

Middle Peninsula –Virginia Sea Grant Partnership Project Summary Report



June 19, 2015

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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.

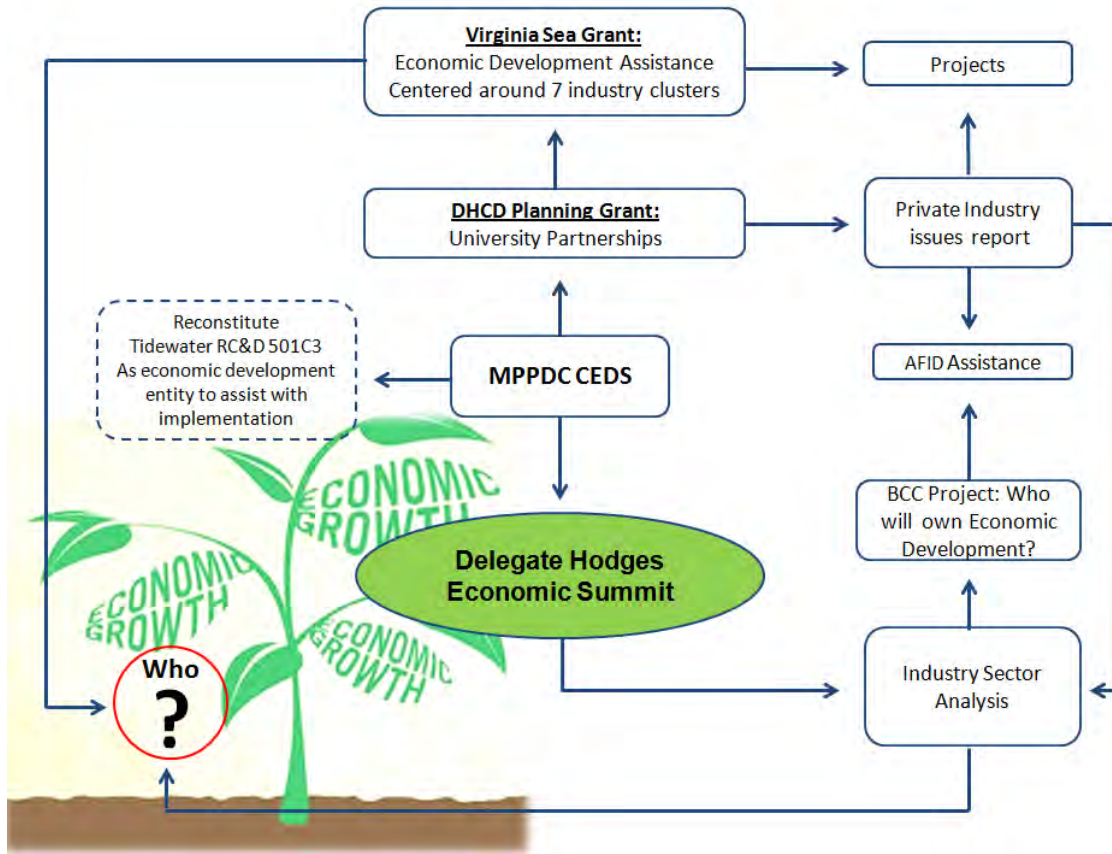
This report is organized around two concepts:

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.



UNIVERSITY PARTNERSHIP MANAGEMENT TEAM

Essex County

Primary: Reese Peck

Gloucester County

Primary: Brenda Garton

Alternate: Garrey Curry

King and Queen County

Primary: Tom Swartzwelder

Alternate: Donna Sprouse

King William County

Primary: Trenton Funkhouser

Alternate: Bret Schardein

Mathews County

Primary: Melinda Moran

Alternate: John Shaw

Middlesex County

Primary: Matt Walker

Alternate: Chris Ingram

Town of Tappahannock

Primary: G. G. Belfield, Jr.

Alternate: James Sydnor

Town of Urbanna

Primary: Holly Gailey

Alternate: John Gill

RCC

Primary: Elizabeth "Sissy"
Crowther

Alternate: Jason Perry (Yes)

Sea Grant Program

Troy Hartley (Yes)

VIMS

Tom Murray Lynch

Private Business (local business owners with familiarity of local government)

Louise Theberge

Carlton Revere

Workforce Investment Board

Mike Jenkins

Local Industry

Keith Ruse

Carolyn Schmalenberger

Community Representative

Maurice Lynch

Pat Roane

MPPDC

Lewis Lawrence

Town of West Point

Primary: John Edwards, Jr.

