think there are churches that will be important to bring in. I don't attend church regularly so I'm not familiar but I know they're here and we should build some trust, particularly those serving the more Black communities.

Category	Area	Subcategory	Comment
Opportunity	Community	Beautification	I've wanted to do other areas, I wish people would just run to them, but we don't want to just drop into a neighborhood uninvited.
Opportunity	Community	Beautification	When you have trees in a shopping and commercial area, studies show that people are willing to pay up to 10% more for goods in a well-shaded area. That might be the thing, if it's less of an ugly road, that people would willing to open businesses there.
Opportunity	Community	Business	Many of those businesses that have torn up their trees and landscaping, we have site plans on file that show the landscaping - I could send them a letter requiring them to replace that landscaping - maybe the PHCDC could better do that.
Opportunity	Community	Business	All those bright business minds with Leadership Pittsburgh are going to be focusing on our shopping center, they're meeting in pods and making some plans to do some brainstorming.
Opportunity	Community	Business	Within our community it's been challenging with all the effects of COVID. We lost our local movie theater, there are other vacant places, so maybe there are opportunities to bring in some new businesses, maybe minority-owned businesses, offer job opportunities, and making sure that our areas of commerce have those opportunities for businesses to come in.
Opportunity	Community	Business	There's definitely Black establishments and White ones, there are really none doing a really great job of catering to all the people.
Opportunity	Community	Collaboration	The school district also needs to be a partner, and I'm sure you've already heard about that. I got a good education, but the school gets a bad rap and we've got to have a good relationship with the schools and their board, particularly to have connections with youth. I don't think we've ever once considered reaching out to the schools for volunteers that we very much need.
Opportunity	Community	Collaboration	Doing the work with Penn Hills kind of started these projects that happened elsewhere. What made that successful was the numerous community groups that still meet once a month, all community folks within Penn Hills. That call could also be a way to start that process you're undertaking. Jace is our facilitator for all those conversations, is great with connecting people.
Opportunity	Community	Communications	I used to run This Is Penn Hills website, it had all these things & I was keeping the thing populated, I had about 1,000 users at one point. I had a meeting with Scott at the municipality when they were talking about redoing their website, I offered this to them but they eventually said they didn't want it.
Opportunity	Community	Communications	I didn't talk to Bill Flanagan, this could be an idea that's pitched to him for the Sunday show, it's recovery related, it's innovative and it fits.
Opportunity	Community	Communications	Through the United Way, the Pulse Report comes out regularly, covering the pulse of what's happening in the community, a range of issues on employment, connectivity, each month with a focus on three different areas, like back-to-school, it's all on our resource page. That's somewhere we might be able to help, when you start, and then the findings of that survey. Nancy Heinz from the school district has been quoted in our report.
Opportunity	Community	Communications	Not directly communicating to the public, more communicating to their peers, the students will help us with FAQs, basic information on college applications, they'll produce videos for their peers through the video production program here.
Opportunity	Community	Events	One of the things we're going to do is in September on a Friday we're going to have a karaoke night at the barn, then there's Summerfest that's in Friendship Park every year, it's kid-oriented and we'll have a table there.
Opportunity	Community	Government	They've never had \$18 million to spend. The manager wants to put it all into sewers, put it under the ground. I want to see them put it above the ground, where people can see. We had the general CDC meeting and I went down a list of what ideas I thought we should look at and made sure that others knew they should have a word in ideas for the funding.
Opportunity	Community	Government	Back after the war, men came back and started groups and subdivided Penn Hills up into Lincoln Park, Rosedale, all kind of different subdivisions within Penn Hills. You had 7 commissioners, they took care of their portion of the community, but through the years they changed the home rule charter and I think the only way to bring this community back is to take it back to the way it was. Lincoln Park worries about Lincoln Park, gets theirs back together into what they originally were back in the day, doing their own litter pick-up, doing what they need as their own, and it would bring back up the whole. People want to get involved in the section they live in.
Opportunity	Community	Government	Before COVID hit, we were going to start cutting some of the basic services like the library, were going to downsize that, downsize the senior center, let somebody take over the senior center. These were being done for a reason, to avoid Act 47. With COVID comes \$18 million which is a band aid for our spending, and when that ends, and COVID's not funding a lot of stuff, that's going to end.
Opportunity	Community	Greenspace	The greenway is going to be huge. We don't have a very well centralized park here, you really have to go out of your way to get to the park. There are no sidewalks here for one thing.
Opportunity	Community	Greenspace	One thing that's on-going, we met with Beulah Church who want a trail system by their church to connect into the greenway property, they're raising the money to bring in Landforce.

Category	Area	Subcategory	Comment
Opportunity	Community	Housing	I want to mention a couple of things. The one thing you mentioned in the home improvements, there have been other initiatives, Pittsburgh and others, that extended the ARPA funding to improvements, weatherization and such and it would go into the environmental impacts portion of the funds. If you're putting that structure where you can supply the information on the households, then the weatherization could be an add-on or a next phase to that. The whole value could be for the municipality.
Opportunity	Community	Housing	Pittsburgh has done a lot of work around this and have some expertise on weatherization - I can connect you.
Opportunity	Community	Housing	On the Main Street and façade, you could tap into Tracy Evans in Wilkinsburg on how the staging and prep work can be undertaken. Also, the City of Washington has done a lot of work on the residential side. Don't be shy in reaching out to those other communities. That could help with your municipality if they want to learn.
Opportunity	Community	Housing	When you talk about building equity through home ownership, and the Eds and Meds workforce, Penn Hills could be the place that does that for young people. How is equity in housing being relayed? There's an organization in Baltimore that fixes up houses for affordable homeownership, that's something that's a big challenge but it takes initiatives like that to put homes in the hands of people who need to build equity.
Opportunity	Community	Housing	With the ARP and additional CDBG funds, I set up a rental and mortgage and foreclosure assistance program. There have been no rentals, one mortgage request - no one is asking for it. The food pantries get funding from us, too. I'm sitting on half a million dollars I can't get rid of at this point. We didn't lose revenue, either, everybody paid their taxes, didn't lose them from any sources.
Opportunity	Community	Infrastructure	Those turnouts on Allegheny River Boulevard, Duquesne Light put in large electrical wires a couple of years ago and it caused all this erosion to occur on the top of this one large wall, there's been large boulders falling down the hillside. A friend reached out to them and they did not reply. They are so historic, so beautiful, built by the CCC and it's so sad to see them just crumbling. We're trying to get together a committee with different organizations involved with this and maybe we can get something done to preserve them.
Opportunity	Community	Mobility	The VOPP Trail is a long term plan for a section of a countywide trail. It would start at Verona and Penn Hills, it would go through Plum Creek, through Riverview Park in Verona, Creekside Park in Plum, on its way to winding its way out to Boyce Park. Penn Hills will have the first part of the trail that actually happens as part of a new property development agreement. That's the first new recreational activity Penn Hills has ever had in my lifetime.
Opportunity	Community	Mobility	We have been doing this project led by SPC and Michael Baker on 10-county broadband looking at gaps, the biggest needs, no access to transportation - looking at the demographics. The maps are all public now - I'd go there and hone in on Penn Hills. The work they've done can really inform your work. The next phase of this is to do a pretty comprehensive survey, we're working with the United Way and Allies for Children on community engagement. Our staff person has been working on public information announcements in Larimer and Hazelwood, teaching the formerly incarcerated on why to vote. Her name is Kristen Hughes is here at CMU in the school of design and she's focused on broadband now, teaching a course with her students on public information about the importance of broadband this year.
Opportunity	Community	Mobility	We have an imbedded PhD at Heinz College who's working with DHS while working on his degree. Professor Lee Brandstetter is an economist but I think he would be very interested in the work, he's focused on an Uber project around transportation access for poor communities and the core project we'll be doing is this Guaranteed Basic Mobility concept that Karina Ricks developed before she left. Lee is the lead on that, he's a total policy guru and he's a good guy. Consider talking to him as well.
Opportunity	Community	Mobility	Vera is straight focused on Build Back Better that's being run by EDA right now where there's a pot of \$100 million that's got a due date of 10.10.21 that SPC and the Conference are leads on with lots of other people are involved in. There will be 20 awarded for \$100,000 to build a strong proposal with \$100 millions award. She's a good person - the role of SPC is absolutely critical. He sees broadband as a form of mobility - mobility will be absolutely critical, too. In Penn Hills there are all these pockets with no mobility, it's about breaking the chains of zip code access to success, either physical or virtual. Vince at SPC gets that.
Opportunity	Community	Mobility	Talking to Allies for Children, all of us including them we're a part of the SPC work on equitable broadband. When you talk to them, talk about this. SPC has new leadership that is very committed to access to broadband and equity and cost for that access. There are two efforts going into it, what is to do surveys and townhalls and all that to gather as much information as possible. Allies for Children is going to try to do the townhalls for that, identifying households. The surveys have to overcome the fact that you can't do an online survey for broadband just by its very nature. Allies really understand this and are eager to do this outreach, you might be able to align their work with yours particularly on the door-to-door census resources that would benefit their townhalls.

