Middle Peninsula –Virginia Sea Grant Partnership Project Summary Report

VIRGINIA DHCD

Sea Grant Virginia

MIDDLE PENINSULA PLANNING DISTRICT COMMISSION

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Executive Summary

     Economic challenges faced by Middle Peninsula communities require collaborative, multi-disciplinary solutions, and Virginia's universities are excellent resources of knowledge and research that can help address these complex problems and encourage community growth and development. The goal of the Middle Peninsula – Virginia Sea Grant University Partnership Project is to leverage the resources of Virginia Sea Grant's (VASG) academic partners to supply struggling industries with innovative solutions, while providing experiential educational opportunities for faculty and students.

     Sea Grant is a national program administered through National Oceanic and Atmospheric Administration (NOAA) with a network of 33 programs in the coastal US States and territories. Sea Grant's mission is to provide integrated research, communication, education, extension and legal programs to coastal communities that lead to the responsible use of the nation's ocean, coastal and Great Lakes resources through informed personal, policy and management decisions. The Virginia Sea Grant program is housed at the Virginia Institute of Marine Science (VIMS) and includes George Mason University, Old Dominion University, University of Virginia, Virginia Commonwealth University, and Virginia Tech as participating Universities. For the purpose of this project, Rappahannock Community College is also included as a strategic workforce partner.

     This report is organized around two concepts:

     A) How can Virginia Sea Grant partner institutions engage within the Middle Peninsula and what might that partnership look like?

     B) Private sector identification and discussion of barriers to economic growth within the major Middle Peninsula employment cluster which drive the regional economy. These sectors include: Government/Education, Agriculture, Seafood/Aquaculture, Healthcare, Tourism, Finance/Insurance-/Real Estate, Forestry, Maritime, Manufacturing and Retail that could benefit from collaboration with Virginia Sea Grant partner institutions.

     To determine the most effective strategies for establishing a partnership program between the Middle Peninsula Planning District Commission (MPPDC) VASG, and private industry partners staff reviewed empirical research on university-community partnerships, current examples of successful programs, and VASG's existing university partnerships to gauge interest and incentives to participate in the university-community projects. The report outlines the steps taken to gather partnership information and summarizes the findings. The report further outlines conversation, issues, needs, challenges and opportunities reported by the major employment clusters across the Middle Peninsula.

Considerable work has been completed to date by the Middle Peninsula Planning District Commission, Virginia Sea Grant, private industry representatives and Delegate Keith Hodges to advance forward strategies for economic growth across the region. Flowchart #1 illustrates many of the key elements completed or underway between 2012-2015.
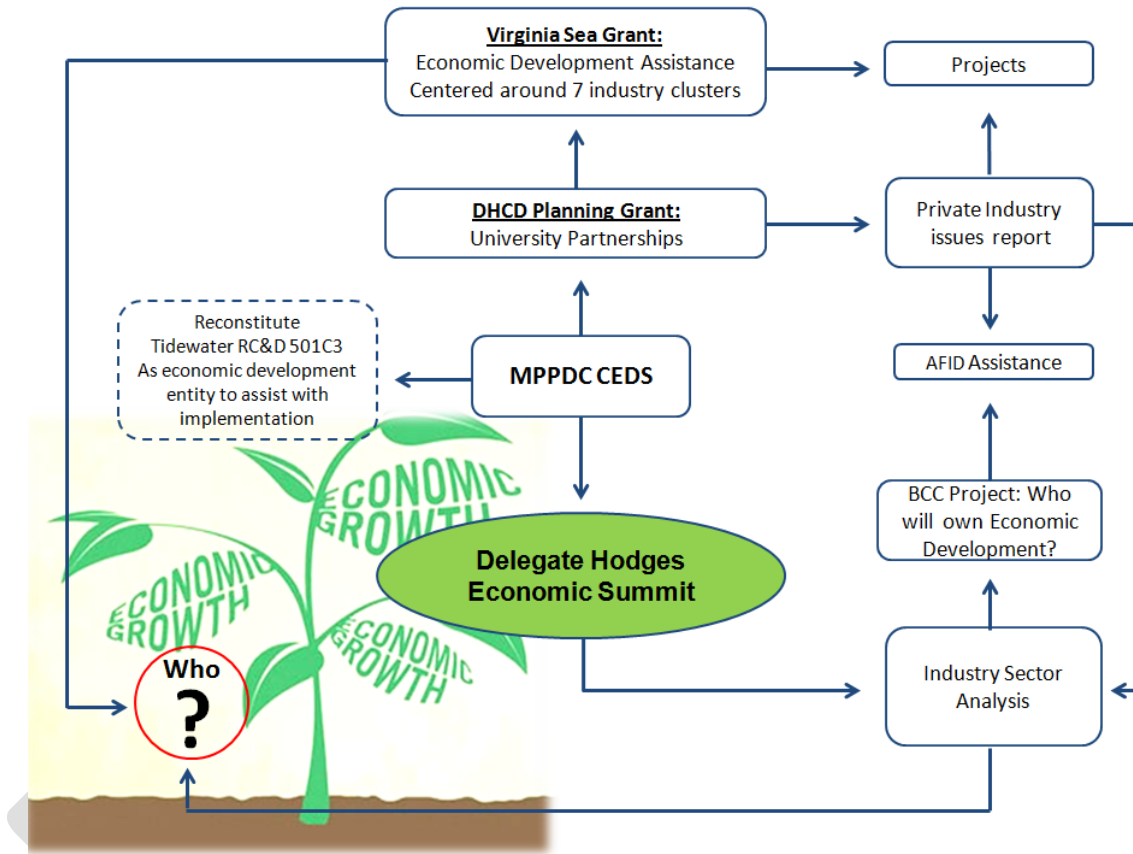
(flowchart1)

I.   The University-Community Partnership Model Background

A literature review of university-community partnerships provided an academic viewpoint of the university incentives to participate, the community needs, and the characteristics that successful partnerships share. Researchers found that building effective partnerships requires a <u>shared vision or common ground</u> between the parties, <u>equality in the partnership</u>, and <u>clarity about each partner's expectations and limitations</u>. The empirical research provided some warnings of pitfalls to avoid, such as a failure to communicate expectations about publications, a failure to understand or accommodate contradictory organizational settings (e.g. academic versus professional clients' work calendars), and an imbalance in control of the project. While much of this advice is geared toward university partners, who often have the role of reaching out to communities, the diversity of partnerships within the literature shows that the recommendations and warnings are applicable to both parties and can help a community-based initiative thrive. The complete literature review is located in Chapter I.

The next step was to choose existing university-community partnerships to study in greater depth. The coding sheet in Attachment I provides a list of ongoing programs and facts about their organizational structures, missions and goals, and overall objectives. The following programs were selected for individual case studies based on their similarity to the Virginia context in program or project design, clients, or topics. The full case studies are in Chapter III-VI, respectively:

- Community Partnerships Center – Roger Williams University
- Center for Rural Partnerships – Plymouth State University
- Northeast Michigan Integrated Assessment – Michigan Sea Grant
- Center for Urban and Regional Affairs – University of Minnesota

Among the programs selected, the Community Partnerships Center's (CPC) structure and project development process most closely aligns with the recommendations highlighted in the literature review. For example, in the early stages of project development, each partner contributes to a <u>memorandum of understanding (MOU)</u> to define the goals of the project, the timeline, and the final product. This encourages clear and concise communication about each partner's expectations. An MOU template based on the CPC's sample MOU is provided as Attachment II. Another important characteristic of the CPC is the emphasis on <u>quality control</u>. Regular communication with both parties ensures that the final product is consistent with the MOU, which means the community partner will be more willing to work with the program in the future.

These practices emphasize the need for a <u>coordinator</u>, who can not only match projects between university partners and community or industry representatives, but can facilitate communication about the dimensions of the project between the parties. The literature review identified another important role of the coordinator: translator. The coordinator must be able to

be the primary translator between the university partner and the community partner, who have different organizational structures, procedures, incentives, professional norms, languages, and goals. Attachment III is a sample job description for a partnership project coordinator.

Overall, the case studies underscore the best practices of partnership programs: organization, strong community connections and support, and clear goals and expectations. Also, there are obstacles that all programs seem to face. Namely, encouraging faculty members and students to participate is a continual challenge, especially if the university culture does not support such community engagement. They all struggle with navigating and "finessing" the university bureaucracy, and the question of how to deal with intellectual property is still outstanding.

II.   VASG University Partners

Reaching out to potential partners at VASG's member institutions required several steps. First, it was important to identify individuals at each institution who might have an interest in participating in university-community projects in the Middle Peninsula. The list included faculty and staff in the following categories:

- Community Engagement
- Economic Development
- University Research and Development
- Graduate Schools
- Programs with capstone courses

The list included graduate schools in business, public policy, planning, and other programs based on specific Middle Peninsula industry needs, such as forestry and agriculture. The faculty and staff from the list received a fact sheet about the project and an online survey. Attachment IV is the complete list of individuals surveyed, and a project fact sheet is found in Attachment V. The survey provided to University Partners found in Chapter VII, contained eight multiple choice questions that allowed respondents to prioritize characteristics of university-community partnerships that would encourage their participation, as well as to identify barriers that could prevent participation. The results of the survey were similar to what the literature review of university-community partnerships had indicated. The respondents largely agreed that certain types of funding were essential in encouraging partnership projects, specifically funding to cover travel costs, research costs, and graduate/undergraduate student participation. Opportunities for faculty publication and involvement of course-based projects were generally considered "very important." In terms of barriers, the most significant were the lack of internal funding and distance from Middle Peninsula communities. Specific details about the survey results are available in Chapter XI.

Following the survey, appointments were scheduled with some of the survey respondents who expressed interest in meeting to discuss the project in more detail. The initial meeting was with two representatives from the Mason School of Business at the College of William & Mary: the Managing Director of the Entrepreneurship Center and the Director of Field Operations of the Entrepreneurship Center. The Entrepreneurship Center's main program is the Entrepreneurial Field Consultancy, in which a team of both graduate and undergraduate students propose solutions to business problems for real clients. However, the program charges private companies $15,000 to participate, so options of working with the center may be limited at this point. Another representative from William & Mary noted that working with undergraduates at the business school can be more flexible and cost effective.

A meeting was also held with the Director of the Public Policy Program at William & Mary. The program entails a Policy Research Seminar, which is a semester long project for second-year students. Each team conducts policy related research for a client, which can be a community organization, a government entity, or a private company serving a public or government need. The benefits of working with the program are that they do not charge a fee to government clients, including localities, and faculty leaders have considerable experience working with community-based clients. Additionally, the program is expected to double in size by 2016, so there will be a greater demand for projects in the near future.

The following meeting at Virginia Tech (VT) included the Director of VT Engage, the Senior Specialist of the Office of Economic Development, and the Co-Chair of the Department of Urban Affairs and Planning. VT Engage manages hundreds of students involved in community learning projects. The projects range from one-day service trips to community learning courses. The Director was supportive of the project with the Middle Peninsula and offered to connect our team with Virginia Tech faculty members. According to the Senior Specialist, his office serves as a consulting agency for economic development projects, such as economic impact analyses and workforce studies. They typically charge $15,000 for projects, although this may vary depending on the size of the project. They are not limited geographically; they operate a Corporate Research Center in Newport News and an office in Hampton. They also are able to connect communities to other Virginia Tech resources. Third, the Department of Urban Affairs and Planning offers services through the master's degree capstone project, comprehensive planning studio, and economic development studio. The Co-Chair was enthusiastic, and the projects costs are generally limited to travel and overnight expenses; however, the quality of the final products varies.

The final meeting was with the Director of the Center for Urban and Regional Analysis (CURA) and the Chair of the Public Administration master's program at Virginia Commonwealth University. Both professors are a part of the L. Douglas Wilder School for Government and Public Affairs. The CURA Director was interested in finding more opportunities to marry Middle Peninsula projects with CURA, which provides community economic development consulting services, including policy and program evaluation, decision

support systems, and strategic planning. The Land's End/Captain Sinclair waterfront property reuse project is a strategic planning project with CURA. The Chair of the MPA program was also supportive, although they have focused more on government, non-profit, and foundation clients.

III.   Capacity Building

The challenges that typically plague university-community partnerships will be more easily managed with the help of a project coordinator. However, there are challenges distinct to the Middle Peninsula – Virginia Sea Grant University Partnership Project that should be taken into consideration. First, the programs featured in the case studies are university-based programs and are thus university funded. Being a community-based program, sustainability of the program in finding a regular supply of funding will be a challenge. Furthermore, it might be difficult to find faculty-student teams to help in disciplines that are identified as specific challenges by Middle Peninsula clients but do not have a history of working with communities. The faculty members in these programs, including forestry and agriculture, did not respond to the university partner survey.

Since some of the projects go beyond the VASG mission area of marine and shoreline ecosystems and coastal communities, an MP-VASG partnership program would need to be structured to redirect certain projects to other parts of the six-university consortium that attend to those issues (e.g. business, healthcare, forestry). At the same time, the coordinator would need to ensure adequate responsiveness and equity of service of the referral process in order to maintain the credibility of the MP-VASG partnership program.

Nonetheless, there are also opportunities for such a program to thrive in the Middle Peninsula. Virginia Sea Grant has connections with university partners that already have a mechanism to work on community-based projects. These programs that regularly work with government and industry clients, particularly in course-based projects, would be the best place to start. For these "hard-to-reach" disciplines, it might be more effective to offer summer internship opportunities for students. The focus, whether in internships or faculty-student teams, should be on graduate students. The Director of the Community Partnerships Center noted that the program works with a larger percentage of graduate students because they have the skill, experience, and appetite for real-world projects. Students at VASG partner institutions share this motivation. The potential and opportunities for an MP-VASG partnership program outweigh the challenges, and with the right program design could flourish, producing benefits for both VASG and the Middle Peninsula.
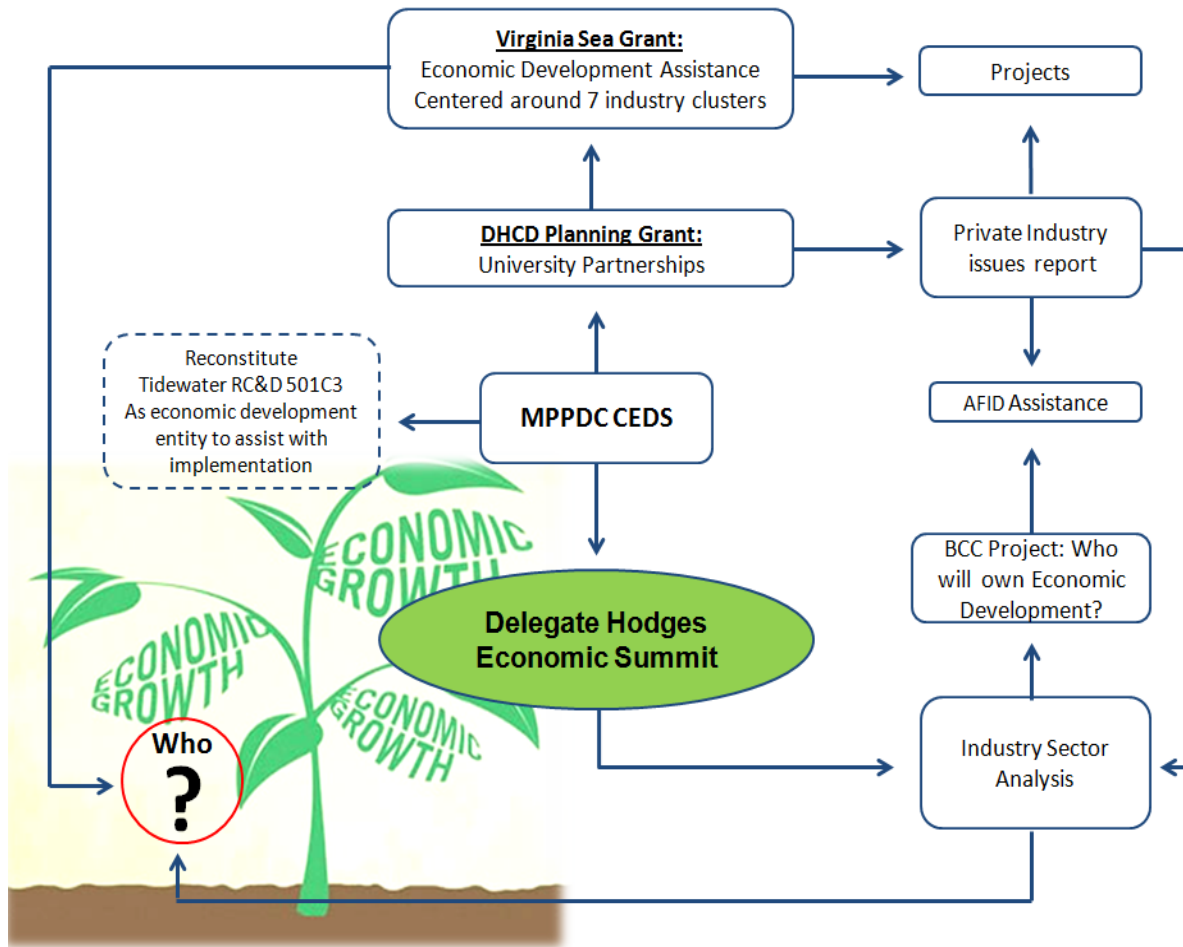
IV.   Community/Industry Partners

The MPPDC hosted focus group meetings with representatives from the top industries of the region. The following nine industry clusters are discussed in greater detail in Chapter VIII:

- Forestry
- Maritime
- Government and Education
- Finance, Insurance, and Real Estate
- Retail
- Tourism
- Agriculture
- Healthcare
- Aquaculture and Seafood

In addition, Middle Peninsula residents were invited to take a survey in order to supplement the findings from the focus group meetings and to gather information from people who did not attend the meetings. The survey questions are in Chapter X, and a summary of the survey results are in Chapter XI. The potential projects that emerged from the focus group meetings are listed in the project matrix in Chapter XII.

V.   How It All Fits Together

This 2014-2015 University partnership study (funded by a Virginia Department of Housing and Community Development Planning Grant) is identified as a project of need and recommended in the Middle Peninsula Planning District Commission Comprehensive Economic Development Strategy (CEDS) adopted and accepted by the U.S. Department of Commerce- Economic Development Administration in 2013. The goals of the CEDS were further advanced by the 2014 engagement and coordination's by the 98th District Delegate Keith Hodges's Middle Peninsula Economic Development Summit. The Summit posed one important question: Who should be responsible to own and advance economic development across the Middle Peninsula? In January of 2015, the Middle Peninsula was awarded a Building Collaborative Communities Grant (BCC). The BCC program is designed to assist regions in creating and sustaining new economic opportunities across Virginia. The program will promote regional economic collaborations in economically-distressed areas to stimulate job creation, economic development and build community capacity and leadership. The Middle Peninsula award will facilitate the creation of an organizational structure that has the capacity and resources to lead regional economic development initiatives. The illustration on the following page outlines the current process for establishing economic development priorities and projects to resolve economic development roadblocks in the Middle Peninsula.