Alternate: Holly McGowan

FOCUS GROUPS DATES AND LOCATION

Industry Specific focus group meetings

- Industry Sector – Focus Group (Agriculture) June 10, 2014 (Ann’s Diner Glens VA)
- Industry Sector – Focus Group (Forestry) May 19, 2014 (Beal’s Church- Tappahannock)
- Industry Sector – Focus Group Government and Education May 9, 2014 (MPPDC Saluda)
- Industry Sector – Focus Group(Health Care) July 23, 2014 (Riverside Gloucester)
- Industry Sector – Focus Group(Maritime) May 29, 2014 (Deltaville)
Seafood Focus Group- Oct 23, 2014 (MPPDC Saluda)
- Industry Sector – Focus Group(Real Estate and Banking) May 21, 2014 (MPPDC Saluda)
- Industry Sector – Focus Group(Retail) May 22, 2014 (MPPDC Saluda)
- Industry Sector – Focus Group(Tourism) May 21, 2014 (MPPDC Saluda)

First round of general public meetings held as part of the pre-planning grant

Monday October 7th 2013 from 12:00- 1:00 at the Middle Peninsula Planning District Commission office in Saluda VA: Maritime Industry

Monday October 7th 2013 from 6 P.M. – 7 P.M. at the Tappahannock Town Office, located in Tappahannock VA: Retail and Medical Industry

Tuesday October 8rd 2013 from 6P.M.-7P.M. at the Middle Peninsula Regional Airport: Agricultural & Forestry, Manufacturing, Government Contracting

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 shared vision or common ground between the parties, equality in the partnership, and clarity about each partner's expectations and limitations. 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 memorandum of understanding (MOU) 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 quality control. 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 coordinator, 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 award allowed bringing together public and private stakeholders and building consensus on the needs and goals of creating an economic development organization (EDO).

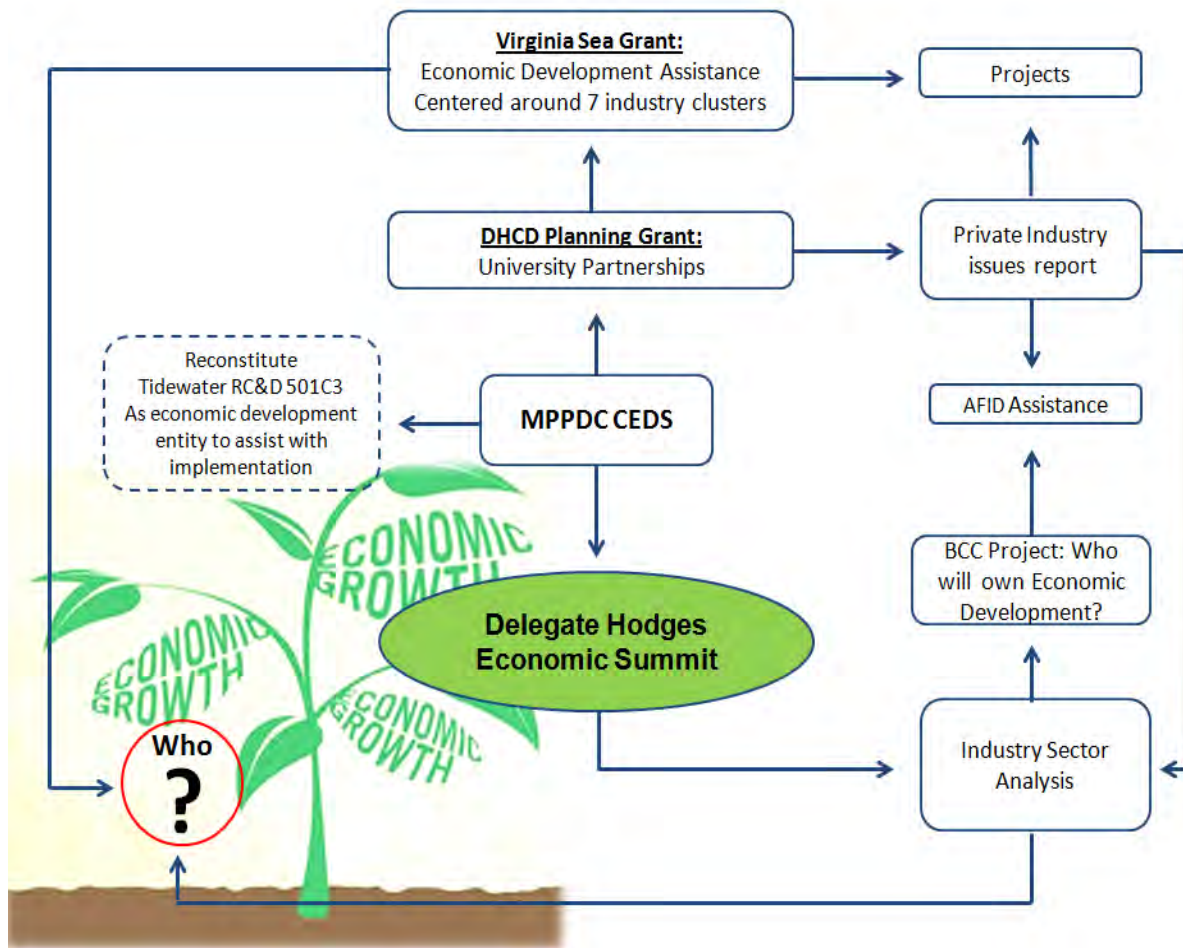
Several meetings have been successful at bringing the issue to the forefront and having local boards and councils start to consider active participation in a regional partnership effort. A milestone was reached in that a majority of the localities in attendance expressed a willingness to move forward in advocating for participation with the local elected officials.