Category	Area	Subcategory	Comment
Opportunity	Community	Mobility	We're working on a connectivity project with SPC and Karen at CMU, the goal of which is to create a connectivity improvement plan. We'll have a community meeting in Wilkesburg. That's about getting real data on gaps in connectivity, people with disabilities, Penn Hills did come up, that's why we're doing an event out there.
Opportunity	Community	Mobility	I'm a huge bike guy, on all the committees. The guy from the AVRR is just an asshole and some of the folks who work for him, same deal. But he's hoping for light rail - it'll come, maybe not in our lifetime. But for stimulus money, it's the time. If you look at the map, it shows light rail coming out to Penn Hills, so it's on the radar.
Opportunity	Community	Organizations	There was something called The Bob Project, somebody named Shawn O'Malley or something like that, he created his own organization after being on our board. I can find his info and let you know. If they're doing good work we should have a friendly relationship with them, like we do the Rotary. The Rotary work more closely with the Garden Club but with us as well.
Opportunity	Community	Organizations	The Neighborhood Resilience Project, there was a reference to that from Dr. Stacy Ford around trauma response, that came in as a response to those shootings. In a matter of three days, everybody rallied and responded. John Petrucci from Penn Hills Council was really helpful with this. He would be somebody to be involved in these conversations - he shows up when the going gets rough.
Opportunity	Community	Organizations	The Heinz College, they'd be a great partner on internship, the GIS aspect of this and other policy issues.
Opportunity	Community	Organizations	Julie Design at United Way, they do a little bit of 211 to track things. I know they're very interested in what you're tracking as well, and are partnering with Allies for Children and have been engaging Fourth Economy on how to understand real needs in real time. I know Fourth Economy did some of that work on the ground with businesses.
Opportunity	Community	Organizations	It would be fine working with the United Way, the 211 staff work pretty closely on Career Links resources. We have a good relationship with the United Way, although some of our contacts left this summer.
Opportunity	Community	Organizations	This could really inform their 211 system, we work with Julie and the United Way on the Pulse system. Jace from DHS will also be a great resource from the DHS side, too. APOST is key on out of school time and Jace would be the one who has those resource.
Opportunity	Community	Organizations	The other two folks I wanted to flag are the County's Department of Children initiative, Becky Markatoris is their lead and they'll start programs in 2022, she'll be looking for different places to pilot their work - we can connect you with her easy.
Opportunity	Community	Organizations	Also the Allegheny Intermediate Unit runs a family support center in Penn Hills, that might be a good place to touch base on the work you're doing.
Opportunity	Community	Organizations	Here's the thing, I talk to residents in a lot of different areas, a lot of enclaves where people identify that neighborhood as theirs. Those people do communicate as neighbors, they know them and just because they're not doing a community day doesn't mean they're not an effective community. The majority of neighborhoods in the country don't have a neighborhood association. What I'd say is that one thing we could do, if you came into the community right now, into the municipal building, and said you wanted to take a leadership role in their neighborhood - what resource could you get? If you a flooded basement, I have the answer for that. I don't know what that means, I haven't had people doing that. You have various people taking a leadership role where they live, that make sure they have a social fabric there, and they don't have to have hats with the name of their neighborhood on them.
Opportunity	Community	Participation	It's so hard to get the average Penn Hills resident to leave the family and come up to testify in a meeting. If you can get 50 people into council chambers, if you put a lot of people in the room that will influence council because they take it seriously. That could be a role someday for the CDC, although folks want to avoid politics in the organization, but I'm the kind of guy not opposed to getting involved in politics.
Opportunity	Community	Participation	From experiences at farmers markets, seeing how those are run, you start to think about what are we making with this stuff and people start exchanging recipes, interacting, it becomes an equalizer, not like a grocery store, buying and getting out, it's about connecting, building community. But it didn't come with a lack of effort, you have to be deliberate about it. It brings people together in a real meaningful way.

Category	Area	Subcategory	Comment
Opportunity	Community	Participation	We've been doing some work around Community, Equity & Inclusion, we're asking the kinds to talk to us about the curriculum, what they enjoy, where do we make the impression, what rules do we have that make sense to you. We're working with the University of Pittsburgh on those surveys moving forward, and that's important to us to hear from the students on how they see things. We can connect you with those focus groups, they'd have to be volunteer, or you could hire the students coming out of graduation, there could be opportunities there.
Opportunity	Community	Penn Hills	Armstrong County, years ago, the slogan was, "We're the best thing next to Pittsburgh" and I think Penn Hills is literally that. If you're priced out of the city because you work for a nonprofit, you've got to find the best thing next to the city and to not have buyer's remorse.
Opportunity	Community	Penn Hills	In Penn Hills you have diversity in all kinds of ways, social, economic, but there's also much of Penn Hills that's quintessential Pittsburgh, and it's a different view of the world. You don't have the level of de facto segregation here, you don't really have that, we're basically a 100% integrated community. It could be a model for the rest of the area, Penn Hills is a place where you can just be yourself, and no one is going to give you a hard time.
Opportunity	Community	Penn Hills	Right now we've got the most amount of money from ARP funding of any municipality besides Pittsburgh in Allegheny County.
Opportunity	Community	Penn Hills	Having that draw, that central area that we can develop and grow around, that's the key thing that we're missing. The other opportunity that we have in Penn Hills is we're the next neighborhood over from East Liberty and all the East End growth - we're the next one over to take advantage of those opportunities. That's the area that gives Penn Hills a bad name and needs the most work. Growing that area will have a trickle down effect on the rest of the community.
Opportunity	Community	Penn Hills	The largest undocumented population in Pittsburgh is Asian - that's something to think about, who is in touch with that community.
Opportunity	Community	PHCDC	I think you have a really well thought-out process on that ARPA funding.
Opportunity	Community	PHCDC	I think the Build Back Better is based a lot on cluster strategy, not so much the household. But it's time to implement a much more bottom-up process to deploy funding. The clients of the BBB are going to mostly be businesses and intermediaries with households. Your strategy is going to be hard if you have to cover 11 counties, but once there is a specific project then that might be something that could be useful to the participating counties. This could be another tool in the kit.
Opportunity	Community	PHCDC	I've been here since 2009 and I've seen even our little neighborhood changed because of retirements, people moving in, and housing prices and taxes going up. That's one area that could be challenging for people owning homes in Penn Hills because of the financial nature of the school district and taxes. If there are ways that the CDC could help, if there's a way to work on that to make things a little more attractive for folks.
Opportunity	Community	Real Estate	Wal-Mart still owns property on Ryder Road that got hung up in their planning and they're now trying to sell it. They needed to add a turning lane at Saltsburg and Universal, but the state rep put the end to the plans. Wal-Mart still wants to be here in the area.
Asset	Education	Charter School	We have one charter school in Penn Hills.
Asset	Education	Facilities	QCP, Quality Community Project, was sort of the precursor to the CDC. We wanted to tutor math for kids who needed it, and wanted to be able to have science, and arts & crafts, it became family fun night and we wanted to do it in every elementary school in town. We asked the administration, they gave us the dumpiest school in town but it was such a huge success they had to move us to the nicer facility. But they didn't want to open the schools, we were costing them money.
Asset	Education	Library	The library is a part of the municipality.
Asset	Education	Library	Judy Donovan has been with the library forever, I love her a lot but her husband's sick right now.
Asset	Education	Library	The library board is important, they're their own governing entity and nonprofit, they're looking to do more things and to open it up.
Asset	Education	Out of School	We do have a pre-K site rented out in our high school, there's also space for out of school, we have shared curriculums with local daycares, registered daycares.
Asset	Education	Out of School	I think one of the things we had validated was that our families are really, really proud, don't want to ask for help, and it's the same with the kids here. The food piece on the Metro21 project reinforced that. I'm working with DHS on a safe spaces in the community project that are separate from the school, we want to find those safe spaces here. They used to do that with sports and games at the local churches. Our YMCA has been closed but it's been reopened by a church in an adjacent community.
Asset	Education	Participation	A lot of our neighbors don't have to worry about schools.