Virginia Sea Grant:
Economic Development Assistance
Centered around 7 industry clusters → Projects

DHCD Planning Grant:
University Partnerships → Private Industry issues report

Reconstitute Tidewater RC&D 501C3 As economic development entity to assist with implementation ← **MPPDC CEDS**

AFID Assistance

Delegate Hodges Economic Summit

BCC Project: Who will own Economic Development?

Who?

Industry Sector Analysis

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Chapter I

Literature Review of University-Community Partnerships

Middle Peninsula – Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

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Introduction

University-community partnerships differ widely on methodology, missions, and services, and there are varying degrees of success among partnerships as well. Despite this diversity, there are recurring themes among all types of partnerships, such as the importance of communication and the pitfall of power imbalance between the university partner and the community partner. This literature review maps out what empirical research has contributed with respect to these themes, in addition to the incentives of each partner, important characteristics of successful partnerships, potential pitfalls, and challenges. Most articles on this subject discuss the view from the university side, although the lessons are useful for both.

The community engagement movement was originally spurred by community and liberal arts colleges and state universities (Weerts and Sandmann 703). According to one researcher, "Many of the prominent partnerships are based in the chancellor's attempts to make tangible the mission of their specifically urban, public universities," (Rubin 222). Other researchers have found that a university-community partnership comes about when the university realizes that it has a poor relationship with the community. In order to improve relations, university leaders examine the needs of the residents in order to decide what services to provide. Yet, improving community relations is only one incentive for university members to participate in partnerships. Faculty and students participate in university-community partnerships out of political or ideological beliefs to empower communities based on social justice agendas (Ferman and Hill 245). They are also driven by the need for research data and subjects, for placement sites for students in internships, and for opportunities in service and experiential learning (245).

Community partners engage in university-community partnerships because of the increased availability of intellectual and human capital, including experts in the field, and other project related resources (245). There is also the benefit of improved access to stakeholders and decision makers and increased legitimacy by partnering with a powerful university (246). Community partners also enjoy other windfalls as a result of working with universities. In their study, Ferman and Hill found that the community members had access to new project findings and were able to use that information in funding requests (246). This increased their ability to leverage additional resources, such as equipment, labs, facilities, and access to events (246).

Important Aspects of University-Community Partnerships

A HUD report entitled "Collaborating for Change: Partnerships to Transform Local Communities," points out certain characteristics of nearly all successful partnerships:

1. Shared vision/common ground: Both parties have to agree on the goals of the mission and also need to communicate each other's goals for the project. It is important that each partner has clearly defined roles. Everyone should have a clear understanding of their specific responsibilities (3).
2. Equality of partnership: The partnership must be approached as a collaborative effort among equals, even if the university partner is doing more of the work on the project (3).
3. Historical awareness: Both partners must be aware of previous conflicts that occurred between the community and the university. This also means being aware of previous partnership efforts that have been successful (3).
4. Understanding limitations: Limitations are inevitable, so each partner should make clear to the other its limitations with regards to the partnership (4).
5. Communication: The plans and programs adopted must reflect the listening process, and all parties should feel comfortable and welcome to share their concerns (4).
6. Assessment: Assessing the effectiveness of the partnership should be ongoing and should include representatives from all parties (4).

Harkins et al. offer similar advice on what university members should do when seeking to engage in community partnerships. Based on their own literature review, they derived four goals to ensure effective and sustainable university-community partnerships:

1. Build trusting relationships: This inevitably requires time, consistency, clear and effective communication, and commitment. It is crucial for both partners to discuss goals to make sure the partnership makes sense, to treat the partner as an equal, and to make decisions jointly. It is helpful to have a space to discuss sensitive issues (148, 150).
2. Assess strengths and limits of each partner: This must include gauging the level of buy-in from community administrators, as well as determining if the campus partner has the human, financial and/or physical resources to support the project. This process should be done at the onset of the project (or even before the project starts) (150).
3. Prepare, plan, and repeat: Another important goal is to adequately prepare for the project. Harkins et al. recommend assessing whether and to what extent university members are trained in research or intervention protocol. Organizers should make sure that university members are available and committed. They should also ensure that someone on the university side has some linguistic, technical, or cultural knowledge of the community partner members (151). Bringle and Hatcher also recommended that campuses hire professional staff skilled in understanding communities (508). These staff members can act as liaisons, can provide faculty, students, and staff with a better understanding of the community's background, and can act as mediators during conflicts (508). They can also negotiate expectations of community and university partners and break down cultural barriers that may prohibit effective cooperation between the two groups (Weerts and Sandmann 713).

4. Process power dynamics: This refers to understanding how inequalities might affect the project and how to address power imbalances. Part of this is rooted in the partners' different perspectives. The community members tend to be less hierarchical and elitist and to operate more cooperatively. Thus, the university member must remain flexible about incorporating community feedback for making strategic decisions in order to avoid worsening the power imbalance (151).

Martin, Smith, and Phillips added other critical success factors to the list, including funding, synergy, measurable outcomes, visibility and dissemination of findings, organizational compatibility, and simplicity (8).

Typical Pitfalls

A major pitfall is the failure to communicate expectations in terms of publications. Faculty and students have an intellectual interest in these partnerships because they can fulfill their need for research data and subjects, but community representatives have a hard time understanding this and typically do not like being viewed or treated as an experiment. In these types of projects, it is recommended that each partner understand each other's motives and incentives and to clarify rules with regard to publications. For example, the company or community partner may want to prohibit the team from publishing any of their findings about the project without their permission or may require review and approval of all materials about the project that are intended for publication. The parties should clarify this in the contract or memorandum of understanding (MOU). Unfortunately, if community partners prohibit any information being used for publication, this can be a challenge to university members' justification to participate (Amey, Brown, and Sandmann 20).

Another pitfall is the failure to understand or accommodate contradictory organizational settings. Businesses and community organizations have very different organizational settings and schedules than universities do. Specifically, community members find it hard to deal with the academic schedule, which includes a lack of communication during busy times of the semester, such as during finals and semester breaks. On the other hand, community members and business leaders are often very busy too and cannot afford the time to manage a team. Researchers evaluated the impact of partnerships with Virginia Commonwealth University and found that, from the faculty perspective, the main reason why goals were not met was because of community partner delays (Leisey, Holton, and Davey 44). But, it seems like failure to deliver on commitments is a problem for both sides (Ferman and Hill 248). For university partners, this can be a problem if academic faculty members are unrealistic about their timeline for completion of a project. The academic culture worsens this problem, as it typically dissuades faculty from pursuing more applied research and community contribution, particularly due to the pressures of tenure and publication (245).

There have been issues of universities sharing their data and results, as well as overall control of the project, with community members. Likely, this stems from the fact that the university

partner is being contracted to do most, if not all, of the work. Community partners interviewed in multiple articles have discussed an academic elitist attitude that disregards community expertise and knowledge. This describes another major pitfall of partnerships, which is when universities treat communities as passive recipients of expertise (Bringle and Hatcher 503). The partnership is more successful when the university's representatives listen to community partner members and incorporate political sensitivities or other community-based knowledge. Furthermore, Ferman and Hill found that community partners desired education partners who understood that the project was about community-*driven* research, and they appreciated partners who were willing to share control, data, results, and resources (251). To avoid the pitfall of academic elitism, it is crucial to keep partners informed and to share findings.

Challenges

One main challenge to university-community partnerships is that of building trust and confidence. Ferman and Hill argue that it is impossible to overstate the amount of distrust that community members feel toward academics, mostly because of their experience of having their reality reinterpreted, devalued, or ignored altogether (248). University partners involved with the East St. Louis Action Research Project found that, "Each phase began with a high degree of skepticism on the part of community residents about the usefulness, sincerity, or sustainability of the university's commitment," (Rubin 222). As a result of this process, universities have had to rethink their motives and assumptions about what products and activities would be useful to the community (221).

In order to address this issue of building trust, Rubin added, "Effective collaborative planning requires an incremental approach and constant attention to building and maintaining trust in relationships among the partners." (222). A challenge to building trust is inconsistency and unsuccessful past relationships. Fogel and Cook give an example of a community partner who did not trust the university partner because of a past project that had fallen through (598). A new university partner must deal with the fact that they are associated with every faculty member that has been in contact or tried to engage with the community partner, but time and patience can alleviate this distrust (598).

Another challenge is that of dealing with funding. For projects that received money or grants, there were issues of how to spend the money. Specifically, community members were frustrated or had trouble understanding why there were restrictions on the use of funds (599). Fogel and Cook advise, "Partners deserve full explanation of how funds are to be spent, and full disclosure of direct and indirect costs, restrictions on utilization of funds, and any accountability requirements should be made before funds are spent (599).

Remaining neutral is also an issue for certain partners. In their report, Weerts and Sandmann discussed the challenges for a member of a Sea Grant program, who found that there were intense political issues that divided stakeholders, and as a result, had to manage these issues

between community partners, state officials, and the university. (714). The problem of maintaining neutrality can be mitigated by relying on the right university staff. Weerts and Sandmann reported that the academic side cares little about political sensitivity, but the public service side within the university is more sensitive and attempts to shape the manner in which they present the material (716)

Conclusion

There are many benefits of university-community partnerships for both universities and communities, but there are challenges and pitfalls to be aware of as well. Characteristics of successful partnerships and pitfalls that unsuccessful partnerships have experienced seem to be mirror images of each other. For example, a lack of communication can cause misunderstandings about expectations or can make one of the partners seem inconsistent, but thorough communication will give the partnership clarity and will help build trust between the partners. While much of this advice is geared toward university partners, who are often saddled with the role of reaching out to communities, the diversity of partnerships shows that the recommendations and warnings are applicable to all parties and that a partnership based on community initiative has the potential to become successful.

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Middle Peninsula – Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

Coding Sheet Categories:

- **Partnership—**the name of the partnership or organization
- **Organizational Structure**—big picture organizational design
    - University Partner:
        - Staff
        - Board of Directors
        - Advisory group
        - Reporting to whom
        - Other features
    - Community Partner:
        - Sector—NGO, government, private
        - Single entity or group/coalition
        - Other features
    - Other Partners?—e.g., state or federal government, etc.
    - How formally established are they
        - For the program: MOUs, Charter and bylaws?
        - For projects: work plans, contracts
- **Mission & Goals**—meets University and Community needs and interests
    - Topical area
    - Program mission
    - Program goals and objectives
    - Other features that help bound and focus what they work on?
- **Financing**—long-term viability
    - How is the Program funded?
    - How are individual Projects funded?
- **Operations**—day-to-day operations
    - Types and Scope of Services
        - Multiple disciplines?
        - Nature of faculty, staff, undergrad or grad involvement
    - Staff or Program Capabilities/Skills/Expertise
    - Origin of Project Ideas
    - Final Products and Deliverables
- **Key Informant**—who do we want to interview to learn more about program?
    - Name, Title, Contact Information, Bio

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Community Partnerships Center	Host organization: Roger Williams University 2 full-time staffers, 19 student staffers Board of Advisors are appointed by university president, consist of leaders from university and outside organizations Community partners: nonprofit organizations, municipalities, government agencies, and low/moderate income communities in Rhode Island/Southeastern Massachusetts Projects contain work plan and timeline for all parties and Memorandum of Agreement for sponsors	Topical area: regional community development Program mission: Provide undergraduate and graduate students with project-based educational experiences that address community needs. Supply community with wide range of university resources. Program goals: (1) provide standardized system for soliciting appropriate projects with qualified community partners; (2) provide real world experience for students; (3) provide trans-disciplinary opportunities; (4) provide assistance to communities; (5) create and maintain long-term relationships with community and government partners	Information on funding for the program was not available. Project funding: The community partner agrees in a MOA to sponsor funding for the project. The amount is specified in the MOA. It is unclear how to project is funded if the sponsor does not contribute money.	Types of services: coursework, team projects, graduate assistantships, work study positions, internships and volunteer experiences Scope of services: Accounting, architecture, digital media, law, marketing, sustainability, urban design, web development, writing, etc. Nature of involvement: Faculty integrate project into course or independent study. Graduate and undergraduate students Origin of Project Ideas: Outside/community organization approaches CPC with project idea Final Products: Presentation, report, style book, maps, etc.	Arnold Robinson Director of the CPC Bio: 25 years of experience in preservation and design. MA in preservation planning. Also teaches in the School of Architecture, Art and Historic Preservation at RWU. Contact: (401) 254-3307 arobinson@rwu.edu

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Action Research Illinois	Host organization: University of Illinois, Urbana-Champaign: 2 staffers who are also faculty, 2 Air Quality Project staff, 3 graduate assistants, 7 ESLARP participating faculty, 4 affiliated professionals. Advisory Committee is 12 UIUC faculty. Community partners: residents, non-profit groups, faith-based organizations and municipal agencies, such as the Emerson Park Development Corporation. Information on program charter or bylaws was not available.	Topical area: Neighborhood revitalization for distressed areas Program mission: A public outreach program that sustains engagement community partners to address social justice, human and environmental sustainability, and development in distressed areas with marginalized populations through service learning and action research. Program goals: unavailable Other features: Action Research Illinois serves as an umbrella organization for the following projects: Metro-East Citizens Air Quality Project (MECAP) East St. Louis Action Research Project (ESLARP) Illinois Global Action Research	Information on program and project funding was unavailable.	Types of Services: Outreach Weekends (service project weekend), coursework, student projects and reports Scope of services: Architecture, urban and regional planning, landscape architecture, library and information science, education. Nature of involvement: Faculty serves as advisors on student research projects or integrate project into course. Graduate and undergraduate students Origin of Project Ideas: Community members can submit a request for assistance Final products: Reports, neighborhood plans, conference presentations	Michael Andrejasich Co-director of ARI Bio: Faculty member at UIUC. Former director of school of architecture. MA in architecture. Helped design public housing facilities and homeless shelters. Contact: (217) 265-0202 andrejas@illinois.edu

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Center for Urban and Regional Affairs (CURA)	Host organization: University of Minnesota 18 staffers. No information on Board of Directors A center within the Office of Public Engagement, part of the Office of Academic Affairs and Provost Community Partners: County governments, community development organizations, faith-based service organizations Information on program charter or bylaws was not available.	Topical area: urban and regional issues Program mission: Connects the resources of the university with the interests and needs of urban communities and the region. Supports connections between state/local governments, neighborhoods, and non-profit organizations with university faculty and students. Provides innovative research and technical training. Program goals: unavailable Other features: There are 13 other programs under CURA, such as the Resilient Communities Project (RCP).	Program funding: federal, state, local, and private-sector sponsors, but specific sponsors are not mentioned Project funding: CURA supports multiple programs that provide funding for thesis and dissertation projects.	Types of services: course-based projects, thesis and dissertation projects, independent research projects Scope of services: Arts/culture, economic development, education, environment, GIS, health and social services, housing, land use, transportation. Nature of involvement: Faculty supervises courses, Origins of project ideas: Projects can be initiated by student, faculty, government, or community. Final products: Portfolio of maps, charts, graphs, reports.	Edward Goetz Director of CURA Bio: Faculty member in school of public affairs. His research focuses on race, poverty, and housing planning. Has served on Board of Directors for nonprofit housing authorities. Contact: (612) 624-8737 egoetz@umn.edu

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Center for Rural Partnerships	Host organization: Plymouth State University 5 staffers, 4 faculty fellows, 8 student engagement laboratory participants No information on Board of Directors. Emerged from Rural Matters Summit in 2006. Community Partners: About 50 community groups, including policy makers, schools, elected officials, health-care providers, economic developers, the arts, and entrepreneurs. Information on program charter, bylaws, or project work plans was not available.	Topical area: Local/rural partnership development, community-level applied research, educational programming. Program mission: Dedicating university research and educational capabilities to foster collaborative projects that promote community resilience, opportunity, and high quality of life in rural New Hampshire. Program goals: (1) develop partnerships with local, regional, and global stakeholders that promote people/economies in rural NH; (2) serve as a catalyst for faculty excellence; (3) create opportunities for students to engage in experiential learning, leadership development, and applied research; (4) improve internal operations; (5) share success of PSU through communications. Other features: Coos County Outreach Initiative, Field Engagement Program	Information on program and project funding was unavailable.	Types of services: Research projects, educational programs, workshops, language support Scope of services: Agriculture, biology, civic engagement, economics, environmental, French, photography Nature of involvement: Faculty research/scholarship, graduate and undergraduate research and field trips Origins of project ideas: Unavailable Final Products: Photo projects, surveys, economic impact reports, workshops	Ben Amsden Interim director of CRP Bio: Also a research assistant professor of social science and tourism management. His research focuses on impact of tourism development on rural communities, local food movement, and natural-resource based volunteer stewardship Contact: (603) 535-3276 blamsden@plymouth.edu

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Virginia Cooperative Extension	Host organizations: Virginia Tech 4 staffers (all administrative) Virginia State University 38 staffers (program leadership) Information on Board of Directors unavailable Community Partners: 4 district offices. Local Extension Leadership Councils help design and implement needs-based programs Other partners: Local, state, and federal governments. Part of the National Institute for Food and Agriculture of the USDA Information on program charter, bylaws, or project work plans was not available.	Topical area: Local/rural partnership development, community-level applied research, educational programming. Program mission: Leading the engagement mission of the commonwealth's land-grant universities. Building local relationships and partnerships to help people put scientific knowledge to work that improve economic, environmental, social well-being. Program goals: Unavailable Other features/focus areas of strategic plan: (1) enhance the value of Virginia's agriculture; (2) sustain VA's natural resources and the environment; (3) create positive future through 4-H; (4) strengthen VA families and communities; (5) cultivate community resiliency; (6) organizational effectiveness.	Information on program and project funding was unavailable.	Types of services: Diagnostic and laboratory services, research, training Scope of services: Agriculture, natural resources, family/consumer services, 4-H youth development, community viability Nature of involvement: Faculty research, administrative staff program development Origins of project ideas: Unavailable Final Products: Reports, videos, 4-H activities	Doris Baskfield-Health District Director Southeast District Office, located at Virginia State University Bio: Not available Contact: (804) 524-5272 dheath@vt.edu General Office: (804) 524-5465