The next step in the process is to prepare local Mayors and Chairman or their designees for informative talks with their governing bodies on the need for collaboration and how it benefits

each locality to participate. The next step includes refining the work programs with projects and efforts that all localities are willing to support. After a suitable number of localities have committed to support the establishment of the EDO, request for appointments to the board, training of board members and reconstitution of the TRC&D will began.

The EDO is identified in the CEDS as a necessary tool for advancing economic growth in the Middle Peninsula on a regional scale. An EDO is an essential part of the efficiency and success of bringing to fruition the goals and recommendations outlined in the CEDS as well as fulfilling the needs identified in this report. The focus of this entity will be economic growth and development in the Middle Peninsula by using such resources as this Middle Peninsula –Virginia Sea Grants University Partnership Project report as a comprehensive guide on the areas that need to be addressed.

The illustration below outlines the current process for establishing economic development priorities and projects to resolve economic development roadblocks in the Middle Peninsula.



Chapter I

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*

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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Attachment I

Partnership Project Coding Sheet

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	<p>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</p> <p>Community partners: nonprofit organizations, municipalities, government agencies, and low/moderate income communities in Rhode Island/Southeastern Massachusetts</p> <p>Projects contain work plan and timeline for all parties and Memorandum of Agreement for sponsors</p>	<p>Topical area: regional community development</p> <p>Program mission: Provide undergraduate and graduate students with project-based educational experiences that address community needs. Supply community with wide range of university resources.</p> <p>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</p>	<p>Information on funding for the program was not available.</p> <p>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 the project is funded if the sponsor does not contribute money.</p>	<p>Types of services: coursework, team projects, graduate assistantships, work study positions, internships and volunteer experiences</p> <p>Scope of services: Accounting, architecture, digital media, law, marketing, sustainability, urban design, web development, writing, etc.</p> <p>Nature of involvement: Faculty integrate project into course or independent study. Graduate and undergraduate students</p> <p>Origin of Project Ideas: Outside/community organization approaches CPC with project idea</p> <p>Final Products: Presentation, report, style book, maps, etc.</p>	<p>Arnold Robinson</p> <p>Director of the CPC</p> <p>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.</p> <p>Contact: (401) 254-3307 arobinson@rwu.edu</p>

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
<p>Action Research Illinois</p>	<p>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.</p> <p>Community partners: residents, non-profit groups, faith-based organizations and municipal agencies, such as the Emerson Park Development Corporation.</p> <p>Information on program charter or bylaws was not available.</p>	<p>Topical area: Neighborhood revitalization for distressed areas</p> <p>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.</p> <p>Program goals: unavailable</p> <p>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</p>	<p>Information on program and project funding was unavailable.</p>	<p>Types of Services: Outreach Weekends (service project weekend), coursework, student projects and reports</p> <p>Scope of services: Architecture, urban and regional planning, landscape architecture, library and information science, education.</p> <p>Nature of involvement: Faculty serves as advisors on student research projects or integrate project into course. Graduate and undergraduate students</p> <p>Origin of Project Ideas: Community members can submit a request for assistance</p> <p>Final products: Reports, neighborhood plans, conference presentations</p>	<p>Michael Andrejasich Co-director of ARI</p> <p>Bio: Faculty member at UIUC. Former director of school of architecture. MA in architecture. Helped design public housing facilities and homeless shelters.</p> <p>Contact: (217) 265-0202 andrejas@illinois.edu</p>

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
<p>Center for Urban and Regional Affairs (CURA)</p>	<p>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</p> <p>Community Partners: County governments, community development organizations, faith-based service organizations</p> <p>Information on program charter or bylaws was not available.</p>	<p>Topical area: urban and regional issues</p> <p>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.</p> <p>Program goals: unavailable</p> <p>Other features: There are 13 other programs under CURA, such as the Resilient Communities Project (RCP).</p>	<p>Program funding: federal, state, local, and private-sector sponsors, but specific sponsors are not mentioned</p> <p>Project funding: CURA supports multiple programs that provide funding for thesis and dissertation projects.</p>	<p>Types of services: course-based projects, thesis and dissertation projects, independent research projects</p> <p>Scope of services: Arts/culture, economic development, education, environment, GIS, health and social services, housing, land use, transportation.</p> <p>Nature of involvement: Faculty supervises courses,</p> <p>Origins of project ideas: Projects can be initiated by student, faculty, government, or community.</p> <p>Final products: Portfolio of maps, charts, graphs, reports.</p>	<p>Edward Goetz Director of CURA</p> <p>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.</p> <p>Contact: (612) 624-8737 egoetz@umn.edu</p>