Category	Area	Subcategory	Comment
Asset	Education	Partners	I'm not sure what the relationship is between the municipality and the school district, I would think that if there is any sort of pushback from the municipality, the school district may be a good partner in supporting your work around that.
Asset	Education	Partners	A campaign we're involved with on PA Schools Work has fact sheets on every school district, I'll send you the link.
Asset	Education	Partners	My philosophy is shared with the board and the directors, we don't get to pick our public. We chose to work in a public school, and if there are needs, and if there's something in the way with learning, we work our way through. Metro21 and Allies for Children were important partners for us even after school was out for the year. I had to offer to help a parent find toilet paper, and that's what we do.
Asset	Education	Partners	The University of Pittsburgh partnership on the student surveys, their group is at the School of Social Work, Ming Wang does his own projects, he was looking at math attitudes in kids. We've had low math performance, and with permission of the board and parents, he has since expanded tracking that cohort, but also using google products to compare the survey outcomes and the cohort performances, the performance of the students, he's been helping us with that.
Asset	Education	Partners	I know there have been challenges at the middle and high schools, but from what I have heard and witnessed, they've been doing a lot more to beef things up and build good partnerships to give kids opportunities to be engaged in things like after-school programs. I think the challenges are being worked out in a favorable way. My view is positive.
Asset	Education	Perception	I've heard great things about the elementary school, the middle school and good things about the high school to some extent, but it's not what it was in the glory days.
Asset	Education	Perception	I really don't know about the schools. I know about the scandal of the school district, the money and new buildings and all of that. There's taxes that are a lot higher, over in Woodland Hills School District, and they're comparable school districts.
Asset	Education	PHSD	Our coaches have been very supportive in focusing on academics, not just sports.
Asset	Education	PHSD	If you look at our websites, you see all of our committee meetings in our four focus areas, we're very committed to being transparent, how many fights in the school, how many police support calls were made, arrests, we display all of that and do the comparative analysis to review impact of our support efforts.
Asset	Education	PHSD	I can tell you, during the financial crisis the auditor general had a meeting at CCAC in Monroeville and opted not to do it on the district site. I'm not sure why, but we have a beautiful auditorium at the school, it's one of the benefits that we're paying for.
Asset	Education	PHSD	We have some great performances at the high school auditorium, but it's really underutilized. But there aren't really many other performance venues except for the barn.
Asset	Education	PHSD	For our stepdaughter's children in elementary school, they were doing fine in the district and they ended up moving and realized that what their kids had been learning, they were actually ahead of that new school district, her younger kids even commented on it, that they were being taught stuff that as a second-grader she had learned the year before in Penn Hills.
Challenge	Education	Facilities	We have a new grade school and a new high school and people are still bitching about them not being needed. The old high school had serious issues, but they did not manage those projects well from the stories I heard, they would have benefited from independent project management. We clustered the schools so that there would be easy access to community activates. But the administration of the schools still has the same issues, access to the schools ends at 4pm and the school won't make the facilities available.
Challenge	Education	Funding	Because of those changes, the local effort just isn't there and they just have to keep increasing taxes to cover the diminishing support from the state, plus they also have a large set of obligations to charter schools.
Challenge	Education	Funding	The school district is the anchor around our neck, there was \$170 million in debt with the two schools and the increase in taxes. They were told three times not to build them but they still built them, there was not need for them but it was done.
Challenge	Education	Funding	Not all of our challenges have solutions. Paying off that school debt, it's not going to have a solution. All you can do is improve your test scores and the services you're offering. That's all you can do.

Category	Area	Subcategory	Comment
Challenge	Education	Library	There was supposed to be an outdoor amphitheater in the construction of the library, but council was afraid of a cost overrun so they eliminated the amphitheater and they ended up paving streets with the surplus budget for the library. We wanted to connect the middle school with the library by having the amphitheater in the middle, it would have also tied in the parking space.
Challenge	Education	Partners	Kids will often be hesitant to trust in schools, you have to really vet people. You also have to deal with politics, gossip, other perceptions that can be difficult. Many nonprofits are very territorial, and I'm not about any of that.
Challenge	Education	Perception	I think that community involvement. We rebuilt the schools by going way into debt and now the schools are suffering and cutting programs. I have so little faith in the school that my daughter goes to school in Plum. It has such a bad name - whether warranted or not - that it's just a perception that the school district's the worst, because of the debt and all.
Challenge	Education	Perception	The population is 40,000, and you're decreasing that population because nobody wants to move here because of the schools.
Challenge	Education	Perception	You have this noose around your neck in the school district.
Challenge	Education	Perception	The problem with the whole scenario is the school district, with folks coming in and having to evaluate whether it's cheaper to stay where they're at and have to put you kid into Central Catholic than just moving into Verona and getting a real nice school in Riverview.
Challenge	Education	Perception	You can hold hands all day long but the school system still has a huge debt and issues with the financial problems that remain as the image. I don't have much to say about the quality of the education. We have very different missions. We have a good relationship, we can pick up the phone anytime and talk to each other. We cooperate most in terms of policing, and they're very involved with the district, but the issues that exist and the perceptions, those things are going to take time to heal.
Challenge	Education	Perception	People talk about the school district. One of the board members would come to borough council meetings to rip on code enforcement. People aren't not moving to Penn Hills because of grass not being cut. The huge elephant in the room is the school.
Challenge	Education	Perception	Whatever you tell people about the school district, give them any positive information but eventually these young families start looking for a private school or a bigger house. The perception of the school district is a big problem for us.
Challenge	Education	PHSD	My wife has seen kids that come into school tired in the morning because after school they go to a job that helps support the family. Kids come in need of a shower, they're having to deal with parents who have substance abuse issues. But the AP program here is great, the special ed programs do well, but it's the C-average students that are left behind.
Challenge	Education	PHSD	My cousin graduated in 1982, the district was 7,000 white working class kids, but the demographics have changed so much now that it's usually older homeowners who are very dissatisfied with the school district. It's now about 3,000 students there now, there's that difference between the Old Penn Hills and the New Penn Hills.
Challenge	Education	PHSD	We have professional staff, 97% of which is white. Our student enrollment is approaching 80% Black and Brown. The staff largely does not live in Penn Hills, our average age of teachers here have been here for 17 years. There's increasingly a disconnect.
Challenge	Education	PHSD	Our security model is more therapeutic and trauma informed rather than throwing a kid up against the wall. The research supports it and the data we have from the first year of implementation backs it up. This year is tough, too, everybody tends to be on edge.
Challenge	Education	PHSD	The community really preferred the neighborhood schools and I think it was a mistake taking those away.
Challenge	Education	PHSD	When we went to one-to-one initiative and gave out district-owned laptops, we found out that so many of our kids are being raised by grandparents. We're staying on-site learning unless we hear otherwise, and that certainly upsets a lot of the teaching staff. It's what we need to do for our kids, some of whom haven't been into school for so long, second grade kids have never had that experience at this point, our senior class has only had one year of regular school in their class, they've been remote for two years. Learning how to do school again, actual etiquette, I see that being so important. We know that a lot have not been enrolled in quality daycare, kids are just playing all day, they don't come in doing calculus in kindergarten. To meet everybody's needs, they're just so diverse.
Challenge	Education	PHSD	Some families want to stay remote, but they can do that, but grandma down the street is caring for three kids and has no broadband.
Goal	Education	Funding	We're coming out of the financial situation. I've been here for 25 years, 7 years here as superintendent, and my impression when I came back was that we built all these shiny buildings and now we need to put the programs in them. The finances came into the fore, being able to sustain and manage financing, but now we're coming out of that.
Goal	Education	Partners	To be able to help kids redefine themselves as being more than just somebody playing sports, to have career choices beyond being a professional athlete, and kids struggle beyond that. We're thinking about bringing in some partner organizations, to help those kids find a safe haven.