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Marine Extension Team	Host organizations: University of Maine Cooperative Extension/Maine Sea Grant: 10 associates in regional offices Information on Board of Directors unavailable Information on program charter, bylaws, or project work plans was not available.	Topical area: Sustainable management of coastal and marine resources Program mission: Unavailable Program goals: Unavailable Other features/strategic focus areas: Healthy coastal ecosystems, sustainable coastal communities, sustainable seafood, hazard resilience.	Information on program and project funding was unavailable.	Types of services: Research, workshops, education programs Scope of services: Adaptation planning, climate change, marine biology Nature of involvement: Even though the Maine Cooperative Extension is a participant, it is unclear how faculty or students contribute. Origins of project ideas: Unavailable Final Products: Unavailable	Paul Anderson Director, Maine Sea Grant Bio: formerly worked at Maine Dept. of Marine Resources. Also director of Aquaculture Research Institute. Contact: panderson@maine.edu General office: (207) 581-1435

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
One Region Forward	Host organization: University at Buffalo Regional Institute (UBRI) University partners: University at Buffalo Urban Design Project (UDP), UB School of Architecture, Daemen College Center for Sustainable Communities and Civic Engagement Community partners: Local and county governments, state agencies, transportation and housing authorities Steering Committee oversees all project activities. Represented by 22 member organizations. Information on program charter and bylaws was not available.	Topical area: Sustainable community development Program mission: A broad-based, collaborative effort to promote more sustainable forms of development in Erie and Niagara counties. Program goals: Unavailable Other features/"livability principles": (1) Provide more transportation choices; (2) promote equitable, affordable housing; (3) enhance economic competitiveness; (4) support existing communities; (5) coordinate policies and leverage investment; (6) value communities and neighborhoods.	Program funding: Received a $2 million HUD Sustainable Communities Regional Planning Grant	Types of services: Citizen workshops, research/data collection Scope of services: Planning, housing, agriculture, transportation, community development Nature of involvement: Other than the School of Architecture's "Citizen Planning School," it is unclear how faculty/students are involved. Origins of project ideas: Unavailable Final Products: Regional Plan for Sustainable Development (forthcoming)	General Office: (716) 878-2433 info@oneregionforward.org

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Northeast Michigan Integrated Assessment Project (2005-2007)	Host organization: Michigan Sea Grant Assembled 5 technical teams University partners: School of Natural Resources and Environment of University of Michigan, Alpena Community College, College of Architecture and Urban Planning of University of Michigan, Eastern Michigan University Community Partners: Northeast Michigan Council of Governments Other Partners: NOAA-Thunder Bay National Marine Sanctuary, Michigan Dept. of Natural Resources, Michigan Dept. of Environmental Quality (Coastal Management Program) Information on program charter, bylaws, or project work plans was not available.	Topical area: Sustainable coastal development in Michigan's northeast coastal region Program mission: Research to provide stakeholders with Program goals and objectives: (1) develop a shared vision for their environment and economy; (2) identify a suite of potential actions for reaching the region's goals; (3) build new partnerships among town planners, natural resource managers, and business leaders; (4) connect with technical experts who could provide a science-based, peer-reviewed assessment of the region; (5) access relevant information that could help guide future decision-making. Other features/focal question: How can coastal access be designed, in a regional context, for sustainable tourism that stimulates economic development while maintaining the integrity of natural and cultural resources, and quality of life?	Program funding: Partly funded by the Michigan Sea Grant and Michigan Dept. of Environmental Quality. Also secured over $400,000 in grants.	Types of services: Research, quantitative and qualitative analysis, GIS modeling Scope of services: Ecology, culture, zoning and planning, sustainable design, socioeconomics Nature of involvement: Faculty and graduate student participation on assessment teams Origins of project ideas: Unavailable Final Products: Final Integrated Assessment Report	Brandon Schroeder Extension Educator Michigan Sea Grant Bio: Not available Contact: (989) 984-1056 Schroe45@msu.edu

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Northeast Regional Center for Rural Development	Host organization: Penn State University 3 staffers, 2 post doc. scholars, 6 doctoral students Board of Directors is panel of 12 regional researchers. University partners: West Virginia University, University of New Hampshire, University of Maine, Cornell University, Cornell Cooperative Extension, University of Maryland-Eastern Shore, University of Vermont, etc. Community Partner: Unavailable Other Partners: USDA Information on program charter, bylaws, or project work plans was not available.	Topical area: Rural economic development Program mission: Enhancing the capacity of Land Grant Universities to foster regional prosperity and rural development. Program goals and objectives: (1) improve economic competitiveness, diversity and adaptability of small/rural communities; (2) facilitating development of policies that enhance the well-being of rural people; (3) increasing community capacity to deal with change; (4) increasing social viability by enhancing self-reliance of families and communities; (5) linking natural resource industries, including agriculture, with community and environmental resources.	Program funding: Major funding comes from National Institute of Food and Agriculture and the region's land-grant institutions. Other funding comes from federal and state agencies and private foundations.	Types of services: Research Scope of services: Community development, agriculture, food systems Nature of involvement: Faculty and doctoral student research Origins of project ideas: Unavailable Final Products: Academic publications	Stephan Goetz Director Bio: Also professor of agricultural and regional economics Contact: (814) 863-4656 sgoetz@psu.edu General Office: (814) 863-4656

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
California Partnership for the San Joaquin Valley	Host organization: Office of Community and Economic Development (OECD) at California State University at Fresno serves as the Partnership Secretariat 13 staffers Board of Directors is made up of 38 state and community members Community Partners: Fresno Council of Governments, local and regional community leaders, community planning corporations CA governor founded partnership under executive order S-05-05, permanently extended under executive order S-10-10	Topical area: Regional development Program mission: A public-private partnership focused on achieving a prosperous economy, quality environment, and social equality throughout California's San Joaquin Valley. Program goals and objectives: Unavailable Other features/work groups: There are 10 work groups made up of stakeholders from public and private sectors. (1) Advanced communication services; (2) air quality; (3) economic development; (4) energy; (5) health and human services; (6) higher education and workforce development; (7) housing; (8) PreK-12 education; (9) sustainable communities; (10) water quality, supply and reliability.	Program funding: The program received a $5 million implementation grant from the state legislature. Receives other funding from gov't agencies, nonprofits, and foundations. Project funding: OECD received a $4 million Sustainable Communities Regional Planning Grant from HUD for the Smart Valley Places Consortium	Types of services: Analysis, hosts work groups and collaborative efforts Scope of services: Communications, environment, economic development, energy, health, housing Nature of involvement: Unavailable Origins of project ideas: Unavailable Final Products: Initiatives	General Office: (559) 294-6021

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Planning for Coastal Change in Levy County (2012-2014)	Host organization: University of Florida's College of Design, Construction, and Planning 2 project leaders, also professors Information on Board of Directors is unavailable Community Partners: Florida Sea Grant, Levy County government officials and planners, cities of Cedar Key, Yankeetown, and Inglis, the Withlacoochee Regional Planning Council, Cedar Key Arts Center Information on program charter, bylaws, or project work plans was not available.	Topical area: Coastal adaptation strategies, coastal dynamics Program mission: A two-year project that focuses on the study of potential impacts of coastal change in Levy County, Florida. Program goals and objectives: Unavailable	Program funding: Florida Sea Grant funds this program Project funding: Unavailable	Types of services: Technical analysis, public engagement, design Scope of services: Planning, architecture, art Nature of involvement: Faculty members serve as project leaders, graduate student research. It is unclear whether undergraduate students participate. Origins of project ideas: Unavailable Final Products: Reports, children's summer camp activities, presentations, workshops, art shows, festivals, GIS models	Kathryn Frank Assistant Professor of Urban and Regional Planning Contact: 352-392-0997 Ext: 458 kifrank@ufl.edu

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Prevention Research Center for Rural Health	Host organization: University of Iowa's College of Public Health 11 staffers, also professors Has a state-level and community-level advisory board. The SAB advises on general policy. The CAB advises on projects and activities. University partners: Iowa State University, University of Northern Iowa, Iowa State University Extension PRC-RH offers pilot grants to these universities. Community Partners: Local and state health department members serve on advisory boards Information on program charter, bylaws, or project work plans was not available.	Topical area: Rural health issues Program mission: To improve the health of rural communities in Iowa. Program goals and objectives: Unavailable	Program funding: Originally funded by the Centers for Disease Control and Prevention. Likely not funded by UI. Project funding: Unavailable	Types of services: Applied research, pilot research projects Scope of services: Nutrition, community and behavioral health Nature of involvement: Faculty and doctoral candidate research Origins of project ideas: Faculty or student Final Products: Academic publications	General Office: (319) 335-8350

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
RIT University / Community Partnerships	Host organization: Rochester Institute of Technology 2 staffers Information on Board of Directors unavailable Community Partners: Northeast Neighborhood Alliance, Finger Lakes Health Systems Agency, Westside Farmers Market, PathStone Corp, Jordan Health Center, City of Rochester, etc. Information on program charter, bylaws, or project work plans was not available.	Topical area: Community revitalization Program mission: To support and propel the implementation of neighborhood revitalization activities in the city of Rochester while broadening and deepening the educational experience for RIT students. Program goals and objectives: Unavailable	Information on program and project funding was unavailable.	Types of services: Hosts a part-time, direct service AmeriCorps Program. Volunteer projects, research Scope of services: Local agriculture, photography, gardening, health Nature of involvement: Undergraduate research and project participation Origins of project ideas: Unavailable Final Products: Educational programs, field trips, maps, service projects	M. Ann Howard Director Bio: Unavailable Contact: (585) 475-5104 mahgsh@rit.edu

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Center for Urban Research and Learning (CURL)	Host organization: Loyola University Chicago 10 staffers Advisory Board is made up of 11 university and community organization representatives University Partners: Egan Urban Center at DePaul University, Chicago State University, Fairfield University, Urban University Collaborative, St. Augustine College Community Partners: Religious charities, non-profit organizations, Chicago city agencies Information on program charter, bylaws, or project work plans was not available.	Topical area: Problem-solving for urban issues Program mission: CURL creates innovative solutions that promote equity and opportunity in communities throughout the Chicago metropolitan region. CURL provides links to regional, national, and international networks in pursuit of new ideas and approaches that address grassroots needs. Program goals and objectives: Building and supporting collaborative research and educational efforts. Other factors/governing standards: Collaboration, community interest and involvement, institutional change, geographic focus, communication	Program funding: CURL received a $2.5 million challenge grant from the McCormick Tribune Foundation to guarantee that CURL would be a permanent fixture at Loyola. The University raised the matching endowment. Now has endowment of over $8 million. Project funding: Receives grants and contracts from foundations, government agencies, and non-profit organizations	Types of services: Research, workshops, consultation Scope of services: Sociology, social work, education, photography Nature of involvement: Undergraduate, graduate, faculty, or community leaders can qualify for fellowships to fund collaborative research projects. CURL can reduce faculty's course load during this time. Origins of project ideas: Unavailable Final Products: Academic publications	Philip Nyden Director of CURL Bio: Also professor of sociology at Loyola since start of career. Strong Chicago community connections. Contact: (773) 508-8532 pnyden@luc.edu General Office: (773) 508-8534

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Mobile Clinic Project	Host organization: University of California at Los Angeles Has 4 coordinators that assist undergraduate, medical, public health and legal students. Advisory Board is made up of faculty and members of community organizations. It serves as general supervision for the clinic and provides resources for project management and development. Also has steering committee of 30 students. Community Partners: Greater West Hollywood Food Coalition, Ocean Park Community Center Information on program charter, bylaws, or project work plans was not available.	Topical area: Healthcare and legal services for homeless Program mission: To improve the health outcomes and quality of life of the homeless and other vulnerable populations in the greater Los Angeles area by connecting our clients to the existing continuum of care through direct medical care, health promotion and disease prevention activities, legal advocacy and referrals to health and social services. Program goals and objectives: Unavailable	Program funding: MCP relies on donations and intermural and extramural grants.	Types of services: Medical services, legal consultation, providing needed supplies Scope of services: Law, medical, public health, health education, logistics, referrals, grant writing Nature of involvement: Undergraduate students provide management services. Graduate law and medical students provide actual services to clients. Origins of project ideas: Unavailable Final Products: None	General inquiries: Amanda Popish (818) 307-1409

Chapter II

Partnerships Center at Roger Williams University

Middle Peninsula – Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

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The Community Partnerships Center (CPC) is a university-based community engagement program at Roger Williams University in Rhode Island. The CPC has two full time staffers and 19 student staffers. Arnold Robinson, who participated in an interview, is the director of the program and is an adjunct faculty in the School of Architecture at RWU. The CPC oversaw 44 projects during the 2013-2014 school year. Typically, a community partner approaches the CPC with a project idea, and a team of RWU faculty and students work closely with the community individual or organization as part of a semester-long course. The projects cover a broad range of disciplines, from economic impact studies to oral and written history documentation to marketing campaigns.

According to Robinson, who helped build the project, the School of Architecture has done community work for a long time, but the projects were mostly on an ad hoc basis. Eventually, university leaders wanted to turn it into a university-wide program. He researched other programs and gathered ideas. Thus, the model for the CPC is a hybrid of components of other similar programs. For example, the concept of reaching out to community partners came from the Pittsburg Community Design Center, and the idea for student staffing came from a program at the University of North Carolina. He then wrote a business plan and constructed a model for the CPC. He said that it was useful to take pieces from other projects, rather than mimicking someone else's model, because every institution is different.

The CPC solicits projects from community partners, but also occasionally presents project ideas from faculty members. He said that 75 percent of the time, community organizations and businesses come to them with project ideas, while faculty members come to the program wanting to do a class project about 25 percent of the time. He includes that project proposal in the call for projects or will take the idea to specific stakeholders who might have an interest in working with the faculty member. They call for projects twice a year, which allows organizations to submit proposals. To aid in this process, they do "active marketing" by reaching out to organizations to explain what they do. This includes communicating with "meta-connectors," which are big foundations that connect with many organizations. Robinson argued that relationships with these meta-connectors lend to their credibility. The program has been around for about three years, and the CPC currently has 700 organizations on their mailing list.

In the initial stages of project set-up, they are responsible for meeting with the community/business partner to package the idea into a semester long project that will be palatable to a university partner. They assist with laying out the scope of the project, as well as writing the Memorandum of Understanding (MOU), which is the spine of the project. They then

reach out to faculty, who make the project a part of a course. The projects themselves are mostly course-based projects, and they are not typically capstone courses. Generally, the projects are a part of upper-level classes in specific disciplines, but there are some general education classes that will include a project. Students have the option of signing up for the class during registration, and the course description will include a "community engagement" designation.

Both students and faculty benefit from the program. Faculty members who participate in the program receive a bonus to their salary. Still, Robinson said that he has to present the projects in a way that interests the faculty members. He said that the professors want projects that reinforce learning objectives in a course that already exists and that are appropriate for that course. For some, it matters simply that they are being involved in the community, but to others, the requirements of tenure are extremely important. That includes recognition in publications and the possibility of presenting their research findings at conferences.

Students like having the opportunity to spend time outside of the classroom and to diversify their traditional lecture-based course load. Plus, students receive credit for the course or extra credit if the project is an optional part of the class. Despite these incentives, Robinson said that encouraging students to participate requires more work. He works with deans of schools to let them know what courses have community-based projects or some form of community engagement, but he said that they need to improve in communicating to advisors who help students pick out classes, so that the advisors can explain to students the benefits of taking the classes with community engagement projects.

The costs to run the program include printing and documenting project reports, travel, and sometimes even meals for students or for the community partners. Their operating budget is $200,000 per year. In the community partner's application, they ask if the applicant has funding to support the project; however, they will not turn away a project even if the community partner cannot supply the funding. The partners contribute an aggregate $75,000 to $80,000 for the projects in a year.

In terms of involvement with other universities, they have successfully teamed up with other institutions in the past, such as Salve Regina and Johnson & Wales University, in order to provide services in fields that RWU does not have. However, Robinson said that sometimes his efforts to create cross-institutional partnerships do not receive any response. It depends on their relationships with the other institutions and the mandates that the other institutions have. If the other university already pushes for community engagement, then there is some potential for collaboration. Also, RWU is a member of Campus Compact.

Quality control is a crucial but sometimes challenging aspect of their project process. The CPC staff is responsible for meeting with the community partner to set up the project, but then they pass on the responsibility to the faculty members. Robinson says that this can be an administrative challenge because it is difficult to tell faculty members how to construct and operate their class. To aid in this, they offer tools that are available to both the faculty and the students, such as hosting a meeting with both parties in order to discuss the context of the project. Also, students must use Asana, a project management website, to encourage them to stay

on task. After the project is completed, they offer a chance for parties to reflect on the experience. He said that the reflection often reveals how important it was to have the participants discuss the context of the project initially. Additionally, if they do not check in with both parties regularly, then the project is at risk of going awry. This means that they regulate quality on the community partner side as well. In fact, the MOU requires the community partner to respond to the students within 48 hours of an email or phone call.

Communication between the community partner and the university partners is another important aspect of the project process. Robinson said that they see themselves as a primary flow from the university and also as the primary translator between the two parties. To address this gap in understanding, they first try to discern what the community partner's expectations are of the project outcomes. They then frame it for them in terms of what is achievable in a semester and construct the MOA. All three parties, which include the community partner, the faculty member, and the students, have to be satisfied with the MOA. The community partner has to be happy with what the students will accomplish and in what timeline. The faculty has to be content with the scope of the project so that it is manageable for the students. The school lawyers review the MOA before it is finalized in order to advise on risk management or other potential legal complications.

Application to the Middle Peninsula – Virginia Sea Grant University Partnership Project:

There are certain aspects of the CPC model that might be useful in constructing the Middle Peninsula – Virginia University Partnership Project. First, while the community or business partners typically come to them with projects during the bi-annual call, the CPC is organized as a two-way structure. It allows for RWU faculty members to come to the CPC with ideas. Also, the staff members promote their program through an outreach campaign in order to make community and business people aware of the program and its possibilities. Their efforts at active marketing have broadened the scope of potential community contacts that are willing to work with students and faculty.

Their experiences affirm what the literature has said on university-community partnerships: that there is a language barrier between community/business partners and the university partners. To bridge this gap, they must act as interpreters in order to clarify expectations, limitations, and the overall context of the project. They make it a priority to meet with the community partner to frame the project to fit a university schedule. Robinson agreed that communication is extremely important, and they achieve effective communication through the MOA, initial meetings with both parties, and frequent checking-in. They also provide a chance for both parties to reflect on their experience with the project.

The CPC model highlights some potential challenges. The CPC has the advantage of being in the university, so they have greater access to faculty members within various departments, making it easier for them to encourage participation in courses where projects do not currently exist. This will inevitably be more difficult for an organization outside the university. There is also the challenge of balancing industry privacy with the university faculty

need to publish and attain tenure, which Robinson says is an important factor in participation among some professors.