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Center for Rural Partnerships	<p>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.</p> <p>Community Partners: About 50 community groups, including policy makers, schools, elected officials, health-care providers, economic developers, the arts, and entrepreneurs.</p> <p>Information on program charter, bylaws, or project work plans was not available.</p>	<p>Topical area: Local/rural partnership development, community-level applied research, educational programming.</p> <p>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.</p> <p>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.</p> <p>Other features: Coos County Outreach Initiative, Field Engagement Program</p>	Information on program and project funding was unavailable.	<p>Types of services: Research projects, educational programs, workshops, language support</p> <p>Scope of services: Agriculture, biology, civic engagement, economics, environmental, French, photography</p> <p>Nature of involvement: Faculty research/scholarship, graduate and undergraduate research and field trips</p> <p>Origins of project ideas: Unavailable</p> <p>Final Products: Photo projects, surveys, economic impact reports, workshops</p>	<p>Ben Amsden</p> <p>Interim director of CRP</p> <p>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</p> <p>Contact: (603) 535-3276 blamsden@plymouth.edu</p>

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
Virginia Cooperative Extension	<p>Host organizations: Virginia Tech 4 staffers (all administrative) Virginia State University 38 staffers (program leadership)</p> <p>Information on Board of Directors unavailable</p> <p>Community Partners: 4 district offices. Local Extension Leadership Councils help design and implement needs-based programs</p> <p>Other partners: Local, state, and federal governments. Part of the National Institute for Food and Agriculture of the USDA</p> <p>Information on program charter, bylaws, or project work plans was not available.</p>	<p>Topical area: Local/rural partnership development, community-level applied research, educational programming.</p> <p>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.</p> <p>Program goals: Unavailable</p> <p>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.</p>	Information on program and project funding was unavailable.	<p>Types of services: Diagnostic and laboratory services, research, training</p> <p>Scope of services: Agriculture, natural resources, family/consumer services, 4-H youth development, community viability</p> <p>Nature of involvement: Faculty research, administrative staff program development</p> <p>Origins of project ideas: Unavailable</p> <p>Final Products: Reports, videos, 4-H activities</p>	<p>Doris Baskfield-Health District Director</p> <p>Southeast District Office, located at Virginia State University</p> <p>Bio: Not available</p> <p>Contact: (804) 524-5272 dheath@vt.edu</p> <p>General Office: (804) 524-5465</p>

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

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

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
<p>Northeast Michigan Integrated Assessment Project (2005-2007)</p>	<p>Host organization: Michigan Sea Grant Assembled 5 technical teams</p> <p>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</p> <p>Community Partners: Northeast Michigan Council of Governments</p> <p>Other Partners: NOAA-Thunder Bay National Marine Sanctuary, Michigan Dept. of Natural Resources, Michigan Dept. of Environmental Quality (Coastal Management Program)</p> <p>Information on program charter, bylaws, or project work plans was not available.</p>	<p>Topical area: Sustainable coastal development in Michigan's northeast coastal region</p> <p>Program mission: Research to provide stakeholders with</p> <p>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.</p> <p>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?</p>	<p>Program funding: Partly funded by the Michigan Sea Grant and Michigan Dept. of Environmental Quality. Also secured over \$400,000 in grants.</p>	<p>Types of services: Research, quantitative and qualitative analysis, GIS modeling</p> <p>Scope of services: Ecology, culture, zoning and planning, sustainable design, socioeconomics</p> <p>Nature of involvement: Faculty and graduate student participation on assessment teams</p> <p>Origins of project ideas: Unavailable</p> <p>Final Products: Final Integrated Assessment Report</p>	<p>Brandon Schroeder</p> <p>Extension Educator Michigan Sea Grant</p> <p>Bio: Not available</p> <p>Contact: (989) 984-1056 Schroe45@msu.edu</p>

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
<p>Northeast Regional Center for Rural Development</p>	<p>Host organization: Penn State University 3 staffers, 2 post doc. scholars, 6 doctoral students Board of Directors is panel of 12 regional researchers.</p> <p>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.</p> <p>Community Partner: Unavailable</p> <p>Other Partners: USDA</p> <p>Information on program charter, bylaws, or project work plans was not available.</p>	<p>Topical area: Rural economic development</p> <p>Program mission: Enhancing the capacity of Land Grant Universities to foster regional prosperity and rural development.</p> <p>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.</p>	<p>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.</p>	<p>Types of services: Research</p> <p>Scope of services: Community development, agriculture, food systems</p> <p>Nature of involvement: Faculty and doctoral student research</p> <p>Origins of project ideas: Unavailable</p> <p>Final Products: Academic publications</p>	<p>Stephan Goetz Director</p> <p>Bio: Also professor of agricultural and regional economics</p> <p>Contact: (814) 863-4656 sgoetz@psu.edu</p> <p>General Office: (814) 863-4656</p>