Category	Area	Subcategory	Comment
Goal	Education	Perception	Getting the community involved with the schools could deal with the fact that the schools have probably a worse reputation than they deserve. The school could do great things, but people are pissed with property taxes going up to pay for the debt. Unless the community can see the good things that can come out of the schools, that's not going to change. Let's lift the school up for what it is and what it is doing.
Goal	Education	Perception	The school district called me and said come to a meeting, they talked about the problems they have in the school district. The millennials are going to private schools where they have more structure. They need to put K-12 in uniforms - that didn't go over real well. When you're under the age of 18, you have no individuality. That's what you want is structure in your kids life. Shut down that school, rename it, put the kids in uniforms. East Allegheny had the same problems we did, they put uniforms on their kids and their problems went away. If the grade scores are second to last, how can you change that black eye that Penn Hills has. Change it, rebrand the school, give it a whole new look, then maybe people will move here with a new look to the school district. That's another thing they could fix.
Goal	Education	Perception	We're going to have to rebrand our school district, so many kids here don't go to school at our public school, so many of the kids come in from Wilkesburg.
Goal	Education	Perception	I know that with challenges that we've had with trying to continue to sustain the movement of kids out of the school district and into the charter schools, there's that declining enrollment issue. I think our school district did a really good job during COVID to make sure that kids are learning, but as a community we have to do our best to support the school district. More development will depend on that, getting business to come, all those issues regarding why people want to live in a community come back to the schools.
Goal	Education	PHSD	We have to have ways to beef up our school district, that's key to all work done in our community.
Opportunity	Education	Participation	We had lawmen coming into the school last year to talk about what it's like to be in law enforcement. Lots depends on the personality of the student population in the class. Some may be more interested, some less so.
Opportunity	Education	Partners	We haven't really done anything with A+ Schools.
Opportunity	Education	PHSD	I'd like to think we can get some buy-in, that will help. I think even Erin Vecchio, some of the people we could perceive as a threat, given the right approach I think they will be supportive. But I don't know anybody else on the board. I know Erin well enough to have a conversation with her and keep her in the fold.
Opportunity	Employment		I hope that Penn Hills is successful with coming up with a CCC, but they're going to reinvent the wheel. Landforce is exactly the thing that they need, we already have that infrastructure, it's better for them to make that investment in Landforce and to work to find good projects for us to work on and to recruit workforce out of the neighborhood, and they're a community that has workforce needs that can be doing the work that the community needs done. When they are doing that work for the community, they have that sense of pride in the community, they have a legacy that's instilled in their work that they can point to as a contribution. Imagine the impact that could make, in bringing Penn Hills together.
Opportunity	Employment		I think there's an appetite for racial equity work on this project. Businesses are really struggling, they're having a hard time hiring people. I don't know if they're struggling as much as other communities are, certainly in fast food, there would be some appetite for supporting equipping people to do certain jobs and provide access to those jobs.
Opportunity	Employment		You'd be looking for us at Partner4Work to connect with your referrals, right?
Opportunity	Employment		The Career Services Expansion project with DHS and City of Pittsburgh will make sure that there is more access to workforce services, we have staff people at Auberle, at service providers in McKeesport. We could explore doing something like that in Penn Hills if there would be a critical density of people needing the resources.
Opportunity	Employment		We're also working on East End projects that will bring skills training to the communities.
Opportunity	Employment		The summer of 2022 aligns with Learn & Earn season, if there's a project that young people could do to support the project as a part of that program, looking at when we'd do the outreach, likely in March or April to get the right kids, and there could be a good path forward then.
Asset	Health	Food access	The garden is kind of its own thing but we share our nonprofit status with them to help out. They grown a ton of food every year to give away and provide to the food bank.
Asset	Health	Food access	Joyce Davis has a lot of food left that she has to give away.