Case Study: Center for Rural Partnerships at Plymouth State University

Middle Peninsula – Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

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The Center for Rural Partnerships is a university-based community engagement program at Plymouth State University in New Hampshire. Five staffers operate the program, along with four faculty fellows. They operate a student engagement laboratory that has eight student participants. According to Ben Amsden, who is the director, the Center for Rural Partnerships serves as a front door to the university and helps fulfill the school's mission to serve rural New Hampshire communities. The model has grown organically since it was first established 10 years ago, and staff members have worked with about 75 different organizations over the program's lifetime. Projects are based on rural community-specific needs, such as trail mapping, economic assessments of local counties, and tourism research.

The program operates in three ways. First, it serves as a center for outreach and engagement. They offer administrative support to faculty members who want to get students out of the classroom and into the field, but they also act similar to an extension by offering expertise to community members. For example, they organized and hosted a risk management workshop for farmers interested in agritourism. They brought in faculty from Plymouth State, as well as the University of Vermont and the University of New Hampshire, to serve as panelists and to provide follow-up technical support. Second, the CRP connects community partners with people who can offer assistance, even if they are outside of the university system. Third, the CRP has an economist on staff, and he provides in-house research. There are some community research projects involving faculty or students, but these are typically independent projects.

About two-thirds of the students who participate are undergraduate students. Fewer graduate students participate because most at PSU are already working professionals. Students can apply to participate in the "student engagement laboratory," which involves mostly independent projects, but there are some group projects. The students receive guidance from a faculty member or a project partner, and they are usually paid, if funding is available. Recent projects have included a community historical profile and an economic index of a rural community. The CRP also organizes service learning projects, so that a class works on a small project together. Amsden explained that these types of projects differ from course-based or capstone projects, which the CRP does not do. Neither do they assist with community service projects or internships because other departments in the university are responsible for arranging those services.

Amsden claims that projects come from everywhere. They attend local meetings and try to build connections with community members, and when they find a need, they will often reach out to faculty members to see if they know of a student who might be interested in working on

the project. Thus, finding students to participate is a rather informal process. While this system of using faculty to find student participants has worked for them, he admits that awareness of the program among faculty members is an issue.

The CRP has four funding sources:

1. The CRP receives a base budget from the university, which supports about half of their activities. The base budget covers salaries and operating expenses. They can use a percentage of that budget on actual projects.
2. Grants
3. The CRP receives donor money from several sponsors, including the New Hampshire Charitable Fund. They have discretion over these funds, so they use it for release time for faculty and to fund faculty projects.
4. The CRP receives money through their contracts for projects, but the CRP usually does not get that money. It is funneled directly into project expenses.

The total budget for the program, including staff salaries, is about $450,000. Amsden added that one of their biggest challenges is that it is more difficult to find outside funding that will cover operating costs, such as faculty salaries. Thus, the university has to provide the funding for staffing for these types of projects.

In terms of quality control, their involvement in the projects varies. Amsden says that it depends on the project manager. For example, faculty members are responsible for overseeing their student teams. CRP staff members help at the brainstorming stage of the process to shape the project on the community side. According to Amsden, some ideas come in half-baked, while some are shovel-ready. The CRP tries to help them crystallize their idea, but Amsden explained that the community partner is responsible for figuring out who to work with at the university.

Amsden said that transparency is key when communicating differences between the university partner and the community partner. Some are aware that the university system is a slow moving beast, and that there is a seasonal nature to it. Mostly, though, Amsden and his staff treat it as an internal issue. This means that when they set up contracts, they are very clear about timelines and have to be mindful of the faculty member's workload.

His advice on how to deal with rural community partners is to be aware of certain issues that plague all rural communities, such as a lack of technology, and that it takes time to integrate into the community and to build a reputation. To do this, he said that the partnership broker needs to talk to the right people and to be present at community meetings. Since rural community members are not always good at knowing or articulating what their needs are, it is important for the partnership broker to position themselves as a good listener to the community partner.

Application to the Middle Peninsula – Virginia Sea Grant University Partnership Project:

The Center for Rural Partnerships has certain characteristics that are worth imitating. First, it seems to have a strong presence in the community, which has enabled the program

leaders to build trust with local stakeholders. It is responsive to the community, so projects are based on needs that community members have elucidated. However, because it is not based on any other models, the CRP is a more disorganized program compared to the Center for Community Partnerships at Roger Williams. Staff members do not seem to offer much help in terms of quality control or in project construction. Also, they have no definitive ways of measuring performance.

Chapter IV

Case Study: Northeast Michigan Integrated Assessment at Michigan Sea Grant

Middle Peninsula – Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

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The Michigan Sea Grant initiated the Northeast Michigan Integrated Assessment as a pilot project to research how the process could be used to improve environmental decision making and to promote the sustainable use of Great Lakes coastal resources. While it is more of a determinate project than an on-going program, the project shares similarities with the Middle Peninsula – Virginia Sea Grant University Partnership Program. For example, the region is similar; Northeast Michigan consists of remote, rural, and coastal communities that rely on Great Lakes fisheries and resource-based tourism. Brandon Schroeder, a northeast district extension educator from the Michigan Sea Grant, brokered the relationships between the community members and researchers, unlike the other case study subjects, which are university-lead. They also had a similar central question: How do we capitalize on these resources without squashing what we have? The integrated assessment was intended to engage academic resources and local stakeholders in this policy question.

They began in 2005 by hosting preliminary meetings with local and state organizations that became partners in the project, including the Michigan State University Extension, the Northeast Michigan Council of Governments, NOAA Thunder Bay National Marine Sanctuary, and the Michigan Department of Natural Resources. They also worked with the Sustainable Design Assessment Teams (SDAT) program, offered through the American Institute of Architects.[1] The team of planning professionals provided through the program presented a report on strengths and weaknesses of the Northeast Michigan community with regards to sustainability. The team found that the region has more public land per person than any other area in the country, yet there were three state parks in the area that were still completely undeveloped. There was not even any signage for the parks. At the same time, NOAA National Marine Sanctuaries was looking to expand maritime history programs in the area, so the Michigan Sea Grant launched the integrated assessment in order to research policy options for the region.

The integrated assessment engaged planning experts, state agency staff, and graduate students and faculty from Michigan State University and the University of Michigan. The project involved research in four separate areas:

1. Socioeconomic Assessment: For this portion, they worked with economists at the NOAA National Marine Sanctuary to evaluate the flow of tourism into the area. They used demographic, economic, recreational, and travel data to create Geographic Information

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[1] <http://www.aia.org/about/initiatives/AIAS075425>

System (GIS) layers, a traffic flow model, and a tourism economic input model that estimated total visitor spending in the area and economic impact.

2. Cultural Asset Inventory: The assessment team for this project, which included Michigan Dept. of Natural Resources staffers, compiled a list of cultural assets in the region, both on coastal lands and in nearby Lake Huron waters.

3. Planning and Zoning Assessment: This assessment involved a team of graduate students who analyzed local comprehensive plans and zoning ordinances to determine whether they were designed to manage growth and advance community goals.

4. Ecological Resources Assessment: A team from the University of Michigan and the Michigan Dept. of Natural Resources gathered expert opinions and used GIS layers to determine important areas to protect and areas that could become ecotourism sites.

Funding for the project came from a number of sources, including the Michigan Sea Grant's own research funding. They even asked state government agencies to provide funding for certain parts of the project. For example, the Dept. of Natural Resources was willing to supply funding for their research because the agency already had a mandate to work on three parks per year. Schroeder argued that they should look at the three undeveloped parks in Northeast Michigan in a regional context, which is now the practice for the department. While they did not receive any funding from businesses or communities, they applied for grants, such as the SDAT program. The SDAT program provides up to $15,000 in services, including the professional report. Schroeder said that some information that the team provided was generic, but some was tailored to the region. He found it useful to get an outside perspective because it had affirmed what other researchers had found.

According to Schroeder, there were multiple spin-off projects that resulted from their work, such as the development of a regional Route 23 tourism project. The Northeast Michigan Council of Governments created a website "Discover Heritage Route 23" that lists all the places to stay and eat, as well as various activities along the route.[2] The Michigan Sea Grant developed a website called "Discover Northeast Michigan," which provides resources for business people looking for opportunities to expand in the region.[3] NOAA commissioned the Thunder Bay National Marine Sanctuary and the Great Lakes Maritime Heritage Center, and there are numerous sites for tourists to explore.[4] There is also the Northeast Michigan Great Lakes Stewardship Initiative that helps build partnerships between local schools and communities.[5] For example, middle and high school students in English classes developed interpretive signs and trail maps for the new state parks. Finally, Schroeder and a master's student created a sustainable tourism guide for tourism operators, natural resource managers, and community leaders. Now, the Michigan Sea Grant uses the integrated assessment project process for other topics, such as wind energy, storm water management, and, most recently, Michigan's aquaculture industry.

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[2] <http://www.us23heritageroute.org/>

[3] <http://www.miseagrant.umich.edu/discovernemi/>

[4] <http://thunderbay.noaa.gov/pdfs/explore.pdf >

[5] <http://www.nemiglsi.org/>

Application to the Middle Peninsula – Virginia Sea Grant University Partnership Project:

Their process may provide some lessons in terms of project management. Initially, they presented the policy question to community members as a land-use planning issue, and Schroeder said that it was very unsuccessful. He said that those terms gave citizens the impression that it was a grand development scheme. Once they reframed the question in terms of sustainable and focused development, citizens and community leaders were more enthusiastic about the project. Also, in order to work with university partners, they identified lead faculty who had students already involved in research or who had research requirements. Faculty members who did not fall into this category were less interested in the project.

Schroeder and his team encouraged "regionality," or horizontal communication between communities, but they were also effective at fostering vertical communication between government agencies and community partners. This tactic added a new dimension to their project, and it was a creative way to get state agencies to look at a relevant aspect of the project and to garner state funding. For our purposes, it would be useful to know state agency mandates in advance. Also, it might be helpful to look for outside grants, such as the SDAT program with the American Institute of Architects, to supplement the Community Development Block Grant.

Chapter V

Study: Center for Urban and Regional Affairs at University of Minnesota

Middle Peninsula – Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

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The Center for Urban and Regional Affairs (CURA) is a community engagement program at the University of Minnesota. Minnesota's state government created the program in response to the crises that the Twin Cities were facing in the 1970's. CURA is tasked with serving Minneapolis and Saint Paul and their surrounding communities by connecting the community and the university and by providing urban and regional research. Projects cover multiple research areas, including housing, transportation, economic development, sustainability, and land use. The projects range from community data mapping assignments to design projects to policy memos. As an all-university program, CURA has worked with 65 different departments. The program staffs 17 people and manages 40 to 50 individual student research projects every year.

There are four main programs within CURA:

1. Faculty-led research.
2. Student-led research. This includes the Community Assistantship Program, which Jeff Corn runs, and the Kris Nelson Community-Based Research Program, which serves the immediate metropolitan area. Applications for these programs are accepted three times per year, and an advisory committee reviews the applications. Students do not have to be studying at the University of Minnesota to participate.
3. Technical assistance. CURA staff offer free technical assistance to communities in need. For example, CURA serves as a center for neighborhood organizing, so staff will work with a neighborhood block group on addressing crime or with a community organization or government on public outreach. They also offer free data mapping services in order to help leaders understand trends in their communities. Communities can apply for these services at any time.
4. Partnerships. One of the biggest programs in this area is the Resilient Communities Project, which will be discussed in more detail.

According to Corn, about 80% of the students who participate are graduate students. Only 20% of students are undergraduates. While most projects are not for academic credit, some students are able to get credit or use the research for their dissertation or capstone. The program also works with the Humphrey School for Public Affairs to match research projects with students' capstone projects.

There are significant incentives for students who participate. The students are designated as official research assistants, so they are paid for their work. Plus, half of their tuition is covered for participating. Students who have completed projects with CURA have said that it was great for them to get real-world experience, as well as to have more opportunities for professional networking that have led to employment.

Corn says that there are core faculty members who are active participants, but there are also faculty members who will never have any interest in the program. The trick is convincing the in-between faculty to be involved, and funding has been the most effective way to achieve this. Faculty members receive bonuses to their salary and funding for a graduate research assistant for two semesters. The school has helped remove barriers in terms of tenure in order to encourage participation. One of the biggest challenges is dealing with timing. Corn said that some faculty members are scheduled two years out, and it is difficult to tell community organizations to wait on a project for that long.

CURA receives funding from multiple sources. Funding from the university makes up the bulk of their "hard money." The rest comes from state appropriations. CURA also receives funding from local foundations that pay for student researchers. Some community organizations provide funding when they contract for a project with CURA, but it is not mandatory to do so. The staff is involved in quality control with individual student projects, but it varies depending on the project. Some students have a faculty advisor, though it is not required. CURA staff members hold a conference with all students at the beginning of the semester to discuss their role and the management tools the program makes available to students. For example, they provide a workplan template, but it is not mandatory to complete or submit this. Corn explains that by not having so much oversight in this area, they are able to have time to meet with students individually.

Corn claims that since the projects are community-driven, issues in communication between the community and university partners are infrequent. The faculty members usually come to the project with the perspective that they are doing a service, so publications about the project are more of an after-thought. Corn argues that when they do want to pursue that route, the relationship with the community member has already been established, so it easier to negotiate things. However, he admits that the question of how to handle intellectual property is still outstanding. He says that it is better to have the discussion ahead of time and has heard of other programs that use MOUs to establish these rules. When asked about his management practices, he said that being able to "finesse the university bureaucracy" was important in getting the university to help them. The program needs people who know the system well and can locate other people who are willing to work outside their department.

I also interviewed Mike Greco, who is the program manager for the Resilient Communities Project (RCP). The RCP focuses on finding sustainable solutions to issues facing communities. Cities compete to participate, and only one is chosen for each academic year. The RCP serves as a "matchmaker" that connects the city's project needs with existing graduate and upper-level undergraduate courses at the university. The city identifies 15 to 30 discrete projects for the students to tackle. The projects must be something that a city staff member is currently working on. The RCP staff identifies courses that are related to one or a few of the projects. For example, the city of Rosemont, their current client, has questions of how to promote affordable housing and how to create an economic development model, so the RCP has been reaching out to faculty who teach housing studies courses or classes related to urban planning. Sometimes more than one class will cover the same project from a different angle, or they will stage the projects so that one class will build on another class's work from the fall semester. They do not require the participating locality to pay any funding, but Greco says that the community gives on average $40,000, which covers one-fifth of the program expenses. The university covers the rest.

Greco offered three management tips. First, it is essential to lay out the scope of work and to make sure that all parties agree on it. Second, he said to "just get started." They started small and found a community that was excited to work with them, and the program grew successfully. Third, he found that he got better responses by approaching faculty individually rather than broadcasting the project announcements.

Application to the Middle Peninsula – Virginia Sea Grant University Partnership Project:

The Resilient Communities Project is a unique program. According to Greco, there are only a dozen programs like it in the country. What differentiates this program from others is that it focuses on one specific community and allows students in multiple courses to examine a different facet of a problem. It is also unique that the program allows courses to work on projects in sequence, thereby building a larger final product. However, this characteristic might be difficult to mimic for the Middle Peninsula – Virginia Sea Grant University Partnership Project if the courses are at different universities. Faculty at different universities may not be willing to share information with each other in this instance.

CURA is a big program that involves many students and offers a variety of services to local communities. They achieve this by offering very large incentives to students and faculty. The take away for the Middle Peninsula – Virginia Sea Grant University Partnership Project is that managing a large number of projects will become expensive, especially if the locality or business is not required to contribute anything. Greco mentioned that there were other programs that charged for their services, such as the University of Oregon's Sustainable City Year Program, which charges localities $20,000 to $30,000 to participate. Requiring the business or locality to contribute some funding to the project may make the project more feasible.

Sample Memorandum of Understanding

Middle Peninsula - Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

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Project Title:

Scope of Work:

University Partner:

Community Partner:

Project Statement:

This should contain a description of existing conditions, statement of problem, and overall goals of the project.

Project Deliverables:

What will be the final product to be delivered to the client at the end of the project? What is the delivery date?

Project Steps/Timeline:

What steps and processes will take place and by what date? Include a workplan and dates for all meetings with the community partner in this step. For each step, identify who is responsible for completing the step. If you are designing items for the client, indicate what you are designing and the corresponding dates of creation and completion.

Coordinator Job Description

Middle Peninsula – Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

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Job Title: University-Community Partnership Project Coordinator

Summary: The Virginia Sea Grant (VASG) and Middle Peninsula Planning District Commission (MPPDC) have established a partnership based on their shared interests in promoting coastal resource-based development that results in economically, socially, and ecologically sustainable communities in the region. The immense challenges that Middle Peninsula communities are facing require a collaborative, multi-disciplinary approach. Industry focus groups have already identified a range of project proposals that can fill these community and industry needs, such as storm preparedness measures for maritime industries, research on by-catch reduction for aquaculture businesses, and export assistance for small grain farmers. The goal of this partnership is to leverage the resources of VASG's academic partners to supply struggling industries with innovative solutions, while providing experiential educational opportunities for faculty and students. The partnership model will need a project coordinator who can match projects between university partners, particularly faculty-student teams, and community or industry representatives. In addition to being a "matchmaker," the coordinator is expected to facilitate communication about the dimensions of the partnership project and monitor participants' progress.

Responsibilities:

- Serves as the liaison for university and industry/community partners during project development and on-going during project efforts.
- Serves as the contact person for community organizations looking to connect with universities for collaboration and for university faculty or staff looking to connect with communities or businesses for collaboration.
- Cultivates relationships with university faculty and administrative staff, which includes campus visits to discuss current and potential partnership projects.
- Cultivates relationships with non-profit, community-based, or industry-based professionals in Middle Peninsula communities. Attends local meetings and conducts on-site visits to discuss current and potential partnership projects.
- Coaches faculty through the design process of a course-based community engagement/research project.

- Develops a memorandum of understanding (MOU) between the university and community partner to establish context of project and expectations of the final product. Communicates goals, timeline, and limitations of each partner.
- Monitors progress of student-faculty teams by frequent contact.
- Develops assessment tools to evaluate progress and overall success of the projects.

Qualifications: Bachelor's Degree in public policy, public administration, planning and regional development, or related field. Directly related experience in program coordination and project management. Has reliable transportation and is willing and able to drive to campuses or community meetings.