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
<p>California Partnership for the San Joaquin Valley</p>	<p>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</p> <p>Community Partners: Fresno Council of Governments, local and regional community leaders, community planning corporations</p> <p>CA governor founded partnership under executive order S-05-05, permanently extended under executive order S-10-10</p>	<p>Topical area: Regional development</p> <p>Program mission: A public-private partnership focused on achieving a prosperous economy, quality environment, and social equality throughout California's San Joaquin Valley.</p> <p>Program goals and objectives: Unavailable</p> <p>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.</p>	<p>Program funding: The program received a \$5 million implementation grant from the state legislature. Receives other funding from gov't agencies, nonprofits, and foundations.</p> <p>Project funding: OECD received a \$4 million Sustainable Communities Regional Planning Grant from HUD for the Smart Valley Places Consortium</p>	<p>Types of services: Analysis, hosts work groups and collaborative efforts</p> <p>Scope of services: Communications, environment, economic development, energy, health, housing</p> <p>Nature of involvement: Unavailable</p> <p>Origins of project ideas: Unavailable</p> <p>Final Products: Initiatives</p>	<p>General Office: (559) 294-6021</p>

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

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

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

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
<p>Center for Urban Research and Learning (CURL)</p>	<p>Host organization: Loyola University Chicago 10 staffers</p> <p>Advisory Board is made up of 11 university and community organization representatives</p> <p>University Partners: Egan Urban Center at DePaul University, Chicago State University, Fairfield University, Urban University Collaborative, St. Augustine College</p> <p>Community Partners: Religious charities, non-profit organizations, Chicago city agencies</p> <p>Information on program charter, bylaws, or project work plans was not available.</p>	<p>Topical area: Problem-solving for urban issues</p> <p>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.</p> <p>Program goals and objectives: Building and supporting collaborative research and educational efforts.</p> <p>Other factors/governing standards: Collaboration, community interest and involvement, institutional change, geographic focus, communication</p>	<p>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.</p> <p>Project funding: Receives grants and contracts from foundations, government agencies, and non-profit organizations</p>	<p>Types of services: Research, workshops, consultation</p> <p>Scope of services: Sociology, social work, education, photography</p> <p>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.</p> <p>Origins of project ideas: Unavailable</p> <p>Final Products: Academic publications</p>	<p>Philip Nyden Director of CURL</p> <p>Bio: Also professor of sociology at Loyola since start of career. Strong Chicago community connections.</p> <p>Contact: (773) 508-8532 pnyden@luc.edu</p> <p>General Office: (773) 508-8534</p>

Partnership	Organizational Structure	Mission & Goals	Financing	Operations	Key Informant
<p>Mobile Clinic Project</p>	<p>Host organization: University of California at Los Angeles Has 4 coordinators that assist undergraduate, medical, public health and legal students.</p> <p>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.</p> <p>Community Partners: Greater West Hollywood Food Coalition, Ocean Park Community Center</p> <p>Information on program charter, bylaws, or project work plans was not available.</p>	<p>Topical area: Healthcare and legal services for homeless</p> <p>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.</p> <p>Program goals and objectives: Unavailable</p>	<p>Program funding: MCP relies on donations and intermural and extramural grants.</p>	<p>Types of services: Medical services, legal consultation, providing needed supplies</p> <p>Scope of services: Law, medical, public health, health education, logistics, referrals, grant writing</p> <p>Nature of involvement: Undergraduate students provide management services. Graduate law and medical students provide actual services to clients.</p> <p>Origins of project ideas: Unavailable</p> <p>Final Products: None</p>	<p>General inquiries: Amanda Popish (818) 307-1409</p>

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*

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.

Chapter III

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*

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*

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

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.

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*

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 work plan 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 is 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.

Attachment II

Sample Memorandum of Understanding

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

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.