Category	Area	Subcategory	Comment
Asset	Health	Food access	Our community garden was our very first project, it was founded by a group of men who got those first beds up, 16 plots on a property owns by the municipality. The firemen have always had that location eyed, but now they have a new training center. This is a CDC project, but some of the folks leading the garden have been less participatory in the relationship with the CDC. It's a bit of a thorn in the side of some of the board. It's probably one of the best community gardens in the county, with over 100 plots at this point.
Asset	Health	Food access	Penn Hills School District was our first pilot during the pandemic. We did some work with Pittsburgh Public, but we piloted a bus route in Penn Hills for food accessibility. We worked with a bunch of organizations in Penn Hills and one based in Homewood, they mostly took care of senior high rises. We partnered with the school to provide their meals that would have come if they were in school, then we worked with Eat N Park on family meals for about a year on the bus route. It only happened because of the established work of the individuals, Jace from the County, because they knew Penn Hills down to the name of the bus stop that should be covered. The United Way covered the costs. It was a fantastic program and we served about 1.3 million meals to kids and families and seniors facing food insecurity.
Asset	Health	Food access	As we gathered information, we had an opportunity to think outside the box and to use the skills and access to people of individuals around our table. We were able to establish several bus routes that went along the established routes for the school district. We were able to use those areas where there were lots of concentration of kids getting on the bus to use them as drop sites for box lunches.
Asset	Health	Organizations	UPMC has a very small footprint, there's a general physician practice here, there's a UPMC women's reproductive center that they bought. We had them here a few weeks ago, met with them about potential future collaborations. Their NAP tax credit person was there and that was good, but it sounds like there's no new facility in their plans for Penn Hills, their facility is 5 miles down the road. For Highmark, there's some general practice offices, and that's all surprising considering how many employees of both organizations live here.
Asset	Health	Recreation	We have good sports opportunities for kids so long as parents can get them there.
Asset	Health	Recreation	We have some wonderful parks and ball fields, we're in good shape there.
Asset	Health	Recreation	The golf courses are actually really, really nice and I don't think people here use them enough, they're right here in our own community. You can do a lot of stuff in your own backyard.
Asset	Health	Recreation	I kayak everywhere, but some of my favorite places are right there at the end of Sandy Creek. I like the bicycle trail along Kennywood, that industrial and natural landscape.
Asset	Health	Safety	We have a low crime rate here. There is going to be crime and shootings anywhere, the vast majority of crime in Penn Hills is done by people who don't live in Penn Hills.
Asset	Health	Safety	I also think it has to do with where in Penn Hills you live. I feel safe in my neighborhood, when I walk my son up my street I am literally saying, "Hello!" to every neighbor. On Halloween one of the neighbors had a custom-made bag for my son! It's quaint and it's cute.
Challenge	Health	Food access	Here's something to think about - immigrant population. I learned there are a lot of people in need who are not quite on the radar. In Squirrel Hill we did several food drives at Helping Hand to connect with people who don't want to be tracked by the food bank for whatever reason. That need is still there, there are huge needs. I would have that conversation with Pastor Linda.
Challenge	Health	Food access	Some of the other pantries, when we had to cancel the pantry, they called the Food Bank and essentially say they're not serving people from Homewood - they're not serving Black people. Wouldn't they at least call me, see what was going on, offer to help me?
Challenge	Health	Food access	We tried to forge some kind of agreement with the Lincoln Park Community Center but that didn't come together to actually get a community garden going. Our efforts to kind of didn't pan out to replicate the urban garden model.
Challenge	Health	Recreation	Penn Hills Park borders Oakmont and Plum, Universal Park borders Plum. They're adjacent to other municipalities. If we do major events it's on the northern or eastern border of Penn Hills and there's no transit to it. We don't have a centrally-located park.
Challenge	Health	Safety	That flooding on Rodi Road is a real problem, and its dangerous, but there's an 80 year old pipe that doesn't belong to PennDOT that needs to be replaced.
Challenge	Health	Safety	Crime is up in our community, we're discussing putting 5 more on the police force.
Challenge	Health	Safety	Right before the pandemic, one of the councilmembers threw together something at the library about litter, a lady said she'd been told that the litter group won't come to some part of the community because it's dangerous, we had to explain to people that our concern isn't the neighborhood and safety, but it's police protection to help keep us safe from traffic. I just wanted to make sure that person understood that, there are preconceived notions out there that you have to address.
Challenge	Health	Safety	We lost four young men from April and May, then two more shot this fall within a few weeks of each other. That's a real threat, it gives an appearance of violence and thugs that we struggle with.

Category	Area	Subcategory	Comment
Challenge	Health	Safety	I was talking to somebody and pointed out that three people within the area of the building had been killed in the past year, I went down the list of issues that have happened within walking distance. You have to make it safe. The safety is a piece that people don't think about in Penn Hills, but the violence we've seen here is a lot for one summer. When you see that in your community, that does something to you. You don't feel very safe, you can't, but those with power don't want to see that, they don't need to where they live. It's not really talked about in Penn Hills.
Challenge	Health	Safety	Right in the middle of Penn Hills there's a bar where I'm always seeing people are getting shot. People don't feel like it's safe and I don't see a lot of attention going to that. But look around and you can see how bad it can get.
Challenge	Health	Safety	Where those two women were killed by the building, it's Homewood, but that doesn't matter, two people were killed within walking distance of the building. That doesn't work for me, it's still dangerous.
Challenge	Health	Safety	The other perspective I have on the professional side is the gun violence and community violence that occurs in Penn Hills. I think it's due to a lack of community resources here, and for the residents who move in but are just passing through.
Goal	Health	Access	The grant was principally focused on economic development, right? One of the things that's certainly there to be discussed is the perception and reality of health and safety in the community. The kind of access or lack of access there for resources, whether it's a grocery store or medical care, whatever that looks like, that's important.
Goal	Health	Food access	One of the things would be I'd like to hear from people on how we can encourage them to eat the healthier items. Do they want recipes? Or is it just looking like we're excited about these things and people are just playing along? How do we support them eating the healthy food, but maybe they don't want the healthy food, it's just the Food Bank and use pushing this onto people. I don't know that's what people want, maybe it's just what they should have.
Goal	Health	Providers	Please come out to so that we really do have good health care.
Goal	Health	Providers	There are a lot of providers who'll provide that sort of education and resources, but you have to have a safe environment. We're not sitting down in a room when I know that we are serving people who I know did not get vaccinated along with people who are high-risk for COVID. If somebody wants to get vaccinated, fine, but that's all beyond me.
Goal	Health	Recreation	Getting those families to stay together to get involved in activities is important to me.
Goal	Health	Recreation	We have a piece of the former Churchill Country Club, I'd love to see some cross country skiing and other sports for that property.
Opportunity	Health	Food access	That really aligns and tracks with some of the stuff we're doing. We always struggle about getting information and resource are out there to people, so that could be part of your work, if you find a food security issue at a home we could connect that.
Opportunity	Health	Food access	We should absolutely connect in the spring or whenever. I think that we can make sure that your folks have the resources they need around finding somebody who has food access needs, we want to equip you with that information.
Opportunity	Health	Food access	I could see us, too, at the end of next year after you've collected your data and if we see a gap we can work with that community and the community council to address those specific needs, for transportation or food pantry hours, to look at the solutions and work with Penn Hills to invest in the things that can make a difference. Let's do something for food access in Penn Hill to make it work better in 2023.
Opportunity	Health	Food access	Every month we usually do the second Saturday for our pantry. I had a person who drove, but I'm just about to put a new person on to drive the van, she'll be back on next month and in December we can start getting out again, maybe 3 or 4 places a month if we can do it. During the summer, being able to get out more, meet people and hit different areas in Penn Hills where there's a need.
Opportunity	Health	Food access	I led the food insecurity work for the United way, partnered with Allies for Children to bring some food into the community. I learned that not only food access but food transportation is a huge issue, along with the resources available on what's out there, along with the resources that are needed for anti-violence work here.
Asset	Outcomes	Communications	I think everybody takes studies with a grain of salt. But it sounds like you're pretty much on the right track.
Asset	Outcomes	Funding	One revenue stream I know we can tap into is some of the COVID relief funds, CDBG funding. To have Leadership Pittsburgh with 45 business people last month was really nice - people loved this place.
Asset	Outcomes	Participation	The community involvement was truly the success. We didn't have that in McKeesport, it didn't have the same kind of numbers as Penn Hills did in terms of outcomes.