Attachment IV

University Partners Survey Contact List

Middle Peninsula - Virginia University Partnership Project

University Partner Survey Contact List

Name	School	Department	Title	Phone	Email
Kenneth Gabriel	George Mason	Office of Research and Economic Development	Associate VP Research and Economic Development	703-993-5474	kgabrie2@gmu.edu
Robert Weiler	George Mason	College of Health and Human Services	Global Community Health, Department Chair	703-993-1920	rweiler@gmu.edu
Erika Waxborn	George Mason	School of Business	Assistant Director, MBA Programs	703-999-5021	ewaxborn2@gmu.edu
Paul L. Posner	George Mason	Master in Public Administration Program	Director and Professor	703-993-3957	pposner@gmu.edu
Wendy Wagner	George Mason	Social Action and Integrative Learning	Director of Community Engagement	703-993-2901	wwagner4@gmu.edu
Gail Dickenson	Old Dominion	Darden College of Education	Associate Dean, Graduate Studies and Research	757-683-6777	gdickins@odu.edu
Christina LiPuma	Old Dominion	Office of Community Engagement	Assistant Director	757-683-5759	clipuma@odu.edu
Ali Ardalan	Old Dominion	Storme College of Business*	Professor and Associate Dean		aardalan@odu.edu
David Chapman	Old Dominion	Department of Urban Studies and Public Administration*	Graduate Program Director, Senior Lecturer		dchapman@odu.edu
John Lombard	Old Dominion	Center for Real Estate and Economic Development	Director		jlombard@odu.edu
David Metzger	Old Dominion	Honors College*	Dean	757-683-4865	dmetzger@odu.edu
Louis Nelson	University of Virginia	School of Architecture	Associate Dean for Research and International Programs	434-924-6449	ln6n@virginia.edu
Wendy Perry	University of Virginia	Batten School of Leadership and Public Policy	Assistant Dean for Academic Programs		wperry@virginia.edu
Joanne McNergney	University of Virginia	Curry School of Education	Associate Dean for Academic and Student Affairs	434-924-0757	jmh8j@virginia.edu
Pace Lochte	University of Virginia	Office of the Executive VP	Assistant Vice President for Strategic Initiatives	434-924-7566	lochte@virginia.edu
Sharon Krueger	University of Virginia	Office of the VP for Research	Program Director for Innovation Grants and Relationships	434-243-1407	sak8e@eservices.virginia.edu
Philippe Sommer	University of Virginia	Darden Graduate School of Business	Director, Center for Entrepreneurial Leadership		sommerp@darden.virginia.edu
Shawn Lyons	University of Virginia	Interdisciplinary Major Program*	Advisor	434-924-3353	stl8m@virginia.edu
Jana P. McQuaid	VCU	Master of Business Administration	Graduate Program Director	804-828-4622	jpmcquaid@vcu.edu
Nancy Stutts	VCU	Master of Public Administration	Interim Chair	804-827-2164	nbstutts@vcu.edu
Guofang Wan	VCU	School of Education	Director of Graduate Studies		gwan@vcu.edu
Nicky Colomb	VCU	Office of Research	Enterprise and Economic Development Executive	804-828-4200	nmcolomb2@vcu.edu
Dr. Lynn Pelco	VCU	Division of Community Engagement	Associate Vice Provost		lpelco@vcu.edu
John Accordino	VCU	Center for Urban and Regional Development	Director	804-827-0525	jaccordi@vcu.edu
Anne Wright	VCU	Rice Center	Coordinator for Life Sciences Outreach Education		abwright@vcu.edu
Dr. John Provo	Virginia Tech	Office of Economic Development	Director	540-231-4004	jprovo@vt.edu
Steve Thompson	Virginia Tech	School of Architecture	Chair of Graduate Program		stthomp2@vt.edu
Kerry Redican	Virginia Tech	Master of Public Health Program*	Associate Director	540-231-5743	kredican@vt.edu
Gary Kirk	Virginia Tech	VT Engage	Director	540-231-7935	garykirk@vt.edu
Dean F. Stauffer	Virginia Tech	College of Natural Resources and Environment	Associate Dean for Academic Programs	540-231-7349	dstauffe@vt.edu
Janaki Alavalapati	Virginia Tech	Forest Resources and Environmental Conservation	Department Head	540-231-5676	jrra@vt.edu
Arthur J. Keown	Virginia Tech	Finance, Insurance, and Business Law	Department Head	540-231-5904	emily@vt.edu
Karen Hult	Virginia Tech	Center for Public Administration and Policy	Program Chair	540-231-5351	khult@vt.edu
Susan Sumner	Virginia Tech	College of Agriculture and Life Sciences	Associate Dean and Director of Academic Programs	540-231-6503	cals-cs@vt.edu
Nancy McGehee	Virginia Tech	Department of Hospitality and Tourism Management	Department Head	540-231-5515	nmcgehee@vt.edu
Diane Zahm	Virginia Tech	Department of Urban Affairs and Planning*	Co-Chair and Associate Professor, Blacksburg	540-231-7503	dzahm@vt.edu
Kris Wernstedt	Virginia Tech	Department of Urban Affairs and Planning*	Co-Chair and Associate Professor, National Capital Region	703-706-8132	krisw@vt.edu
Drew Stelljes	William & Mary	Office of Community Engagement	Assistant Vice President	757-221-3263	adstel@wm.edu
Julie Summs	William & Mary	Department of Economic Development	Director	757-221-1232	jgsumms@wm.edu
Sarah Stafford	William & Mary	Master in Public Policy Program*	Director	757-221-1317	slstaf@wm.edu
Annabelle Ombac	William & Mary	Mason School of Business	Assistant Director, MBA Programs	757-221-7603	annabelle.ombac@mason.wm.edu

*indicates program with capstone project

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Chapter VI

University Partner Survey

Middle Peninsula – Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

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The Virginia Sea Grant (VASG) is a six-university partnership, and your institution is a VASG member. VASG is conducting a survey among its member institutions to gather information on your program's interests and needs in university-community partnership projects (i.e., student-faculty teams working in courses, internships, or other experiential opportunities that supply needed products or services to private, non-profit, or public sector clients).

Your contribution is greatly appreciated, as it will inform a joint VASG-Middle Peninsula Planning District Commission proposal for Community Development Block Grant funding to support future partnership projects among VASG member institutions. If you would like more information on this initiative, please contact us or refer to the fact sheet attached to the email.

1. With which of the following universities are you employed?

- o College of William & Mary / Virginia Institute of Marine Science
- o George Mason University
- o Old Dominion University
- o Virginia Commonwealth University
- o Virginia Tech
- o University of Virginia

2. In which department do you work?

- o Office of Economic Development
- o Graduate School or Program
- o Office of Community Engagement
- o Officer for University Research
- o Other

3. Has your department ever engaged or helped organize engagement in community-based projects?

- o Yes
- o No

4. How important are the following incentives in encouraging university participation in partnership projects with Middle Peninsula communities or industries?

	Not Important	Somewhat Important	Very Important	Essential
Research data and subjects / opportunities for faculty publication				
Graduate student research opportunities				
Internship opportunities for graduate students				
Undergraduate student research opportunities				
Internship opportunities for undergraduate students				
Course-based projects (ex: project in a capstone or practicum course)				
Funding to supplement faculty salaries for participation				
Funding for graduate/undergraduate student participation (ex: research assistantship)				
Funding to cover research costs				
Course funding to cover travel costs (ex: to the field for capstone/practicum)				
Opportunities to work with disadvantaged populations				

5. What do you think are some barriers to participation in these projects? (May select more than one)

☐ Distance from Middle Peninsula communities

☐ Lack of faculty/student interest

☐ Incompatibility of goals

☐ Academic culture that discourages participation / lack of support

☐ Lack of internal funding

☐ Time commitment

☐ Inexperience with community engagement projects

☐ Unsuccessful past projects with Middle Peninsula communities or industries

☐ Potential limitations on publications and the use of research findings

☐ Other

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6. What would you like to see your university or department gain from these projects? (Please rank according to importance, 1 being most important)

	1	2	3	4	5	6
Faculty research						
Faculty and student team research projects						
Student-only research or projects						
Student volunteers or interns						
Faculty consultation / technical expertise						
Workshops, seminars, or training programs						

7. Which of the following industry groups do you think your university would like to work with on partnership projects? (May select more than one)

☐ Government/Education

- ☐ Tourism
- ☐ Finance, Insurance, Real Estate
- ☐ Retail
- ☐ Forestry
- ☐ Maritime
- ☐ Healthcare
- ☐ Agriculture
- ☐ Manufacturing
- ☐ Seafood/Aquaculture

8. If you would be interested in participating in a more in-depth meeting, please fill in your contact information below:

Name	
University	
Department	
Email Address	
Phone Number	

Chapter VII

Summary of Results from University Partner Survey

Middle Peninsula – Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

The survey for potential university partners contained eight multiple choice questions that allowed respondents to prioritize characteristics of university-community partnerships that would encourage their participation, as well as to identify barriers that could prevent participation. The survey was available between August 1 and August 25. We sent the survey to 42 people from Virginia Sea Grant's six member institutions: College of William & Mary/Virginia Institute of Marine Science, George Mason, Old Dominion, Virginia Commonwealth University, Virginia Tech, and the University of Virginia. 20 people responded, and 14 people left their contact information for further correspondence. The breakdown of respondents by university is as follows:

University	Responses
College of William & Mary / Virginia Institute of Marine Science	1
George Mason	0
Old Dominion	4
Virginia Commonwealth University	5
Virginia Tech	3
University of Virginia	7
Total	20

Most respondents represented a graduate school or program. Those in the "other" category wrote in that they worked in life sciences/biology, architecture landscape and planning, the Mitigation & Adaptation Research Institute /the department of ocean, earth, and atmospheric science (OEAS), urban studies/public administration, and urban affairs and planning.

Department	Responses
Office of Economic Development	2
Graduate School or Program	9
Office of Community Engagement	2
Office for University Research	2
Other	5

19 respondents said that their department has engaged or has helped organize engagement in community-based projects. Only person replied "no" to the question.

When asked to rank the importance of specific incentives, certain types of funding were repeatedly voted as "essential" in encouraging partnership projects with Middle Peninsula

communities or industries. The incentives that received the most votes in the "essential" category were the following: course funding to cover travel costs (10 votes), funding to cover research costs (9), and funding for graduate/undergraduate student participation (7). There were multiple incentives that were considered "very important," including research data and subjects / opportunities for faculty publication (11 votes), course-based projects (11), funding to supplement faculty salaries for participation (10), and opportunities to work with disadvantaged populations (10). As expected, opportunities for undergraduate students took a back seat. 11 people considered undergraduate student research opportunities to be "somewhat important," and the majority of respondents viewed internship opportunities for undergraduate students to be either "somewhat important" (8 votes) or "not important" (4). There were a few selections on the edge of two categories. For example, internship opportunities for graduate students received eight votes for "somewhat important" and nine votes for "very important." Also, graduate student research opportunities had seven votes for "somewhat important" and nine votes for "very important."

In terms of barriers to participation, three choices stood out with the most responses. Lack of internal funding was the most selected at 14 votes, and distance from Middle Peninsula communities was the second most selected at 13 votes. Making the time commitment was also considered a major barrier (8). Incompatibility of goals and unsuccessful past projects with Middle Peninsula communities/industries were not considered barriers at all. Only one respondent voted that the lack of faculty/student interest was a barrier.

By far, the most important type of project that the university partners wanted to foster was the faculty and student team research project. Almost all respondents ranked it at 1 or 2, with 1 being the most important and 6 being the least important. Faculty research and opportunities for faculty consultation/technical expertise appeared to follow in second and third place in terms of importance. Student-only research or projects, student volunteers or interns, and workshops/seminars/training programs were generally considered less important.

When asked about which industry groups they would be interested in working with, all industry groups had at least some interest. 16 respondents noted that they were interested in working with the government/education sector, which was the most popular choice. The following choices are organized by the number of votes.

Tourism	9
Finance, Insurance, Real Estate	9
Forestry	9
Maritime	9
Manufacturing	6
Retail	5

Industry Group	Responses
Government/Education	16
Agriculture	12
Seafood/Aquaculture	11
Healthcare	11

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Chapter VIII

Executive Summary of Focus Group Meetings

Virginia Sea Grant and Middle Peninsula Planning District Commission
Middle Peninsula-Virginia University Partnership Project

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Forestry

Forestry in terms of lumber production is an important industry on the Middle Peninsula. Alliance Group RockTenn is the 4th largest employer in the Middle Peninsula[6], and their plant in West Point specializes in forest resources and is also a container board mill.[7] There are other lumber companies that are major employers in the area, including O'Malley Timber Products (ranks #28 in terms of employment), Ball Lumber (#40), and Probuild (#48). The forest resources on the Middle Peninsula are mostly pine and mixed hardwoods. It is estimated that the Middle Peninsula has 541,839 acres of forestland, which makes up 64.9% of all land.[8] Industry representatives have reported using Virginia Tech's wood resources lab, as well as experts on tree genetics from North Carolina State University.

There are multiple challenges that the industry is currently facing. First, their employment base is declining, especially in terms of management services. Forest tracts are small, scattered, and managed by different owners. Owners of smaller tracts may not be able to manage as well as owners of larger tracts because they are not equipped with information about services, grants, and incentives. In fact, industry representatives estimate that 80% of existing stands are less than 40 acres. These issues are exacerbated by staffing cuts in support services. Industry representatives claim that now there is only one person at the Virginia Tech Forestry Extension who works with counties in Eastern Virginia and that the Virginia Department of Forestry has drastically cut their workforce from about 300 employees to 200 employees. As a result, there is little to no access to resources to help people in the industry manage forestland and make sustainable forestry decisions. In terms of stock, the industry reports that they are cutting younger stands, that stands near the coast are dying, and that more forestland is being cleared for field crops. Thus, sustainability of the lumber supply is a concern.

In terms of potential university projects, students in planning or law could investigate the possibility of using working forest conservation easements to protect the forest industry.[9] Another team could conduct a literature review on how climate change and sea level rise are impacting and will impact the forestry industry in terms of salt water inundation and an increase

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[6] Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2013.

[7] < http://www.rocktenn.com/about-us/Locations/>

[8] < http://www.waterfrontandestate.com/info/about-the-middle-peninsula/>

[9] < http://www.dec.ny.gov/pubs/74684.html>

in severity of storms, as well as possibilities for new management and harvest practices. Researchers could evaluate possibilities for "forest farming" of alternative products in order to allow forest secession and growth for wood products while still generating income.[10]

Maritime

The maritime industry includes marinas, boat sellers, and professional watermen. There are numerous marinas and boat suppliers on the Middle Peninsula. In fact, there are over 150 private marinas in operation in the area.[11] This industry has relied upon university resources in various forms. For example, the Virginia Institute of Marine Science (VIMS) released a study on the economic impact of boating on Middlesex County. Also, VIMS Tidewatch was a particularly useful tool in providing information on rising tides and storm surge, allowing businesses to make cost-saving decisions when preparing for an incoming storm.

There are certain challenges that industry representatives feel are holding the industry back. Specifically, there is no available access to broadband. Water and sewer infrastructure is lacking. Personal property taxation treats boats unequally. There is a lack of adequate lodging for visitors. Some have started to address flooding and sea level rise by switching to floating docks and elevated piers. They have made suggestions for other storm protection measures, such as putting utility lines underground. In terms of labor, training workers is expensive.

There are several possibilities for universities to assist this industry. First, it might be useful to find a university faculty member who can take up the Tidewatch project and develop a business model so that industries that use it can help pay for the service. Storm preparedness is going to be an emerging issue for coastal industries, especially those that are directly on the water like marinas are. Thus, there needs to be research and development on adaptation measures that marinas can use.

Government and Education

The government sector is one of the largest employers of Middle Peninsula residents. Approximately 22% of the workforce is employed the government sector.[12] The County of Gloucester is the 8th largest employer on the Middle Peninsula. The education sector seems to be smaller in terms of employment, but there are a few large school divisions. For example, the Gloucester County School Division is the 2nd largest employer in the entire region. There are only two higher education institutions located in the region: Rappahannock Community College and VIMS. Past use of university resources have included a study conducted by Virginia Commonwealth University (VCU) students on downtown revitalization for Tappahannock and West Point. The Coastal Policy Clinic at the College of William and Mary conducted a legal

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[10] < http://nac.unl.edu/forestfarming.htm>

[11] < http://www.unitedcountry.com/shacklefordsva/areainformation.htm>

[12] Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2013.

study on attaining City/Town status for West Point. Also, Rappahannock Community College has a joint agreement on class offerings with Old Dominion University (ODU) and Mary Baldwin.

Representatives from the government sector have discussed the need for broadband and consolidation of government services or entire entities, specifically fire and rescue services, in order to operate more efficiently. There are concerns about losing Middle Peninsula natives and a lack of understanding of why so many residents are commuting out. Industry representatives have further mentioned issues regarding government revenues and taxes. Specifically, industry representatives worry that Middle Peninsula communities are not getting their fair share of state revenues, whether from sales tax or lottery revenues. Representatives want to find ways to diversify their tax base. There are also questions surrounding the Middle Peninsula's housing stock, such as: Who will take on retirees' homes? How will an aging population impact the region? Will there be housing for younger generations that fits their needs, such as rental properties and mixed use developments? While there is interest in creating an economic development plan that would include support for rental property growth, representatives are unsure of how to fund these economic development projects.

On the education side, participants in the focus group expressed concern that they are training people to leave and find work elsewhere. For example, the community college trains people in technical trade jobs that are in the Hampton roads region and offers classes so that people can transfer to a 4-year university or college that is out of the region. They also discussed making major improvements to their K-12 education system, but specific improvements were not mentioned.

Possible topics for university-community projects could include waterfront zoning ordinances that allow for working waterfront uses, how to tax uses on the water (such as floating aquaculture facilities), how local policy could be used to encourage development of rental properties, and an economic asset inventory that highlights resources that Middle Peninsula leaders could capitalize on in the future. Representatives expressed the need to evaluate the consolidation of fire and rescue services to address current questions of delivery of services. A team could research information on ideal locations for stations, costs of establishing a new model, and potential cost savings. A team could also conduct a tax study to evaluate whether state tax revenues are being fairly distributed to Middle Peninsula communities.

Finance, Insurance, Real Estate

The "FIRE" industry is small in terms of employment (only 3.8% of Middle Peninsula workers), but it plays a powerful role in Middle Peninsula's economy. Those working in real estate, rental, and leasing see lower than average weekly wages at $606; whereas workers in the finance and insurance industry earn an average of $827. This is much higher than the weekly

average across all industries in the Middle Peninsula at \$615.[13] According to industry representatives, ODU, William & Mary, and Virginia Commonwealth University (VCU) have conducted demographic and economic studies on the region. VCU hosts an annual real estate conference. ODU conducted a study on construction/permanent mortgages.