Attachment III

Coordinator Job Description

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

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	Email
Kenneth Gabriel	George Mason	Office of Research and Economic Development	Associate VP Research and Economic Development	kgabrie2@gmu.edu
Robert Weiler	George Mason	College of Health and Human Services	Global Community Health, Department Chair	rweiler@gmu.edu
Erika Waxborn	George Mason	School of Business	Assistant Director, MBA Programs	ewaxbom2@gmu.edu
Paul L. Posner	George Mason	Master in Public Administration Program	Director and Professor	pposner@gmu.edu
Wendy Wagner	George Mason	Social Action and Integrative Learning	Director of Community Engagement	wwagner4@gmu.edu
Gail Dickenson	Old Dominion	Darden College of Education	Associate Dean, Graduate Studies and Research	gdickins@odu.edu
Christina LiPuma	Old Dominion	Office of Community Engagement	Assistant Director	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	dmetzger@odu.edu
Lou's Nelson	University of Virginia	School of Architecture	Associate Dean for Research and International Programs	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	jm18j@virginia.edu
Pace Lochte	University of Virginia	Office of the Executive VP	Assistant Vice President for Strategic Initiatives	lochte@virginia.edu
Sharon Krueger	University of Virginia	Office of the VP for Research	Program Director for Innovation Grants and Relationships	sak8e@eservices.virginia.edu
Phillippe 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	sl18m@virginia.edu
Jana P. McQuaid	VCU	Master of Business Administration	Graduate Program Director	jmquaid@vcu.edu
Nancy Stutts	VCU	Master of Public Administration	Interim Chair	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	nicolomb2@vcu.edu
Dr. Lynn Pelco	VCU	Division of Community Engagement	Associate Vice Provost	lepelco@vcu.edu
John Accordino	VCU	Center for Urban and Regional Development	Director	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	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	kredican@vt.edu
Gary Kirk	Virginia Tech	VT Engage	Director	garykirk@vt.edu
Dean F. Stauffer	Virginia Tech	College of Natural Resources and Environment	Associate Dean for Academic Programs	dstauffe@vt.edu
Janaki Alavalapati	Virginia Tech	Forest Resources and Environmental Conservation	Department Head	irra@vt.edu
Arthur J. Keown	Virginia Tech	Finance, Insurance, and Business Law	Department Head	emily@vt.edu
Karen Hult	Virginia Tech	Center for Public Administration and Policy	Program Chair	khult@vt.edu
Susan Summer	Virginia Tech	College of Agriculture and Life Sciences	Associate Dean and Director of Academic Programs	cs@vt.edu
Nancy McGehee	Virginia Tech	Department of Hospitality and Tourism Management	Department Head	nmcgehee@vt.edu
Diane Zahn	Virginia Tech	Department of Urban Affairs and Planning*	Co-Chair and Associate Professor, Blacksburg	dzahn@vt.edu
Kris Weinstedt	Virginia Tech	Department of Urban Affairs and Planning*	Co-Chair and Associate Professor, National Capital Region	krisw@vt.edu
Drew Steljes	William & Mary	Office of Community Engagement	Assistant Vice President	adstel@wm.edu
Julie Summs	William & Mary	Department of Economic Development	Director	jsumms@wm.edu
Sarah Stafford	William & Mary	Master in Public Policy Program*	Director	slstaf@wm.edu
Anabelle Ombac	William & Mary	Mason School of Business	Assistant Director, MBA Programs	anabelle.ombac@mason.wm.edu

* Indicates program with capstone project

Chapter VI

University Partner Survey

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

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?

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

2. In which department do you work?

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

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

- Yes
- 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
-

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	<input type="text"/>
University	<input type="text"/>
Department	<input type="text"/>
Email Address	<input type="text"/>
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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

Chapter VIII

Executive Summary of Focus Group Meetings

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

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 Peninsula⁶, 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

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

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

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

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 boasts 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.

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.

A clinical affiliation agreement between Bon Secours Virginia Health System and Rappahannock General Hospital (RGH) has been established that make RGH, its medical group and its foundation, a part of the Bon Secours Virginia Health System. The two health care organizations entered into a clinical affiliation agreement two years ago in order to enhance clinical care and service accessibility for residents in the RGH service area, which includes Virginia's Northern Neck and Middle Peninsula.

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

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 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 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

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. <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>>

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 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*

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?

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

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.

Attachment VI

**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.	

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
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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

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 <i>are</i> 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 <ul style="list-style-type: none"> ○ Research and technical assistance needed to support expansion of product line ○ 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 Estate	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.	
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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
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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

University Partnership Project Management Team met on December 3, 2014 to review, rank and score the results from the focus group meetings. 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 - strengths, weaknesses, opportunities and threats Analysis(SWOT)	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 strengths, weaknesses, opportunities and threats 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

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 strengths, weaknesses, opportunities and threats 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.

Middle Peninsula Planning District Commission

University Partnership – Regional Institution Gap Analysis and Recommendations

The industry focus groups provided a series of recommendations for improving economic activity within and across eight industry sectors of the region. Many of the activities called for research, study or increased assistance from existing programs while others require substantial planning, coordination and implementation efforts in order to come to fruition. There were a number of recommendations that may be coordinated through individual efforts while most could be best managed by a regional organization. Several discussions on government efficiency also led to a recommendation of regional consolidation of various public services currently being provided at the local government level.

In the discussion below, the needs and issues that were identified during this project will be instrumental in determining what type of organization(s) is needed and the scope of its authority. Also provided below is an analysis of the existing regional organizations that could potentially assume the responsibility or an alternate regional organizational structure that could carry out the objectives. Both the public and private sectors will have a recommendation for modifying/reshaping an existing regional organization or the establishment of a new regional organization to fulfill the identified tasks.

Regional Economic Development

A significant number of the tasks recommended would generally be performed by a regional economic development organization due to the cross jurisdictional nature and the capacity needed for implementation. Recommendations such as trade and export technical assistance for farmers, tourism marketing, helping promising entrepreneurs start or expand their business and workforce training and development are projects that impact several localities collectively and will require regional collaboration. Currently there is no economic development organization in the region with the resources and capacity to carry out the recommended tasks.

One specific recommendation that came from the focus groups was the development and implementation of a strategic tourism marketing and development 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 would 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.