Category	Area	Subcategory	Comment
Asset	Outcomes	Planning	The comprehensive plan is on the Penn Hills web page - it's not that easy to find, but it's there. The plan never got to being legislatively approved, there was just a lack of interest in those days, as opposed to the annual capital budget. We tried to be realistic in the plan, we had a chapter on litter control that I don't think too many plans do, we talked about going green.
Asset	Outcomes	Projects	Wilksburg has done a really good job of using their resources to get projects done.
Asset	Outcomes	Projects	I did make a list of different things that I would love to see in Penn Hills. I'll copy that and send it to you in an e-mail.
Asset	Outcomes	Services	We also have a referral form that goes right into Salesforce, if you get that permission to refer them to us so that we can follow-up. That would be great for your folks to have.
Asset	Outcomes	Services	For us, 211 has been such a great data gathering source, it's been good for them through their website, calls, texting to ask for connections to resources. It's been one way to connect and see what the pulse is out there and how we can better respond.
Challenge	Outcomes	Communications	I think you'll run into the same issues as U.S. Census takers, mistrust when you go door-to-door. Communication about the effort is super important, it will be difficult - even the municipality has trouble with communication.
Challenge	Outcomes	Communications	I just worry that it's how the marketing and the roll-out will be on this. Also, the questions being inclined to bring about a rejection of the outcomes.
Challenge	Outcomes	Data	When the last study came out, it had negative things to say about mayor and council. I thought it was good, the reason I say that is I think council's feeling were hurt. If it had said we need to spend more money on parks and trails, or solving sewer issues, but when council saw it, they took offense and buried it. It didn't ever say what people wanted back to the people who participated. If they don't have a good handle on needing to raise money on something, they didn't know how to use it for advantage. But you do this kind of stuff, it's not about wearing people out and having too many questions.
Challenge	Outcomes	Data	You mentioned data sharing, which always makes me nervous. It's more you providing data on the participants, pushing it out to us, rather than expecting data from us.
Challenge	Outcomes	Neighborhoods	The challenge is, we know our own little neck of the woods, but I can't possible know what Verona Hilltop or any of the other areas of the community might need.
Challenge	Outcomes	Participation	The older residents want to go back 30 years, back to how it once was, they can be resistant to change. I can be the guys who wants to change things more quickly.
Challenge	Outcomes	Participation	Given COVID's impact, but even before, I have concerns about being able to effectively gather data from people in our community. We have a large Black community that's full of reservations, in spite of any best intentions.
Challenge	Outcomes	Participation	You've experiences in other communities the challenge of getting people engaged. That's a potential issue.
Challenge	Outcomes	Planning	The strategic plan for Penn Hills never really went anywhere.
Challenge	Outcomes	Services	We talk about going out into the community, but I wonder how we approach the seniors who may be marginal but who still live at home - I worry about them when I see them in the store. Then they go get into their car, and that's a scary thought!
Challenge	Outcomes	Survey	The other thing about the study is that it's hard. From the planning perspective, are there things that I'd want in it? I think the problem last time was there was almost too much. What's the ideal survey? If it takes 10 minutes, you can look at it and say, naw.
Goal	Outcomes	Attraction and Retention	People need to stay. There needs to be a two-strategy approach; if the whole community is low to moderate, the community is not going to last. But we have to engage those folks to stay. And low to moderate can't be the only focus, because you can't have others in the community feel they have a reason not to stay, to show folks they don't need to go the next town over for a meal.
Goal	Outcomes	Attraction and Retention	It would behoove Penn Hills to have a brain gain, but that's a choice that people have to make. You have to offer opportunities for youth to stick around to avoid that hometown stigma, just getting out to succeed. You can't just scratch the surface on that. I grew up in Butler, it was a cultural thing for me to leave, I knew that for opportunities for me there were not there, I wanted other culture and to see what's out there. When you're talking to the group of people who will leave in the next four years, that's where you're exploring things. I'm not writing off senior citizens, but they're not really concerned about what the future looks like, it's your kids that are going to graduate and decide if they'll come back home.

Category	Area	Subcategory	Comment
Goal	Outcomes	Capacity	I'm trying to piece together the Allegheny Conference's program. The woman who managed the SEP program, Becky Thatcher, recently left, moved to a data company that works for nonprofits. There's a woman named Caitlin Hendrickson just out of college managing the program now. They're challenged to get community businesses to work with nonprofits. They offer regular capacity-building trainings and resources, but there hasn't been much beyond getting us up to speed on the NAP program. Given that we are all-volunteer, it might be tough to take advantage of more. One thing that would benefit us is the capacity and know-how to get in touch and access to resources.
Goal	Outcomes	Communications	Before the U.S. Census there was at least a year's conversation about it, we're going to have to have something similar here so that people are familiar and open the door and don't close the door. Even more so regarding so much of what's been going on with trust in the government.
Goal	Outcomes	Communications	Clearly explain what we're doing, the downsides of not participating or staying in the same place as things change.
Goal	Outcomes	Communications	Gathering information you're going to have to show you're making a difference to people.
Goal	Outcomes	Communications	I think it goes back to my original thing - be super clear and transparent on what's being done. If we get that ARP funding, even more so. There are very vocal people out there and if things look iffy, there are people out there who are going to be all over that because of those previous money debacles.
Goal	Outcomes	Communications	Keep expectations reasonable. That will be important.
Goal	Outcomes	Communications	If you're consistent with your messaging and deliverables, are able to deliver progress, I think that really helps.
Goal	Outcomes	Communications	I don't worry so much about brands so much as what you do under that banner. Be consistent with the messaging and the deliverables and people will come to recognize it for the activities around it.
Goal	Outcomes	Communications	Will you have a write-up that can describe the project? If so, I can pass the info along to our key support staff.
Goal	Outcomes	Communications	Don't promise what you can't do. In gathering this information, find a way for this information to be readily available to everyone and equitably accessible once people have given you their support and information. The community work that you're doing, you'll certainly run into the turf battles and personalities, so stay as objective as possible and stay focused on the goal.
Goal	Outcomes	Community Corps	Keep an emphasis on hiring Penn Hills kids, keep that local involvement visible. Stick to that promise.
Goal	Outcomes	Community Corps	Try to hire a group of people that are from all over Penn Hills, can make better inroads in some areas.
Goal	Outcomes	Community Corps	The other part to is the concept of knowing your audience. A lot of the folks that you're going to interview will come at this with a level of skepticism, knowing your audience and getting to this issue ahead of time as simple as possible, and the person handing them out knows what the information is behind the flyers, that takes time, but you have to build that trust.
Goal	Outcomes	Community Corps	Whenever you hire folks to go door, they have to have some trust ahead of time.
Goal	Outcomes	Community Corps	In place-based work, it's critical to have people who live in the community, people who live there, that's something we've been really interested in.
Goal	Outcomes	Data	What's our identity? Are we a bedroom community? What makes people stick around? Are people running away from violence? There's information to be tapped into from people you talk to.
Goal	Outcomes	Data	I had an app, we paid for something through UCSUR that I used. I was hoping for bigger things with that, I wanted it to be more successful than it was. Some of it could have been our fault, I worked with a grad student there and when it was first presented, it was something you could dive way down into whether they had a predatory lender. But behind that, you had to have other resources, like a bank partner, or that all these people need gutters, or learning that houses were vacant - there's all this data out there and it was neat, you could take a picture and grade the house, but the outcome was, what are we going to do with that? Do you have a foreclosure assistance program? Do you have a way to replace gutters? You have to back up the data with programs.
Goal	Outcomes	Data	I understand the importance of this data set. This data collection is groundwork for a lot of stuff. I just hope that your sample is representative and useful and that you're good with the results. I believe in process.