In the focus group meeting, industry representatives seemed particularly interested in creating a regional economic development strategic plan and in helping businesses grow in the region, as both of these industries rely heavily upon other businesses' success. They explained that proper zoning codes and a sound development plan will attract capital, which banks will finance. Other things have impacted banks' ability to deploy capital, however, such as the consolidation of smaller banks, increased compliance requirements from bank regulators, and underwriting criteria that are extremely stringent. They also lamented that citizens do not have basic business skills and lack the liquidity necessary to secure bank loans. Furthermore, they noted that businesses have an imbalance in their debt to equity ratio, meaning that they have borrowed too much money and are holding too much debt or that their numbers are not normal. On the real estate side, representatives explain that there is an uncertain market. Either the Middle Peninsula does not have the population base now, or communities are not drawing a new population base to the Middle Peninsula to warrant new construction.

There are many possibilities for university-community projects. Students can help match local citizens and budding entrepreneurs with existing classes on basic business skills, such as how to develop a business plan, understanding cash flow, and gaining essential marketing skills. Projects can focus on small town revitalization and on specific towns that need assistance self-sustaining their main street, which would include a business plan that fills vacant spots with new businesses. The study should research how other rural, coastal communities are able to maintain viable main street areas in order to apply their methods to similarly situated Middle Peninsula communities. Industry representatives have called for a business incubator or other measures to help "cottage" or home-based businesses grow. This would entail projects that analyze how to standardize regulations among localities to make the area more business friendly, how rezoning and availability of public utilities could spur development, and what other barriers to entry there are for industries on the Middle Peninsula.

Additionally, there is a program in North Carolina that provides realtors with training on state coastal issues and management requirements that could be replicated here. The State Division of Coastal Management has been working with the North Carolina Cooperative Extension to provide classes on important topics, such as stormwater management, low impact development, estuarine shoreline stabilization, and barrier island development. Realtors who participate can receive continuing education credits, which they need for license renewal. This enables realtors to learn about state requirements in these areas and to disseminate important

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[13] Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2013.

information about protecting coastal habitats and living shorelines to others with whom they work.

Retail

The retail trade sector has some of the lowest average weekly wages at $490. Some of the large retail entities on the Middle Peninsula are Wal-Mart, Food Lion, and various fast food restaurants. Approximately 17% of the MP workforce is in retail. The state-wide rate for employee turnover in retail trade is 11.9%, slightly higher than the average across all industries, which is 10.2%. In 2013, the West Point Chamber of Commerce worked with Virginia Sea Grant on a preliminary feasibility study regarding the conversion to city status.

Representatives from the retail sector identified challenges for coastal industries. Specifically, they said that there needs to be proper waterfront zoning ordinances to support commercial activities. There also needs to be infrastructure at commercial waterfront sites, such as refrigeration for the seafood industry and small warehouses that provide adequate storage space. Similar to representatives in the "FIRE" industries, they noted that small business owners lack basic business skills and that prime commercial real estate sites are occupied by shuttered businesses. They further mentioned the need for expansion of healthcare businesses in West Point, but it is unclear how this will affect retail.

Retail industry leaders discussed university-community projects similar to what representatives in finance, insurance, and real estate had suggested, such as installing an incubator or business accelerator to serve the region and finding methods of developing regional businesses that make quality arts and crafts. They added on suggestions, such as more seasonal festivals, like the oyster festival, or better using festivals that draw in crowds to showcase other Middle Peninsula businesses to outsiders. They further recommended a market analysis of population growth characteristics on the Middle Peninsula. Other research questions in this sphere are: How can local governments encourage property owners to make valuable retail space viable? Or, is there a way to encourage owners to sell to those who will use the property? Is it an issue of investment?

Tourism

Tourism is an important but often overlooked industry sector on the Middle Peninsula. This might be due to the Middle Peninsula's undeveloped character and lack of name recognition outside of the region. However, there is potential for expanding certain areas of tourism, such as historical-based tourism. Very recently, Werowocomoco, the political center of the Powhatan chiefdom in the early 1600s, was discovered in Gloucester County, and there have been discussions of incorporating the site into the National Park Service.[14] [15] There are also historical

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[14] <http://powhatan.wm.edu/index.htm>

sites that are related to Bacon's Rebellion and the American Revolution that are underutilized. For example, Gloucester County boosts a historic marker at Gloucester Point that closes with the following statement: "…and thus ended British rule in the Americas." Additionally, Middle Peninsula communities host multiple festivals throughout the year. Annual festivals include the Gloucester Daffodil Festival (the first weekend in April), the West Point Crab Carnival (the first weekend in October), Mathews Market Days (the first full weekend in September), and the Urbanna Oyster Festival (the weekend of the first Saturday in November).[16] The popular Oyster Festival in Urbanna draws an estimated 50,000 people into the area.

It is impossible to ignore the coastal element. There are miles of coastline plus access to the Chesapeake Bay for recreational fishers, crabbers, and boaters. The Middle Peninsula – Chesapeake Bay Public Access Authority will soon launch a website that makes land that has been donated by private owners available for rent by the public for outdoor recreational sports and activities. Industry representatives have worked with VIMS researchers on blueways (water access) assistance. Also, the Rappahannock Community College, Virginia Sea Grant, and Paula Jasinski at Chesapeake Environmental Communications have collaborated on the Waterman Heritage Tourism Program. Industry members have used the Virginia Tourism Corporation for technical assistance and matching grant resources.

There are quite a few obstacles for this industry, however. First, it is important to note the political environment with regards to tourism. Even though private industry groups see the need to promote tourism as an economic driver in the Middle Peninsula, elected officials have neither embraced nor recognized the industry's potential. Generally speaking, community leaders and citizens do not seem to fully appreciate the importance of tourism, even though tourism is the 2nd largest industry in Virginia. Another obstacle is that only 1% of Virginia's shoreline is publically owned, so water access for the public is an issue for many localities.[17] In terms of marketing, the region lacks an online presence. Virginia's official tourism website does not even mention the Middle Peninsula on its Chesapeake Bay page, even though it has a website dedicated to tourist sites on the Northern Neck.[18] Industry representatives mentioned that there is a lack of information about which businesses are in contact with tourists, and there is no available local funding for program development and marketing. Again, access to broadband internet is an issue, as it prevents businesses from managing their online marketing and customer relationships efficiently.

Universities could have a major role in problem-solving for the tourism industry. First, industry representatives could hire a student to create a web page for the region that they could maintain. Researchers can explore the possibilities for more agritourism, especially given the

[15] <http://www.wm.edu/news/stories/2014/werowocomoco-national-park-it-would-benefit-both-tourism-and-scholarship.php>

[16] <http://www.unitedcountry.com/shacklefordsva/areainformation.htm>

[17] < http://www.virginiacoastalaccess.net/>

[18] < http://www.virginia.org/regions/ChesapeakeBay/>

expanding local food movement. Industry representatives want to know how to market to the Historic Triangle tourist, how to train public and private workers who come into contact with tourists on customer relations skills, and how to use social or other media to reach out to people who have an interest in experiencing the Middle Peninsula way of life. They need consultation on marketing skills and information to provide targeted messaging and service delivery. Possible projects could explore attraction development, such as an oyster trail, wineries, and new blueways, greenways, and scenic byways. Other projects could conduct hotel and motel feasibility studies and research on ways to direct traffic that would normally go on 64 to take route 17 instead. There could also be fellowships for history students to study and research Middle Peninsula history to provide new products for local museums.

Agriculture

Agriculture continues to be a cultural and economic cornerstone for the region. Out of the Middle Peninsula's 834,425 acres, 218,453 acres are in farmland, and the average farm is 338 acres in size.[19] Average weekly wages for workers in agriculture, forestry, and fishing and hunting are slightly above the regional average rate at $656. Unlike most other industries in Virginia, this sector has a negative employment growth rate. This means that employment in the sector is expected to fall by 7.21% between 2010 and 2020.[20] Local farmers have used extension specialists from Virginia Tech for assistance.

There are challenges that all Middle Peninsula farmers are facing. Industry representatives point out that extension specialists are retiring. Either the position is not being refilled at all, or the person replacing the retiree does not have same level of expertise. Even when farmers do have access to extension specialists, they are located in Blacksburg and are not in the field. Further exacerbating this problem is that farmers on the Middle Peninsula have fallen behind in terms of technological advances. They explain that large corporate agriculture enterprises use advanced information technology, which means that other farmers who do not have such technology work less efficiently and struggle more to maintain their place in the market. Those who do use GPS or other telemetry farming technology find that their equipment does not work well due to overgrown trees. Farmers explain that cutting trees and branches along the Virginia Department of Transportation right-of-way would help with this issue, as well as allowing for easier transport of farming equipment. Industry representatives further added that some regulations are burdensome, especially regulations on farm ponds.

There are certain tax policies that affect farmers too. For example, there have been threats to the land-use taxation policy. Under the land-use taxation policy, certain eligible tracts of land that are used for agriculture, horticulture, forestry, or open space are taxed according to use, not on how the land would be valued on the market.[21] This keeps taxes on these properties lower.

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[19] < http://www.waterfrontandestate.com/info/about-the-middle-peninsula/>
[20] Virginia Employment Commission, Long Term Industry and Occupational Projections, 2010-2020.
[21] < http://usevalue.agecon.vt.edu/>

The elimination of this policy would likely increase the tax burden for those who own land used for farming (and for forestry), which also means that owners will pass on the costs to farmers who lease land. The amount of land dedicated to agricultural production in the Middle Peninsula would surely decline. Protecting this policy, as well as assisting farmers with inheritance and succession planning, will help preserve their industry and their way of life.

Grain growers discussed other specific problems, such as the need for markets for specialty grains and for alternative markets to giant corporations. They see a need for the development of non-GMO markets and non-GMO growing procedures. Small grain growers explain that they need export assistance.

Undeniably, there are innumerable possibilities for universities to work with people in the agriculture industry. Students in business could research how to make technology more readily available for Middle Peninsula farmers or how they can expand to other markets in order to increase their revenue. There are possibilities for more agriculture-related internships that promote on the ground learning. There is definitely a need for an economic impact study of cost shifting if the land-use tax policy changes. An example study could focus on the nine major farmers in Middlesex County who would experience the full tax burden under such a policy change.

Healthcare

While the healthcare industry is in the midst of a grand transition, it is also becoming increasingly important to Middle Peninsula residents. Forces beyond the regional hospitals' control are changing the way their patients receive care and the way the system operates. There are two Riverside hospitals that offer medical and emergency care for the region: the Riverside Walter Reed Hospital in Gloucester and the Riverside Tappahannock Hospital in Tappahannock. The Riverside system also has numerous satellite facilities scattered across the region. Sentara has a limited presence in the Middle Peninsula with only the Gloucester Sentara Medical Arts facility. Additionally, there are volunteer rescue squads that serve the region. Overall, Riverside is the largest employer on the Middle Peninsula.[22] According to representatives from Riverside who participated in the focus group meeting, they have worked with other universities, including ODU and Christopher Newport University, in the recruitment of employees.

The first issue that the industry representatives cited is that they are finding it hard to recruit new employees in almost every capacity. Their specialists are spread thin. Most are on call every weekend or are rotated in from the Peninsula. Physicians, surgeons, and workers in therapy occupations, such as physical and speech therapy, are difficult to attract and retain because of the wage differential between the Middle Peninsula and metropolitan regions. They have found that interested candidates for physician positions withdraw because they are looking

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[22] Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2013.

for a more urban lifestyle and want teaching opportunities. Since the hospitals are not associated with any university, graduate and post-graduate teaching opportunities are limited. As a result, they end up recruiting foreign nationals much more easily. Furthermore, they find it especially difficult to keep staff in environmental services and in dietary services due to the long hours, non-competitive salary, and night and weekend shifts.

There are several external factors influencing the system, such as an aging population and slow population growth in Middle Peninsula communities. An increasingly aging population means that healthcare professionals are more often dealing with chronic disease management. There have also been national and regional changes due to the Affordable Care Act and the Virginia's government choice to not expand Medicaid. Even though more people are eligible for coverage under ACA, they have a higher deductible and still cannot afford their healthcare. They have also found that for those who are mid- to high-income, their deductibles are soaring too. Consequently, patients are waiting to receive healthcare until later in the year when they are closer to meeting their deductible. This has caused an uneven demand for service delivery. To combat this, their goal is to engage in "systemic" management of health in order to prevent patients from repeatedly using hospital services for preventable issues. Nevertheless, because of these factors and the resulting change in the usage of healthcare, Riverside is experiencing multi-million dollar losses.

Despite these obstacles, there is potential for improvement in certain areas that could involve outside assistance. For example, participants in the focus group meeting discussed measures the industry needed to take to prepare for disasters, such as ensuring that there are uniform procedures and an effective communication system in place across the local EMS system. Industry representatives want to develop a new business model in order to process improvements that will increase efficiency, reduce costs, and improve patient care. All staff members who come into contact with patients need training in hospitality. Finally, they hope to find methods to improve in recruiting talented workers and recent graduates to the medical center.

Aquaculture and Seafood

As mentioned above, average weekly wages for workers in agriculture, forestry, and fishing and hunting are slightly above the regional average rate at $656. Unlike most other industries in Virginia, this sector has a negative employment growth rate. This means that employment in the sector is expected to fall by 7.21% between 2010 and 2020.[23] Despite this bleak prediction, there is significant potential for continued growth in the aquaculture industry. Virginia continues to be the largest aquacultured clam producer in the nation, and Virginia oyster sales in 2014 are forecasted to increase by 51% to nearly 50 million market oysters sold.[24] In

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[23] Virginia Employment Commission, Long Term Industry and Occupational Projections, 2010-2020.
[24] "Virginia Shellfish Aquaculture Situation and Outlook Report." Karen Hudson and Tom Murray. Virginia Sea Grant Marine Extension Program at VIMS. April 2014.

terms of growth potential, the Middle Peninsula Planning District Commission found that the region has 11,172 acres of subaqueous lands available for leasing adjacent waters in the Rappahannock River, York River, and in parts of the Chesapeake Bay.[25] Since domestic demand for seafood is so strong and a significant supply of seafood is still coming from overseas, there is little incentive for aquaculturists to sell their products abroad. However, the export market may hold future possibilities. Industry representatives have relied on extension specialists for aquaculture assistance, such as Dr. David Crosby from Virginia State University's Randolph Farm and Mike Oesterling from the Virginia Sea Grant Marine Extension Program. VIMS and Virginia Tech play an important role in supporting the seafood industry in their research and reactive technical assistance functions.

The challenges facing the aquaculture industry are diverse and complicated. Freshwater aquaculture representatives discussed difficulties in attaining a ready supply of fish feed for the farms, as well as access to fingerlings, rainbow trout, channel catfish, and striped bass. On the Middle Peninsula, there is not an available facility that can flash freeze fish. They have had trouble with nuisances, such as turtles, because they scratch the finfish, so they say that there is a need for research on new fish cage designs. Another obstacle for the industry is that the permit time is too short. An aquaculture permit from the VMRC is five years, but some argue that it needs to be longer due to the level of investment and time required to start an aquaculture business.

Saltwater aquaculturists find it difficult to retain good workers because they cannot compete with wages and benefits on the Peninsula. They claim that their average wage is $11 per hour. They find that land-based facilities to support seafood production are in limited supply, especially public access points to the water where they can land their product. Existing facilities are threatened, and there is a lack of funding to maintain, improve, or increase public access locations for seafood operations. They added that preserving historic waterman places in the region is important as well.

Industry representatives commented that certain state and local policies are hurting the industry. They have noticed the aging out of crabbers, and current license requirements limit the entry of new crabbers into the industry. Virginia Marine Resources Authority's (VMRC) lease policy does not encourage leases to seafood producers. In fact, they claim that some citizens take out leases in order to prohibit operations in front of their residential property. The fact that lease holders are allowed to have the leases without using the rights of the lease is hurting the industry. Additionally, the language of zoning ordinances is inadequate to permit the right to operate an aquaculture facility. For example, waterfront property is traditionally not zoned for an agricultural use, but doing so would permit aquaculture operations, given recent changes in

<http://www.vims.edu/research/units/centerspartners/map/aquaculture/docs_aqua/20140411_Shellfish_Aq_Report.pdf>.

[25] "Aquaculture: Local Policy Development." Report by Middle Peninsula Planning District Commission. 2009. < http://www.deq.state.va.us/Portals/0/DEQ/CoastalZoneManagement/task92-08.pdf>

legislation. Localities currently do not have a working waterfront classification or other related designation. Furthermore, these watermen fear the process of pushing to change policies in the event that the change is worse than their current situation. To add to this problem, citizens and residential land owners in general have a "not in my backyard" attitude toward seafood operations in front of or near their residence. They have concerns with regards to visual and noise disturbances, traffic, and their hours of operation.

Industry representatives also expressed concern about acidification of the oceans and potential issues with water quality that would threaten existing and future production areas. Finally, they were frustrated by the communication problems between VIMS and Virginia Tech and commented on the lack of a coordinated approach to seafood industry services.

Aquaculture is the future of the seafood industry, and there many opportunities for industry expansion and university involvement. For starters, those interested in learning more about marine business could research options for hatchery expansion, such as the state shad hatchery in King and Queen County, and those interested in marine science can research how to reduce bycatch in freshwater aquaculture industries.

Saltwater aquaculturists need more ramps for launching workboats. There is a need for research and technical assistance to support expansion to other species, such as shrimp, soft shell clams, mussels, and bay scallops. Universities could help develop an "experiment station" or a type of facility similar to Virginia Tech's agricultural experiment stations throughout the state. There are discussions about creating a "Virginia Oyster Trail," and industry representatives suggested the idea of a tourism center that leads to specific spots throughout the Middle Peninsula. While the Oyster Trail offers an opportunity to increase brand recognition and tourism, there are fears of losing their company-specific identities. The seafood industry would benefit by increasing its marketing and branding, not just as a whole, but of its individual products and companies.

Other

Representatives from the industry clusters discussed several issues that impact multiple industries. The attendees of focus group meetings have consistently mentioned broadband deployment. One project could entail an economic impact study of broadband deployment on the Middle Peninsula. This could include researching options for financing through the Virginia Resources Authority or through other mechanisms. Another project idea mentioned was a case study on similar areas with a high out-commuting workforce that have rural and coastal characteristics to understand what other communities have done to boost their local industries. Similarly, research on the demographics of out-commuters could give industries and local leaders some sense of who is leaving the region for work and detailed reasons why.

Attachment V

On-Line Survey for Industry Representatives

Middle Peninsula – Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

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The purpose of this survey is to engage Middle Peninsula business leaders of specific industry groups in a discussion of how Virginia University resources can be used to address industry issues or problems, resulting in greater economic opportunity for our local businesses.