Another specific recommendation by several focus groups was export assistance to agriculture based businesses. Farming and forestry businesses need assistance with marketing and selling grain and forest products (logs, lumber, pellets, etc.) through the Port of Virginia to overseas markets. This assistance would help existing businesses adopt new practices that will help expand their markets overseas. Some Middle Peninsula companies like Caruso, Blue Ridge, Augusta Lumber and Montague Farms already sell products overseas.

Several of the focus groups emphasized the need to assist fledgling companies and entrepreneurs to establish a business or to expand an existing small business. This assistance is typically provided through an entrepreneurship program that provides individual business counseling, business plan preparation services, education classes and access to start-up capital.

Projects such as these suggest the need for a regional economic development organization. Economic growth and development is a top priority for local governments and businesses alike. Since neither the public nor the private sector has sufficient resources to assume a lead role, a public private partnership benefits both stakeholders. The amount of time and resources needed to implement projects on the scale as those mentioned above would be better suited for a regional economic development entity.

Economic development organizations (EDO) are prevalent throughout the Commonwealth and are often established for carrying out the regional level economic development projects such as those recommended by the focus groups. They are created as a public organization, a private entity or through a public private partnership and differ in size and authority based on how and why they are created. EDOs scope may range from local or regional to a statewide level and may be formed as independent agencies. An EDO would relieve some of the burden on local governments that are continuously under significant budget and resource restraints.

The Middle Peninsula has had several regional economic development organizations established to provide assistance with marketing and business recruitment services. These organizations have lasted a few years and then disbanded because of lack of sustainable financial support. Virginia's River County (VRC) was a comprehensive regional economic development organization serving the Middle Peninsula and Northern Neck. It provided tourism marketing, business recruitment and business development services. The funding for VRC came primarily from the state through Virginia's Regional Competitiveness Act and local government contributions. When the state funding was no longer available the local funding alone was insufficient to support the organization.

The Middle Peninsula Tourism Council was organized to market the tourism assets of the region. This organization was primarily a volunteer organization with limited funding which produced a regional tourism guide and conducted a limited array of tourism marketing activities. Without a sustainable funding source this organization's activities diminished over time.

The Middle Peninsula Planning District established and operated a successful entrepreneurship program serving small and emerging businesses. The MPPDC was able to provide both technical assistance and financial assistance to small and emerging businesses in the region. The program was supported financially through federal and state grants and local financial contributions. When state grants became unavailable and federal funding opportunities more competitive, the local financial contributions alone were insufficient to support the program and it was disbanded. The Rappahannock Community College provides some classes for small business owners and the Mary Washington University Small Business Development Center out of Warsaw does provide very limited services to entrepreneurs. The MPPDC still has a small revolving loan fund for entrepreneurs that could be utilized if a new entrepreneurship program was established.

The Tidewater Resource Conservation and Development Council (TRCDC) served the Middle Peninsula and Northern Neck by providing a variety of development activities directed primarily at the natural resource based industries, agriculture, forestry and seafood. The TRCDC operated many years through funding from the federal government. With the loss of its executive director and reduced funding from the federal government, TRCDC activities have diminished significantly. It still has a functioning organizational structure that is winding down its contracts and services.

The options for establishing an agency to carry out regional economic development functions are to; 1) create one or more new regional economic development organizations to carry out the variety of regional functions identified, 2) have the MPPDC expand its functions to include an array of economic development activities, 3) transform the TRCDC into a economic development organization serving the Middle Peninsula solely or 4) a combination of 1, 2 and 3. At this point in time, it would appear that restructuring the TRCDC to serve as the regional economic development organization for the Middle Peninsula offers the best opportunity for success. With its existing regional scope and service history, TRCDC could develop the capacity to expand and fill the gap left by discontinuance of past economic development organizations. The TRCDC has limited residual funding that could be reprogrammed to support a renewed economic development function. These start-up funds would have to be supplemented with funding from local funds and other sources to be able to sustain staff support and operations. In addition, others stakeholders partnering with MPPDC are willing to provide support to a regional economic development entity. The MPPDC has received funding from the VA Department of Housing and Community Development (DHCD) to help restructure the TRCDC to serve as an overall economic development organization. A significant amount of work will need to done to restructure its corporate structure and establish a work program for reconstituted organization.

Regional Consolidation of Services

The Government focus group suggested that there be an investigation of potential consolidation of a variety of governmental functions. The specific governmental functions were not enumerated but could range from school bus transportation to property tax assessment. There

would need to be a consensus on which functions to evaluate and then a specific evaluation methodology established to determine the scope and characteristics of the functional consolidation. This process may improve the delivery of public services, may yield cost savings and may improve administrative efficiencies related to the specific governmental function selected. The proposed organizational structure for the regional governmental functions studied would be one of the recommendations of the study.