Category	Area	Subcategory	Comment
Goal	Outcomes	Data	The fact that you're looking for citizen data gathering on the ground, and you're creating some actionable steps beyond that. This is about engaging the residents in an opportunity to be engaged in the community. It's very exciting not just in Penn Hills but for all the communities where you've been doing this work.
Goal	Outcomes	Data	We'd love to see the results that you get to help us in our work.
Goal	Outcomes	Data	Don't do a survey and then have nothing come of it. How do you use the data to market something? What do they want out of this?
Goal	Outcomes	Data	I do capital improvements here, people will come and talk about their long-term needs or a splashpad. A bike trail is a long-haul. But we're buying picnic tables for parks because that's what the park needs. What is needed from this study? You have to have a plan to use the data, you can't just fall for the cool app. If it comes back from the data saying make us the riverfront community - how are you going to do that?
Goal	Outcomes	Economic Development	I'd really like to see the CDC involved in economic development - Penn Hills really needs that and the municipality is just terrible at that. Somebody needs to do that, we've got to put Penn Hills on the map for businesses.
Goal	Outcomes	Economic Development	I see us being more involved with fostering the existing businesses, helping them to be a conduit to the community. That's one thing that's widely missing, information about the businesses that exist, be a resource to those existing businesses, and to be a drive for new businesses. But do we do that, or is that the municipality, who's really the driver of new business? We need to do a better job of working with the municipality.
Goal	Outcomes	Funding	We want to move to an NPP grant, move on the data we'll get, start some pilot programs going based on needs. You need data for those next steps.
Goal	Outcomes	Funding	I think I'd take more interest in the COVID money than the survey itself. People are going to answer the survey the way they did on things we need every day, but they won't say let's build the amphitheater. I'd like to see some of the funding come in as a result of your work fund projects that are absolutely first class, to show we can do these things, like the amphitheater.
Goal	Outcomes	Funding	How can we respond to you in a way that's meaningful to you? What do residents want? We only hear what they don't want. We have stimulus funding now and we're trying to use that to benefit the community and to better our position. That stimulus that came out was like funding WWII at the signing with a pen, but where did that go?
Goal	Outcomes	Neighborhoods	I don't know how many times I've been up there in front of people laying out the problems on one side and the opportunities on the other. I know what goes typically on each side. If you can get past that, what somebody really needs at their end, in their specific part of the community, that will be a good goal for the project.
Goal	Outcomes	Neighborhoods	I'm not a big fan of the barn for a lot of reasons. It's the image it presents, the garden people are the same people as the music night and the same people who plant flowers. We need to take our meeting on the road.
Goal	Outcomes	Neighborhoods	When were we in Lincoln Park? In North Bessemer? Put up a sign at the fire station and say we're having our meeting here and come join us. Try to actually engage the community.
Goal	Outcomes	Neighborhoods	If you get people involved in their own neighborhood, it's what the neighborhood needs to improve.
Goal	Outcomes	Neighborhoods	From East Hills and Lincoln park to Jefferson Highlands and Universal & Saltsburg, get everybody involved, that's a big job in itself.
Goal	Outcomes	Neighborhoods	I'd like to see us focus on the economic development, but to be seen as THE community organization. There are the Rosedale's and Crescent Hills out there, but I'd like us to bring together those other organizations that want to start their own community groups, events, to help all those little pockets of Penn Hills be what they want to be as their own thing, but we're the central resource center for them with the larger projects they want to do and to convene and collaborate with them. Alan and Tyler were talking about that a good bit before, but it got to be that the first thing we have to do is draw a map and define the communities. but that does not work, you can't tell people what their community is. So let them come to us, start making ourselves available to them and see where it grows. Everybody got hung up on the defining of the neighborhoods.
Goal	Outcomes	Neighborhoods	I'd like to see the CDC take on as a mission that collaboration and convening point for all of our communities.
Goal	Outcomes	Neighborhoods	Each one of these groups, their leader in each of these places, they can reach out to find out who's most in need, each one of these slices of heaven, if we could get them going, they could take that responsibility, if they have good insecurity, they deal with that, toys for kids, they deal with that. We've got 130 members in Rosedale, breaking Penn Hills into our communities, it would bring up this community so much, bring it up as a whole.
Goal	Outcomes	Neighborhoods	The Rosedale Association adopted part of the highway and we keep our stretch of the community clean with regular clean-ups. If other community groups would establish themselves, then it could take some of the pressure off the anti-litter group to be cleaning up our own community.

Category	Area	Subcategory	Comment
Goal	Outcomes	Neighborhoods	Are you going to be focusing on the various neighborhoods?
Goal	Outcomes	Participation	The first thing comes to mind that you could screw up is if don't interview people outside of our organization, like the lady from the litter group who's relentless in working with the community. We've got to hear those other people and groups out there. I can come up with a list of those folks.
Goal	Outcomes	Participation	Try to get as many people interviewed as possible.
Goal	Outcomes	Participation	I would like us to actually get answers from people, answer the phone, answer the door. I don't know what it's going to take to get that. If we can actually come up with what you see as a successful sampling rate, I'll be impressed.
Goal	Outcomes	Participation	My main concern going into this is people being apathetic or skeptical, but we'll get the buy-in we need as we go on, I'm pretty confident of that. But will the municipality actually do what we ask them to do? Getting past those will be a good opportunity for the CDC to be an agent of change by bringing these things together.
Goal	Outcomes	Participation	I'd love to get the school in and active, at least supporting it and promoting it. That would be my early go-to goal - let's get these people on-board and really sell them on this thing.
Goal	Outcomes	Participation	It needs to be done, voices need to be heard, I think maybe we're all too old. We need some young people like Shawn who ran for council a few years ago.
Goal	Outcomes	Partners	There has to be planning, where are the pockets of students and children who'll qualify for types of programs, identifying safe walk zones. Also partnering with Eat & Park, that well known name that people are familiar with really helped, it helped that they were a source and it was an easy thing to talk about.
Goal	Outcomes	Projects	We should do a community garden over by East Hills.
Goal	Outcomes	Projects	One of my goals is to get more amenities to the community.
Goal	Outcomes	Projects	I would love Penn Hills to do a little more about the litter problem so we could do a bit less. I'd like the neighbors to be more responsible, so we could maybe just to one or two pick-ups a year - get smaller, not bigger.
Goal	Outcomes	Projects	The next project we've been struggling with -the Front Yard Tree Project. We've wanted to plant trees along Rodi Road, which has a lot of infrastructure, so they didn't want us doing that, but we changed up our plans to take trees from Tree Pittsburgh, try to get 15 neighbors in an area in a targeted improvement, say on Maple Avenue. It's been shown that neighborhoods with lots of trees increase the value of the homes and the health of the people who live there.
Goal	Outcomes	Recreation	That's how you get things done, that's how you improve the housing and go up to Frankstown Road and revitalize their park in each of the sections of Penn Hills. I told Devan Getz that they could do their little bit, fix the park, have people committed to getting the ball rolling.
Goal	Outcomes	Services	Those resources need to be better known. Do they know what the library is doing? Do they know we have senior centers here? You have to meet people where they are. I get the complaints, but the question is how can we do a better job, what's relevant to people. I've been here for three years, so I don't know necessarily. What do people want their local government to deliver. We have to be relevant and you can't expect people to have a knowledge of what's going on until they need something and get this big education in government.
Goal	Outcomes	Services	I want to get food out of the food pantry and out into the community. We were able to get a van, so that we could get resources out of the building and into the community, to go on streets and let people come to our van so they don't struggle with transportation. I'll have so many people show up in a car that we can't even get the food in the car with them. I'm also serving people in Homewood when they're driving their neighbors here to get food.
Goal	Outcomes	Survey	Sky's the limit. Turn over the rocks, go ahead. I didn't grow up here, I'm newer, so there's no taboo area that has to stay the same.
Goal	Outcomes	Survey	The wording of a question or two on our survey let the people blast the politicians, so those elected officials didn't like the survey. Ask what you'd like to see the council do, avoid asking them about perception on how council is doing.
Goal	Outcomes	Survey	The survey is going to be available in multiple formats, right?
Goal	Outcomes	Survey	I think that when you craft a question, people will take a question personally, sometimes they might not be able to see past their own nose, broadband access may mean nothing to them, so craft questions so as not to turn people away.
Opportunity	Outcomes	Communications	One of the challenges we had was to do a really good job at marketing and making clear that you're there to help the community. People now see this investment coming in from the Federal government, that should help in awareness. You have to do vast and clear outreach, with flyers and different means of communicating.