1. In which of the following industries are you employed?

- o Agriculture or Aquaculture
- o Tourism
- o Maritime
- o Forestry
- o Government
- o Education
- o Finance, Insurance, or Real Estate
- o Retail
- o Other

2. What do you believe are the key economic issues facing the Middle Peninsula?

3. What are some of the key issues facing your business or industry? If these issues or challenges were addressed, would your industry/business be able to grow in the Middle Peninsula?

4. If an opportunity was presented to use the resources of our state universities to address any of the identified issues, problems, or challenges, would you be willing to work with university programs and services, such as extension assistance, faculty/professor consultation, or student interns?

5. How do you think Virginia's universities can help address some the issues you mentioned earlier?

6. Any additional comments?

Chapter IX

Summary of Results from Industry Representatives Survey

Middle Peninsula - Virginia Sea Grant University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

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The survey for industry representatives contained six questions that allowed respondents, who had to be Middle Peninsula workers and residents, to discuss issues that they see in their communities and industries, as well as recommendations of how universities might be able to address those issues. There were 12 respondents total. Common themes that emerged in their responses included infrastructure and public utilities, funding for education, and helping Middle Peninsula businesses, particularly in selling local seafood. The breakdown of respondents by industry is as follows:

Industry	Respondents
Agriculture or Aquaculture	0
Tourism	0
Maritime	0
Forestry	0
Government	2
Education	5
Finance, Insurance, Real Estate	1
Retail	0
Other	4
Total	12

Those in the "other" category wrote in that they worked in elder care, construction, private industry/environmental consulting, and shipbuilding.

When asked to discuss the key economic issues that Middle Peninsula communities are facing, the phrase "lack of" was repeatedly used. Several respondents cited the lack of utilities, such as natural gas, water, and sewer services, because it discourages corporate investment or relocation into the region. They mentioned that there is a lack of public transportation, especially in Gloucester. The economy lacks diversity, and there are few large industrial or commercial employers, which contributes to the lack of decent, well-paying jobs. One respondent captured the high out-commute statistic in a sentence: "Everyone has to go across the water to pay the bills." Respondents explained that there is a lack of retail and few decent restaurants and commented that too many empty units suggest that the area is struggling. Yet, another respondent argued that there is not enough promotion of what Gloucester has to offer that is

better or is different from other areas. Two respondents discussed issues with regards to tax revenues. One respondent said that there was simply not enough tax revenue to work with, while another claimed that elected officials are not planning effectively to generate enough revenue to fund community resources, such as education. Another respondent questioned local government choices by claiming that the Highway Corridor Overlay District and county departments are limiting business growth because they do not want it. Only one respondent mentioned that planning for climate change and a sustainable future was an issue for Middle Peninsula communities.

There was a wide range of answers when asked about issues facing their particular industry among the eight people who responded. Four survey-takers skipped the question. The professional in private industry/environmental consulting said that incentives for federal contractors to hire local businesses are important. Another professional in construction said that there are too many regulations and restrictions for businesses to locate into Gloucester County. There was also a comment about the lack of leisure and retail opportunities that could draw people to the area. According to several respondents, funding for education is an issue, and what exacerbates this is that local officials are out of touch with regard to educators' and children's needs. Salaries in the education sector fail to keep up with the cost of living and cannot compete with other regions, and there is not enough funding to hire new teachers. One respondent suggested that attracting young families to live and work on the MP will increase the tax base. Another professional in education said that broadband access would enable them to telecommute and improve distance learning.

When asked whether they would like to work with universities, of the nine people who responded, eight replied "yes" or "absolutely." Only one said "perhaps." Two shared that they have already worked with universities in the past. They were then asked how universities could help with the issues that they discussed earlier, and many respondents offered business-related suggestions. For example, outside consultants can provide insight on economic strategies that could benefit communities and help local authorities in assisting business that want to relocate. Other suggestions included teaching small business owners how to market themselves on social media or on websites, teaching skills needed for higher paying jobs or assisting with other workforce development, setting up a business incubator or business roundtables to help small businesses grow, and setting up a public-private partnership similar to what Blacksburg did in the late 1980's. One respondent added that a university could help the locals set up and run a seafood market like the Wednesday farmer's market. But, as one respondent put it, "There is only so much a university can do. It's up to the county board to make changes." Respondents recommended that local governments should put a priority on hiring local businesses for contracts and should prepare the region for climate change by redirecting people from shoreline habitation.

In the final comments section, respondents reiterated their concerns. They stressed the importance of a place to buy local seafood, even if it is just at a local grocery store, and the need for good restaurants. Two respondents brought up the issue of infrastructure again by saying that

most roads on the Middle Peninsula are not built for more than light traffic, which impacts the delivery of raw goods or finished products. An education professional simply commented, "I hadn't realized concretely how behind the times we are!" That statement summarized what the other respondents' comments and suggestions had in common: they had all identified ways in which Middle Peninsula communities could take bigger strides in making improvements to keep up with an ever-changing economy. While the survey sample was small, survey-takers covered a broad range of topics which will be instructive on how to encourage sustainable development from many different angles.

Project Proposal Matrix
Middle Peninsula-Virginia University Partnership Project
Virginia Sea Grant and Middle Peninsula Planning District Commission

Industry	University Department	Potential Project Proposal	Check here for most important proposals
Agriculture	Agriculture, Aquaculture, Business	Study to quantify and qualify the need for a seafood/agricultural flash freeze facility and identify optimal location. For example, the Middle Peninsula Regional Jail in Saluda is exploring the establishment of a flash freeze facility at the jail.	**Underway**
Agriculture	Business, Economic Development, Marketing	Assistance to local farmers who desire to sell grain through the Port Authority. Assistance in coordinating or adopting a traditional business model to an export model.	**1**
Agriculture	Agriculture Technology, Business, Information Technology	Study to assess how technology is being used in other regions or in large corporate agriculture enterprises to add value and improve efficiencies in agriculture operations.	**1**
Agriculture	Agriculture Technology, Business, Information Technology	Assistance to farmers on the deployment and use of advanced information technology.	**2**
Agriculture	Business, Economic Development, Marketing	Study to locate potential new buyers for Middle Peninsula grain other than the traditional buyers and where suppliers can sell surplus grain.	**2**
Agriculture	Agriculture, Education	Agriculture graduate student internship program for each region to work directly with local extension agents and local farmers.	

Industry	University Department	Potential Project Proposal	Check here for most important proposals
Agriculture	Law, Public Policy	Cost-benefit analysis of local land-use taxation policy in terms of potential impact on farmers' land leases, the amount of land in agriculture production, and the impact of cost shifting. For example, if land use taxation is eliminated, will the full tax burden shift to the nine major farmers in Middlesex County? How will the policy change impact farmers?	3

Industry	University Department	Potential Project Proposal	Check here for most important proposals
Agriculture	Agriculture, Business	Assessment of market potential for specialty grains that could be grown in the Middle Peninsula. Analysis should consider revenue, expenses, and the resale market.	2
Agriculture	Agriculture, Business	Study to understand growing procedures for non-GMO crops and how local farmers can develop non-GMO markets.	
Agriculture	Biology, Business	Strategies to control deer and on how to turn pest into a business opportunity.	
Agriculture	Agriculture, Transportation, Planning	Transportation study on strategies to accommodate large farming equipment on roads to help farmers who are losing equipment and technology due to limb damage and overgrown trees. Evaluate what new approaches are needed and whether VDOT or another state agency has the responsibility to maintain tree trimming or assist in transportation planning.	1
Agriculture	Agriculture, Education	New training programs to teach young people how to operate farm equipment.	
Agriculture	Law, Public Policy	Program development and research on inheritance planning and succession planning to protect family farms.	2

Industry	University Department	Potential Project Proposal	Check here for most important proposals
Agriculture	Agriculture, Business, Coastal Policy, Planning	Evaluate the impact of climate change and sea level rise on coastal lands used for agriculture. Answer questions such as: How will the agricultural industry adapt to a longer "wet" season and more intense and repetitive storms? Is there an opportunity for a new type of management in this industry?	**2**

Industry	University Department	Potential Project Proposal	Check here for most important proposals
Aquaculture and Seafood	Aquaculture, Business	Study to identify reliable sources of locally or regionally produced fish food for finfish aquaculturists.	**1**
Aquaculture and Seafood	Agriculture, Aquaculture, Business	Study to quantify and qualify the need for a seafood/agricultural flash freeze facility and identify optimal location. For example, the Middle Peninsula Regional Jail in Saluda is exploring the establishment of a flash freeze facility at the jail.	**1**
Aquaculture and Seafood	Aquaculture, Marine Science	Research to identify new technology or new cage design to reduce the loss of freshwater aquaculture finfish from turtle claw damage.	
Aquaculture and Seafood	Business, Marketing	Study to explore market for snapping turtles that are damaging cage-grown finfish.	
Aquaculture and Seafood	Aquaculture, Law, Policy	Research on regulations limiting the use of farm ponds for finfish aquaculture. Recommendations for state and local policy modifications to encourage farm pond development for finfish production.	**2**
Aquaculture and Seafood	Aquaculture, Business	Public-Private Partnership to enable production of fingerlings at State Shad Hatchery in King and Queen County in order to provide steady supply to local finfish aquaculture operations.	

Aquaculture and Seafood	Aquaculture, Business	Marketing study to identify reliable wholesale providers of fin fish aquaculture supplies, such as fingerlings, rainbow trout, channel catfish, and striped bass to existing aquaculture business owners.	
Aquaculture and Seafood	Aquaculture, Coastal Policy	Research on Virginia Marine Resources Commission (VMRC) lease procedures and riparian rights and how these impact the aquaculture industry.	**2**
Aquaculture and Seafood	Coastal Policy, Public Policy	Study the relationship between local government, land-use policies, and water quality. How best should local government use police powers to manage land use and water quality to protect seafood industry?	**2**
Aquaculture and Seafood	Coastal Policy	Gather information on economic development policy positions for localities that desire to expand or maintain aquaculture. Answer questions such as: How do localities decide which uses are more important? Which uses *are* more important? Or are all uses are equal?	**2**
Aquaculture and Seafood	Aquaculture, Coastal Policy, Law	Evaluate how future growth, development, and subsequent pollution in the region will impact the aquaculture industry. Research policy and legal measures that can help protect aquaculture business owners from takings for residential piers and moorings.	**1**

Aquaculture and Seafood	VIMS Advisory Services and or VA Tech agriculture experiment stations	Technical study help for the expansion of alternative species – shrimp, soft shell clams, mussels and bay scallops
		
		    o Research and technical assistance needed to support expansion of product line
		    o Potential for an "experiment station" type of facility similar to VA Tech agriculture experiment stations throughout VA.
			3

Aquaculture and Seafood	Business/Marketing	Branding/marketing/tourism Plans: VA seafood industry needs to increase its marketing and branding of the industry as a whole and various products, oysters, clams, etc.	**1**

Industry	University Department	Potential Project Proposal	Check here for most important proposals
Forestry	Business, International Trade	Market study on new business model to promote local export of logs, lumber, pellets, and other wood products to Asia and Europe. Companies like Caruso, Blue Ridge, and Augusta are already doing such. What is the potential for growth in this sector?	2
Forestry	Business, Forestry, Marketing	Research on tactics that yield innovative and value-added uses for residue (large volume) after logging operations. How can new methods, such as an onsite or mobile chipping plant, reduce tree waste and create a value-added product?	3
Forestry	Business, Forestry, Industrial Design	Business sustainability study on saw mill operations and dry kilns – focus on how to increase margins, minimize capital expenses, and develop new approaches for material handling equipment.	1
Forestry	Law, Public Policy	Policy research on whether conservation easements are a positive tool that can help to preserve the forestry industry and not hinder future economic development planning of rural localities.	
Forestry	Coastal Policy, Forestry, Planning	Evaluate the impact of climate change and sea level rise on coastal lands used for forestry. Answer questions such as: How will the forestry industry adapt to a longer "wet" season or more intense and repetitive storms that damage stands? Is there an opportunity for a new type of management in this industry?	1
Forestry	Education, Forestry, Planning	Research assistant to help landowners plan for future land management and sustainable forestry decisions.	

Industry	University Department	Potential Project Proposal	Check here for most important proposals

Forestry	Land-Use Planning, Public Policy	Research on land ownership patterns within the Middle Peninsula to understand fragmentation of forest management – scattered, small tracts under different ownership. How is local land-use policy impacting this trend? Could this trend cause industry shifts?	**1**
Forestry	Business, Sociology	Study assessing the reasons why landowners are moving away from forestry management and shifting to agriculture operations. How serious is this market shift? Does it affect the long-term viability of the industry?	**1**
Forestry	Business, Forestry, Management	Analysis of the viability and supply strength of local forestry stocks. For example, is there enough local pine necessary to supply RockTenn for the next 10, 20, or 50 years?	**2**
Forestry	Business, Land-Use Planning, Law, Public Policy	Research on programs, services, grants, and incentives to encourage small landowners to continue using land for tree production. Currently, 80% of existing stands are on tracts less than 40 acres.	**2**
Forestry	Law, Public Policy	Analysis of state fiscal policy changes which are affecting industry sustainability and growth. Research of possible state programs that would help bolster rural, coastal economies and would address staffing issues. For example, the General Assembly has cut funding for technical assistance to land owners. Virginia Tech forestry extension now has one person for all of eastern Virginia. Virginia Dept. of Forestry staff has been reduced from 300 to 200.	**1**
Forestry	Law, Public Policy	Cost-benefit analysis of local land-use taxation policy in terms of the potential impact on tree farmers, the amount of land in forestry production, and other fiscal, social, and cultural tradeoffs.	**1**
Industry	**University Department**	**Potential Project Proposal**	**Check here for most important proposals**

Government	Business, Information Technology, Planning, Public Policy	Cost-benefit analysis of installing broadband technology to support community development. Calculate what rural communities and industries are losing by not having broadband.	**3**
Government	Government, Law, Planning, Public Policy	Cost-benefit analysis of government consolidation in whole or by function (example: schools, purchasing, fleet management, fire and rescue, reassessment). Compare the political trade off to consolidate with the potential savings.	**2**
Government	Economic Development, Planning, Recreation, Tourism	White paper on a natural resource-based economic development strategy. Research other communities that are using this approach, as well as its impact on employment and wage rates.	**1**
Government	Aquaculture, Coastal Policy, Law, Planning, Public Policy	Assessment of local policies (land use, zoning, transportation) to identify permit barriers that inhibit growth of the aquaculture industry as an economic development strategy.	**2**
Government	Law, Planning, Public Policy	Cost-benefit analysis of realigning all fire and rescue services as a for-pay public service. This would mean dissolving locality boundaries and redesigning the spatial location of fire and rescue services based on service and response time (20 min. response time per 15 -20 min. drive radius). The study must identify the cost structure of the current model and establish a cost structure and funding estimates for a future model. For example, there are three or four fire and rescue units established within a few miles of each other along Route 33 and Route 14 with multiple volunteers offering varied response time. This triples the cost and fails to improve the delivery of government services. One centrally located unit with "on site" paid employees better ensures quick response over the same service area.	**2**

Government	Law, Planning	Assessment of enabling legislation and the development of model ordinances to establish working waterfront overlay districts to encourage economic growth.	
Government	Aquaculture, Business, Coastal Policy, Law	Evaluation of Virginia Marine Resources Commission policy to issue only a 5-year aquaculture permit to lease bottom grounds when the private capital investment for aquaculture is very costly. Research how to reform policy to encourage aquaculture growth.	
Government	Coastal Policy, Law, Planning	Guidance and strategies on tax policy, local taxing authority, and revenue generating potential due to new uses, equipment, and business models associated with aquaculture (on land, over and in water, etc). This includes how to tax floating buildings, cages, and aquaculture barges.	
Government	Business	Assessment of existing business models and identification of new and emerging business models that can be leveraged to better use regional assets.	1
Government	Government, Law, Planning	Assessment of whether existing land use regulations encourage or limit Millennial-driven housing options, such as mixed-use developments and rentals. Analyze the Middle Peninsula's housing stock and how it can adapt to a more transient generation, as well as an aging population. Specifically, if we are "aging" out of our homes, who will buy our homes in the future?	
Government	Economics, Labor Policy	Assessment of the Middle Peninsula workforce, especially on why 72% of the workforce commutes out of the region. Research types of policies and incentives, such as job diversification, higher wages, and certain amenities, which will encourage residents to find work locally.	3
Government	Economics, Planning, Sociology	Study to determine how Middle Peninsula demographics are changing and how those changes will impact the region's economy.	

Government	Planning, Sociology	Study to identify potential for drawing in new residents and workers. Address questions, such as: Who is moving to rural, coastal communities like the Middle Peninsula? What is the workforce of the next generation looking for in a prospective community? How do communities identify and attract people, especially Millennials and other young adults, who are interested in this kind of lifestyle?	
Government	Business, Economics, Law	Report on the future of Middle Peninsula communities in terms of economic growth and cultural and social changes. Evaluate current environmental or other policies that might be disproportionately impacting and discouraging growth, as well as legal measures to help mitigate the impact.	
Government	Economics, Public Policy	Study of how tax revenue flows from Middle Peninsula citizens to the state. Calculate the Middle Peninsula's "fair share" of tax revenues, including lottery proceeds and sales tax revenues, and compare to the actual allotment. Is the state allocating revenues fairly? Is the state Department of Taxation shorting our localities by not following up on delinquent sales tax payers?	**1**
Government	Economics, Public Policy	A regional economic asset inventory, including research on ways communities can diversify their tax base. Examine issues that are eroding the region's tax base, such as an aging population, waterfront property that is becoming hard to sell, sea level rise, flooding, and insurance and lending challenges.	**1**
Government	Economics, Public Policy	Research on alternative funding options for economic infrastructure in a political climate that resists taxation and spending. Compare the tradeoffs of investing versus not investing.	
Government	Business, Sociology	Research to identify and understand the connections between demographic changes, lifestyle preferences, and future job opportunities within Middle Peninsula communities.	

Industry	University Department	Potential Project Proposal	Check here for most important proposals
Tourism	Business, Marketing, Tourism	Create a simulated marketing campaign or compile efficient marketing ideas for targeting visitors that frequent Jamestown, Yorktown, and Williamsburg. Include a compilation of the types of venues frequented by visitors of the Historic triangle.	1
Tourism	Business, Marketing, Tourism	Research project on the process and guidelines for creating a direct source of information through person to person contact with visitors on tourist events and attractions in the area (an Ambassador's Program).	
Tourism	Business, Marketing, History, Tourism	Assessment of significant features on the Middle Peninsula that would help promote the region as a tourist destination. The report should highlight historical data of key features, events, and locations that could be included in a brochure or another marketing tool, such as on historical routes and walking tours. Using this information, create a "brand" for the Middle Peninsula as a marketing component and develop ideas for using social media to market Middle Peninsula attractions.	4
Tourism	Business, Economics, Planning	A study outlining the importance of tourism to the local and regional economy and recommendations on how to strengthen the tourism component of the Middle Peninsula economy.	2
Tourism	Business, Tourism	Analyze the current use of lodging accommodations and assess whether there is a need for more options in coastal communities. Identify where more lodging accommodations may be needed and the factors that play a significant role in its demand. Consider seasonal fluctuations and local attractions.	
Tourism	Marketing, Tourism	Help develop a program and strategies to market the region to Millennials as a vacation destination.	1

Tourism	Economics, Planning, Public Policy	Research potential revenue generation through the imposition of a lodging tax in Gloucester County and discuss how the policy would fare in other localities.	
Tourism	Business, Planning	Identify the key barriers, as well as opportunities, to starting and maintaining a winery in the Middle Peninsula region.	**2**
Tourism	Coastal Policy, Engineering	Research project on ways to implement renewable energy sources on a large or small scale. Compile a report on best management practices.	**1**
Tourism	Business, Marketing, Tourism	Identify funding mechanisms available for tourism program development and marketing. Provide a list of funding sources, their criteria or requirements, and how they can be used to further marketing and outreach goals.	**2**
Tourism	Planning, Tourism	Feasibility study to determine the need for a visitors' center in the Middle Peninsula. Assess which areas would be ideal and would benefit the most from a visitors' center.	
Tourism	Business, Marketing	Create a marketing campaign simulation or provide recommendations on marketing strategies to encourage Middle Peninsula visitors and residents to buy local products.	**3**

Industry	University Need	Potential Project Proposal	Check here for most important proposals
Retail	Planning	A research project on zoning methods used by coastal localities to support commercial uses on working waterfronts. The study should identify uses and infrastructure associated with commercial waterfronts.	**3**
Retail	Business, Marketing, Tourism	Identify strategies to market regional events. Include a component on encouraging business attendance and participation in the events.	**1**

Retail	Real Estate, Finance	Comparative analysis of retail property values in a given region. The project should include a report outlining the factors involved in assessing land value and determining listing price. The report should be formatted as an educational tool for commercial property owners.	
Retail	Tourism	Report outlining a strategy to increase visitor traffic along Route 17.	
Retail	Planning, Healthcare	Feasibility study on West Point as a location for a medical cluster. Identify existing healthcare uses that promote West Point as a key location for a medical cluster. Identify ideal locations, infrastructure, and services needed to make West Point a medical cluster.	1
Retail	Business, Planning	Feasibility study on the need for warehouse structures to accommodate small industrial uses in the Middle Peninsula.	
Retail	Business, Sociology	Research on why small and boutique businesses thrive in some communities and others do not. Report should consider policies, business skills, or other tools that are needed for small businesses to thrive. Product will used as an education tool for new and existing small businesses. Discuss which types of businesses thrive better in a small town environment.	3
Retail	Business, Law	A research project identifying mechanisms and laws in place that would allow local governments to encourage business owners to invest in the appearance of their buildings. The product should include methods being employed in other localities that encourage and/or regulate the appearance of buildings.	2
Retail	Business, Education	Education and outreach program for small business planning and training that includes marketing, investing, business plan development, cash flow, and knowing your market.	3
Retail	Business, Economics	Analysis of population growth trends in the Middle Peninsula that could be used by businesses in making growth and development decisions.	2

Industry	University Department	Potential Project Proposal	Check here for most important proposals
Finance, Insurance, and Real Estate	Real Estate, Sociology	Research project on Millennials' lifestyle factors that increase real estate market demand. Consider challenges and opportunities to attract young workers to Middle Peninsula communities.	
Finance, Insurance, and Real Estate	Economics, Sociology, Planning	Education and community outreach project discussing the shift toward an aging population and how the trend impacts the regional economy in terms of employment, tax revenue, and median income levels. Include recommendations on how to address the negative impacts associated with an aging population.	2
Finance, Insurance, and Real Estate	Business, Economic Development	Analysis of the strengths and weakness of Middle Peninsula communities and the barriers and opportunities for revitalization.	2
Finance, Insurance, and Real Estate	Finance	Identify factors that influence the banking industry's decision to invest in development projects in the Middle Peninsula.	2
Finance, Insurance, and Real Estate	Economic Development	Comparative analysis of local codes that encourage or dissuade development in the Middle Peninsula. Discuss similarities and differences.	5
Finance, Insurance, and Real Estate	Aquaculture, Economic Development, Planning	Comparative analysis of local zoning codes and how they treat aquaculture uses. Recommendations on how to standardize zoning to brand the Middle Peninsula as "aquaculture friendly and open for business."	3
Finance, Insurance, and Real	Coastal Policy, Real Estate	Create a program to offer Continuing Education Credits (CECs) for realtors on issues related to real-estate within the Coastal Zone. Teach local real estate agents about the rules and regulations for shoreline development,	1

| Estate | | adaptation to sea level rise, the National Flood Insurance program, Chesapeake Bay Act regulations, septic regulations, and zoning regulations. Real-estate agents need more information on coastal issues and management requirements associated with selling, building, or enhancing coastal properties. | |

Industry	University Department	Potential Project Proposal	Check here for most important proposals
Maritime	Business, Economics	Identify the impacts of the lack of broadband services on the maritime industry.	4
Maritime	Coastal Policy	Analyze the impacts of personal property taxation disparities on the maritime industry and provide alternative taxation methods to encourage maritime activity.	3
Maritime	Business, Education, Marine Science	Research whether there is a demand or a need for a Marine Management degree in the region.	1
Maritime	Planning, Tourism	Identify the impacts of the lack of alternative modes of transportation, such as bike lanes and sidewalks, on recreation and tourism in the maritime industry.	2
Maritime	Coastal Policy	Survey of maritime business owners to determine how they are planning to address the issue of flooding and sea level rise.	1
Maritime	Planning	Identify pros and cons of underground utilities in coastal communities.	1

Industry	University Department	Potential Project Proposal	Check here for most important proposals

Healthcare	Business Planning	Conduct a Comparative Analysis of the types of medical services needed to serve Middle Peninsula communities. Identify strengths and weaknesses (gaps in service) of existing medical clusters and present recommendations on ways to market and obtain those medical services in the region, reducing dependency on travel outside the region.	3
Healthcare	Business School of Medicine Law	Identify strengths and weaknesses of working in Middle Peninsula healthcare industry as described by healthcare professionals. Research and provide recommendations on ways to attract needed healthcare professionals to the region.	1
Healthcare	Economics Business Planning	Research existing community outreach programs that focuses on educating rural residents on preventive health care. Provide a report with recommendations on organizational structure and outreach techniques that can be used to create a rural regional outreach program.	
Healthcare	Economics Business Marketing	Research and conduct a comparative analysis of salary, benefits and incentives being provided in urban and rural communities similar to the Middle Peninsula region. Provide recommendations on what can be done to decrease the wage disparity and attract medical professionals. Outreach to universities with graduates into the medical field about student expectations of wage and work conditions being unrealistic for rural communities. Rural communities offer lower wage rates in exchange for quality of life.	1
Healthcare	Economics Business Marketing	Develop a marketing strategy for recruitment and retention of targeted medical professionals needed in the region.	
Healthcare	Hospitality Business	Customer service/hospitality: Research and evaluate current business practices of various healthcare providers in the Middle Peninsula region focusing on customer service. Research best	3

		practices of successful healthcare outside the region and provide a report on findings along with recommendations for improving efficiencies and patient care. All levels of professions in Riverside Health System services on the Middle Peninsula could benefit from customer service skills and training. Training/program needed. : Receptionist to physicians.	
Healthcare	Education Business	Research training programs for professionals in customer service and create a basic training program that can be implemented with as a apart of professional development in the medical industry.	**1**
Healthcare	Planning	Research and conduct a comparative analysis of internal procedures of EMS providers in the region. Research best practices in the field of Emergency Services and provide a report with recommendations on proper procedures that can be implemented universally in rural areas.	
Healthcare	Local Universities and Community Colleges	Local Universities and Community Colleges need to coordinate with Riverside to offer classroom teaching opportunities (graduate and post graduate teaching) for physicians. Qualified physicians want to teach, but if the Middle Peninsula can't offer this as a benefit, the region suffers.	**1**

Attachment VII

Final Rankings by Project Management Team

This is where the project management team took the master list of projects and resorted based on input from **Attachment VII** Project Proposal Matrix. The team re scored and re ranked based on everything said to date about the project list and descriptions.

Industry	Project Proposal	Ranking
Agriculture		
	Land Use Taxation Study	12
	New Grain Buyers - Study	7
	Specialty Grain Market Analysis	11
	Deployment of Information Technology - TA	3
	Succession Planning for Family Farms	2
	Impact Assessment of Climate Change	2
	Grain Export - TA	2
	Value-added Through Technology - Study	1
	Large Equipment Transportation Study	1
Aquaculture and Seafood (9 Votes for the Category)		
	Local Land Use Policies Impact Study	7
	Local Economic Development Policy Analysis	7

	Alternative Species - Feasibility Study	7
	Branding/Marketing Plan	5
	Finfish Farm Pond Regulatory Study	6
	VMRC Lease Procedures Study	2
	Finfish Food Source Study	1
	Flash Freeze Facility - Study	1
	Impact Assessment of Future Development	1
	Deer Control and new business opportunities	1
Forestry (6 Votes for the category)		
	Value-added Study of Harvest Residue	12
	Future Forest Sustainability Study	4
	Small Landowner Assistance Analysis	3
	Export Market Study/TA	2
	Climate Change Sea Level Rise Analysis	2
	Forest Land Ownership Study - Land Use Policy	2
	Forestry to Agriculture Shift Analysis	1
	State Fiscal Cut-back Analysis	1

	Local Land Use Taxation Impact Analysis	1
	Saw Mill Business Analysis	1
Government		
	Broadband Impact Analysis	4
	MP Workforce Assessment	8
	Functional Consolidation Study	6
	MP Wide Fire and Rescue Service Analysis	4
	Regulatory Barriers to Aquaculture Study	3
	Natural Resource ED Strategy	3
	Regional Best Practice Business Models	2
	State Taxation Flow Analysis	2
	Regional Economic Asset - SWOT Analysis	2
Tourism (13 votes for the Category)		
	Tourism Marketing Plan and Brand Development	13
	Buy Local Marketing Campaign	4
	Tourism Impact Study	5

	Winery Feasibility Study	2
	Funding Analysis for Regional Marketing	2
	Historic Triangle Marketing Campaign	1
	Millennial Marketing Campaign	2
	Renewable Energy Implementation Strategy	1
	Lodging Needs Study	4
Retail (10 Votes for Category)		
	Boutique/Small Business Market Analysis	9
	Working Waterfront Land Use Analysis	8
	Small Business Assistance Program	4
	Business Facade Improvement Program Study	4
	Demographic Trends Analysis	2
	Regional Events Marketing Plan	3
	Feasibility Study - Medical Cluster - West Point	2
Finance, Insurance and Real Estate		
	Comparative Local Land Use Regulation Analysis	13

	Local Zoning Impact of Aquaculture	5
	Demographic Change - Community Dialogue	6
	Community Revitalization SWOT Analysis	3
	Banking Investment Decision Analysis	2
	Real Estate Agent CEC for Shoreline Development	1

Maritime (3 Votes for Category)		
	Broadband Impact Assessment	7
	Personal Property Impact Analysis	13
	Alternative Transportation Mode Analysis	4
	Sea Level Rise/Flooding Impact Analysis	2
	Underground Utility - Analysis	2
	Marine Management Degree - Demand Analysis	1

Healthcare	**(Industry is cross cutting and supports all sectors)**	
	Comparative medical service analysis	3
	Customer service/hospitality practices	3
	Identify strengths and weaknesses of Middle Peninsula healthcare industry. Attract new healthcare professionals to the region.	2

	Salary, benefits and incentives study including wage disparity. Outreach to universities with graduates. Rural communities offer lower wage rates in exchange for quality of life.	1

DRAFT

Chapter X

MPPDC Consolidated Project Matrix and Description
Issues Spanning More Than One Industry Sector
Project Outcome/Description
Final Recommendation

The findings and recommendations provided in this chapter are a summarized compilation of the information found in the Project Matrix Final Ranking (Attachment VI). The summary project is categorized by sectors, however, it develops projects that addresses common issues shared across industries. The recommendations also provide guidance on how the project may be structured to meet the anticipated need.

Broadband Analysis - Government and Maritime
The analysis would include a cost-benefit analysis of installing broadband technology to support community development calculating what rural communities and industries, particularly the maritime industry, are losing by not having broadband.

Marketing and Branding – Tourism and Retail
Develop a strategic tourism development and marketing plan for the Middle Peninsula. The plan would include an inventory and assessment of the tourism assets within the Middle Peninsula, a SWOT analysis, the establishment of goals and objectives to be achieved and an implementation/action plan to further the expansion of the tourism industry. The implementation plan will include a defined marketing campaign addressing strategies for; establishing a Middle Peninsula "brand", targeting visitors that frequent Jamestown, Yorktown, and Williamsburg, targeting Millennials, Increasing visitor traffic on Route 17, increasing attendance and participation in local/regional events, establishing an "Ambassador's Program", marketing materials and programs (brochures, website, marketing campaigns, historical and walking tours, social media, etc.) and a "buy local" campaign. The implementation plan would evaluate potential funding sources that could be used to support the marketing and development projects.

Land Use Taxation Analysis – Agriculture and Forestry
This study would conduct a cost-benefit analysis of local land-use taxation policy in terms of potential impact on agriculture and forestry practices: farmers' land leases, the amount of land in agriculture production, and the impact of cost shifting, the amount of land in forestry production, and other fiscal, social, and cultural tradeoffs. For example, if land use taxation is eliminated, will tax burden shift to the nine major farmers in Middlesex County?

Climate Change and Sea Level Rise – Agriculture, Forestry and Maritime
This study would evaluate the impact of climate change and sea level rise on coastal lands used for agriculture, forestry and the maritime industries. The study should attempt to answer questions such as: How will these industries adapt to a longer "wet" season and more intense and repetitive storms? Is there an opportunity for new types of management in this industries? How are businesses within these industries planning to address the issues of flooding and sea level rise?

Export Technical assistance – Agriculture and Forestry
Farmers and forestry businesses need help/technical assistance sell grain and forest products (logs, lumber, pellets, etc.) through the Port of Virginia to markets overseas. Assistance is required in coordinating or adopting traditional business practices to include exporting to foreign markets. Companies like Caruso, Blue Ridge, Augusta Lumber and Montague Farms are already selling products overseas. What is the potential for growth in export sales?

Land Use Policies - Aquaculture and Seafood, Government, Retail and Finance, Insurance and Real Estate
Study the relationship between local government land-use policies and potential economic development activity. The study should contain a comparative analysis of local codes that encourage or dissuade development in the Middle Peninsula discussing similarities and differences among localities. The analysis would specifically analyze how localities treat aquaculture, working waterfronts and housing options for Millennials and an aging population.

The analysis should evaluate how future growth, development, and subsequent pollution within the region will impact the aquaculture/seafood industry. The study should address the following topics:
How local government police powers can be used to manage land use and water quality to protect and grow the seafood industry.
Information on economic development methods used by other localities to expand or maintain aquaculture.
Research on policy and legal measures that can help protect aquaculture/seafood businesses from takings for residential piers and moorings.
An assessment of local policies (land use, zoning and transportation) identifying any permit barriers that inhibit growth of the aquaculture industry.
A comparative analysis of local zoning codes and how they treat aquaculture uses.
Recommendations on how to standardize zoning to brand the Middle Peninsula as "aquaculture friendly and open for business."

The analysis of land use policies and practices related to working waterfronts should include:
Research on zoning methods used by coastal localities to support working waterfronts.
Uses and infrastructure typically associated with commercial waterfronts.
Assessment of existing enabling legislation.
The development of model ordinances to establish working waterfront overlay districts.

Current and future demographic trends are shaping housing markets in dramatic ways. Future housing development in the Middle Peninsula will likely be much different than it has been for the past 40 years driven by the needs of the Millennial generation and a rapidly aging population. The study should include:
An assessment of whether existing land use regulations encourage or limit housing options, such as mixed-use developments and multi-family housing.
Analysis of the Middle Peninsula's housing stock and how it can adapt to population changes. Specifically, if we are "aging" out of our homes, who will buy our homes in the future?

Demographics – Government, Retail and Finance, Insurance and Real Estate

The large numbers of the Millennials entering the workforce and the large percentage of our population that will be senior citizens, over 65 years of age, are two significant demographic trends that are impacting our society and changing market conditions/opportunities in the Middle Peninsula. This study would determine how Middle Peninsula demographics are changing and how those changes will likely impact the region's economy. The study will need to identify and understand the connections between demographic changes, lifestyle preferences, and future job opportunities within Middle Peninsula communities. Study will address such questions as:
Who is moving to rural, coastal communities like the Middle Peninsula?
What is the workforce of the next generation looking for in a prospective community?
How do communities identify and attract people, especially Millennials and other young adults?
How can the growth trends be used by businesses in making expansion and development decisions?
What steps can be taken to mitigate the negative impacts associated with an aging population?
The project should include an education and community outreach component discussing the demographic trends impacting the regional economy in terms of employment, tax revenue, and median income levels, etc..

Health Care Service Delivery Analysis-

As the entire region and all employment industries rely on the health care industry to maintain a healthy and strong workforce, Health Care is viewed as cross cutting all sectors. Conduct a Comparative Analysis of the types of medical services needed to serve Middle Peninsula communities. Identify strengths and weaknesses (gaps in service) of existing medical clusters and present recommendations on ways to market and obtain those medical services in the region, reducing dependency on travel outside the region. The study would be a comparative analysis of salary, benefits and incentives being provided in urban and rural communities similar to the Middle Peninsula region. Provide recommendations on what can be done to decrease the wage disparity and attract medical professionals. Outreach to universities with graduates into the medical field about student expectations of wage and work conditions being unrealistic for rural communities. Rural communities offer lower wage rates in exchange for quality of life.

Additionally, research should be on to evaluate current business practices of various healthcare providers in the Middle Peninsula region focusing on customer service. Research best practices of successful healthcare outside the region and provide a report on findings along with recommendations for improving efficiencies and patient care. All levels of professions in Riverside Health System should be considered.