Category	Area	Subcategory	Comment
Opportunity	Outcomes	Communications	We would support awareness with our school resources. I would wonder if people who don't live here but teach here, I don't know if they'd be supportive. But we'd facilitate that.
Opportunity	Outcomes	Community Corps	Giving us the community ties that give us the potential hires, that can help in feeding us the resources we need to move on project for Penn Hills.
Opportunity	Outcomes	Community Corps	I'm positive that we could muster a good effort to support you in that hiring process.
Opportunity	Outcomes	Data	The only other thing I can think of is I'll send to you this list of questions that we use to screen for food insecurity that are validated, I'll share those with you.
Opportunity	Outcomes	Funding	With the BBB, there's a lot of smart, committed people who want to do it for the greater good. But they don't know how to do it from the bottom up. There's nothing in the business community that's bottom up as an approach. Our leadership recognized that we don't know how to do it, but you're one of those that has a proven methodology that should be put into the mainstream.
Opportunity	Outcomes	Funding	We have funding available that people don't even know about. You've got to be in this narrow segment of the public that is eligible.
Opportunity	Outcomes	Neighborhoods	Our library is set up to have a nice place where people could do the survey, a café and private rooms. Our community centers can be great locations, like over in Lincoln Park, where you could have residents surveyed there and at McKinley.
Opportunity	Outcomes	Participation	We'll knock on over 100 doors to see if we can plant a small flowering tree to get 10 or 15 to say yes. We've considered reaching out to all of Penn Hills, but it makes it difficult to get volunteers to all of these areas. But we're hoping to continue those focused areas, having a neighbor on that street knock on their neighbors' doors, and that makes a huge difference. But finding that person who's willing to reach out to their neighbors is hard. We've made a form that people can just put in their neighbor's door. That's how we could really use some help.
Opportunity	Outcomes	Participation	I think if there's a benefit it's that it's outreach to people and places in Penn Hills that we may not have reached before, there's lots of enclaves in the community, but what we see with public interaction and economic development, there's not a lot of outreach. There's a lot of people here, but there's a disconnect with people even knowing about a CDC here and how they can interact with the community.
Opportunity	Outcomes	Partners	I definitely want to get some Heinz College people involved, maybe a capstone project next fall with some students over the summer, and to use that NowPow.
Opportunity	Outcomes	Partners	What would your timeline be for expanding capacity on how our staff might support?
Opportunity	Outcomes	Partners	We're looking in 2022 to start community councils, you might find folks when you go door to door who'd be a great fit for that. I can see our community council probably being more of a like County council or something over our 11 counties. We want to get those started - it might be that we have an Allegheny Countywide council. We're still building it, it might be a couple of people from your group.
Opportunity	Outcomes	Planning	We wrote a comprehensive plan, I'd hoped to have it out last year, but I'm still writing the executive summary, and the longer it takes the more changes I have to make. A study like yours could be added to that plan as an appendix.
Opportunity	Outcomes	Services	We're thinking about what's a good referral platform on outbound referrals on housing, healthcare or transportation. We're looking for that, too. I'd love to be involved in that conversation, too, what's out there, what can be used. So we're thinking about that, too.
Opportunity	Outcomes	Services	It's so important to find those folks to get involved. Even our good partners who know the Food Bank, even they don't know all the programs we have. It's such an opportunity when you're talking to folks to be able to make sure they know what's available, even people who should know this.
Asset	Background		I happened upon - Felix is the common denominator here - I was at the Green Forest off Rodi Road, it's gone now, and he struck up a conversation with me, trying to build up the Garden Club so I joined it. That connected me with a lot of things - Felix is a connector. I got involved with the community garden, was a member of the CDC and got to go to the meetings, I loved the barn, and then volunteering I came onto the board. I didn't know how to get connected, had no Penn Hills friends, but in short order I was VP then president, even though I didn't have any schooling in it. Served as president for a couple years, and wanted to find people to join who could get people to that upper level who came from that world of community development, knew how to reach out for things, and now we have that.

Category	Area	Subcategory	Comment
Asset	Background		I ended up here by complete accident. I became aware of the CDC when I ran for Council, they hosted a debate night, but even then I didn't really know the folks I'd be working with. A few years back at a municipal meeting I stood up and suggested to the municipality that they really needed to hire a grant writer, I've seen how it can help to have one person focused on grants. Jim, the president of the CDC at the time reached out to me because they needed grant writing and they invited me to one of their meetings. I attended the meetings for a year, tried to get them some cash and they learned about me, I about them, and the next thing you know I was on the board and they wanted me to take the lead.
Asset	Background		I came in 1976 as a planner from the County. I was in Penn Hills after that, I was a planner, helped with code enforcement and ended up as the director of enforcement, then planning director. The last 15 years I was just planning director, and worked for 5 mayors, so I learned about politics here.
Asset	Background		My background with the CDC is surprising, until a year or so ago I would have never thought I would be a member of the CDC. They were looking for new members, asked me to get involved, and ended up doing that.
Asset	Background		I grew up in Penn Hills, I originally joined the CDC in my early 20s - the community garden was at the end of my street, I wanted a plot, but I didn't know about the CDC at the time, just that I had to join to get that plot. I did join, chaired the education committee for a year or so, resigned when I moved to Ohio for a couple of years.
Asset	Background		I just purchased my home here in Penn Hills, same neighborhood, just moved in earlier this year and decided that I would go ahead and get involved again in the community. Alan told me the CDC had a board opening so I got back around to joining.
Asset	Background		I was perhaps one of the longest associates, I wasn't a member from the beginning but have been in on this CDC scene from 2009, the get-go when the whole idea was pitched and loosely formed. I've been on the board for about four years now.
Asset	Background		I got invited because the municipality had my info when I'd gotten in touch with them, that's how I got connected to the CDC.
Asset	Background		I didn't want the board work to interfere with my paying job, which was my hesitation. The community work is actually more interesting in a lot of ways.
Asset	Background		Shawn drug me in. We've been friends for the past 15 years, that's why I'm here.
Asset	Background		Beyond that, I was on the Penn Hills Economic Development Committee with the municipality. I got involved with Tyler and Alan, so I started getting involved. There was a point where Tyler was no longer involved, and at that time I got more involved with the CDC.
Asset	Background		I originally joined from 2011 to 2013, when we got involved it was just ramping up, my wife and I were active with the communications, we both being experiences, and we are driving a lot of people to the CDC.
Asset	Background		I was looking at my notes, you came to Daniel Armano's zoom on equity in infrastructure.
Asset	Background		I've been here 30 years and this is yet another study - what are the positives, what are the negatives - on a bit flip pad, so I think I've been through this before.
Asset	Background		I'm the archivist and historian of the PHCDC.
Asset	Background		I'm now paid by the Garden Club to keep the barn going.
Asset	Background		I've been doing nonprofit work since I moved back to Pittsburgh in 2012.
Asset	Background		I'm not necessarily in a neighborhood but I'm close to the Penn Hills Shopping Center.
Challenge	Background		It seemed that we had good interest from people in serving on the board, but as interest waned I got pitched and I got convinced.
Goal	Background		I started to get involved in improving Penn Hills because it's always gotten a bad rap. I decided three years ago to run for council, but wasn't successful. It was after that I really decided maybe politics isn't the way to go for me and there are other things I could certainly get involved in to influence the change I want to see in the community.
Goal	Background		Every single advisor without exception said don't run for mayor of Penn Hills, it will kill your career. I really, really ran because I was the face and voice of Penn Hills being so negative.