There have been a number of regional governance consolidations or collaborative partnerships to improve public services over the years. The Middle Peninsula Northern Neck Community Services Board, the Middle Peninsula Health District, The Chesapeake Bay Area Agency on Aging, the Middle Peninsula Regional Security Center, Hampton Roads Sanitation District, Virginia Peninsula Public Service Authority, Middle Peninsula Regional Airport Authority, Rappahannock Community College, Chesapeake Bay Middle Peninsula Public Access Authority, etc. are but a few examples of regional agencies carrying out governmental functions. These organizations range across a broad spectrum of organizational structures from a regional non-profit structure, to a regional authority, to a political subdivision of the state, to a regional branch of a State agency. The individual structure is based upon the particular needs of that function to the funding method supporting that function.

Fire and Rescue Service Consolidation

One of the services suggested for consolidation by the government focus group was a study of the coverage of fire and rescue services within the Middle Peninsula. Historically, a large number of dedicated volunteer non-profit local rescue squads have provided fire and rescue services across the region. These fire and rescue squads have experienced an increase in training and funding requirements imposed by the state. Additionally, fire and rescue squads have had difficulty recruiting trained volunteers to provide coverage particularly during the normal workday hours due to the volunteers' full time job requirements. These challenges, along with the struggles of raising sufficient funds to support their operations, have led a number of the squads to approach the local governments for increased financial support. Inability to provide coverage during the normal workday hours has led to the discussion of supplementing the volunteer squad members with paid professional staff. With these challenges the local officials are wondering if there is any efficiency in services and possible cost savings if services were provided on a cross-jurisdictional, "regional", basis.

There currently is collaboration among rescue squads and the hospitals in the region related to emergency preparedness. A number of years ago there was a Middle Peninsula Emergency Medical Services (EMS) Council that assisted in the coordination of training and service delivery across political boundaries. Those functions were incorporated into a larger regional EMS council serving eastern Virginia.

The general options for establishing a new regional governance function include: 1) joint exercise of powers agreement between the participating localities, 2) establish a special authority or political subdivision, 3) expand the functions of the MPPDC (the regional commission approach under the auspices of the Regional Cooperation Act), or 4) establish a non-profit corporation to carry out the function. The specific regional organizational structure will be determined by the results of the study fire and rescue services and the potential sources of funding for the regional EMS services. If private sector and foundation financial support is anticipated then the non-profit structure is like to be the one best suited to this function.

It's up to the local governments of the Middle Peninsula to determine if they wish to consider regionalizing certain governmental functions and what organizational structure is most appropriate for the function. Without conducting a detailed analysis of a proposed function, it is impossible to determine the best or most appropriate regional governmental structure.

Workforce Development

Another issue recommended for exploration by the focus groups was the need to train or retrain workers for increased skills within their industry group. The responsibility in Virginia for providing workforce training resource is spread across multiple state, regional and local agencies. The coordination and consolidation of Virginia's workforce services has been the subject of several studies and high-level initiatives spanning decades. The current Governor has an initiative to further streamline workforce services across state agency lines. These efforts are unlikely to have any major impact upon the delivery of services to Middle Peninsula employers and workers since there are so few providers of service in the region.

The main regional providers of workforce services are: Rappahannock Community College, Bay Consortium Workforce Investment Board, Virginia Employment Commission and the "One Stop" center, Job Assistance Center, in Shacklefords, King And Queen County.

As specific training needs are identified, Rappahannock Community College should take the lead to fill any training needs in collaboration with the other providers of workforce service in the region. More coordination between service providers is needed to ensure service gaps are filled. For example, small business training (book keeping, marketing, financial forecasting etc is a known gap)

It is equally important for local businesses to partner with workforce development agencies and local governments to provide training to local residents to assist in filling the training gap. A partnership with local governments that include incentivizing training and internships provided through local businesses will serve a purpose that is two-fold and is recommended. Not only will it provide job opportunities for unemployed and underemployed but will also assist with fulfilling current and future workforce needs in the region. Incentives by local government promote training and job creation by helping businesses be able to afford to provide paid training.

Broadband

The region has a dire need to have expanded broadband service available to all areas of the region. Small and large businesses alike require access to high-speed Internet service to be able to communicate with the global economy. All sectors of the economy require reliable and cost-competitive range of broadband services. The rural, sparsely populated, character of the Middle Peninsula has been an impediment for the major private sector broadband providers to extend service to the area. There have been several studies and attempts to address this need at the local and regional level without achieving a solution for the whole region. Some communities and localities have access to better broadband service than others the region as a whole is still severely underserved. A regional approach to providing broadband service has been initiated in numerous rural regions across Virginia and the nation. Most notably, the Eastern Shore of Virginia has been able to deploy broadband across most of the Eastern Shore through the efforts of the Eastern Shore of Virginia Broadband Authority (ESBA). Through the deployment of fiber conduit the length of the shore connecting the towns, the ESBA has been able to attract several private broadband providers to the region who have extended additional service within the communities.

The region should continue to leverage the established Middle Peninsula Broad Band Authority to pursue a regional solution to improving broadband service. Funding for planning and telecommunications infrastructure projects is available through numerous government agencies including Virginia Department of Transportation, US Department of Agriculture's Rural Development Agency, Virginia Department of Housing and Community Development and the US Economic Development Administration (EDA).

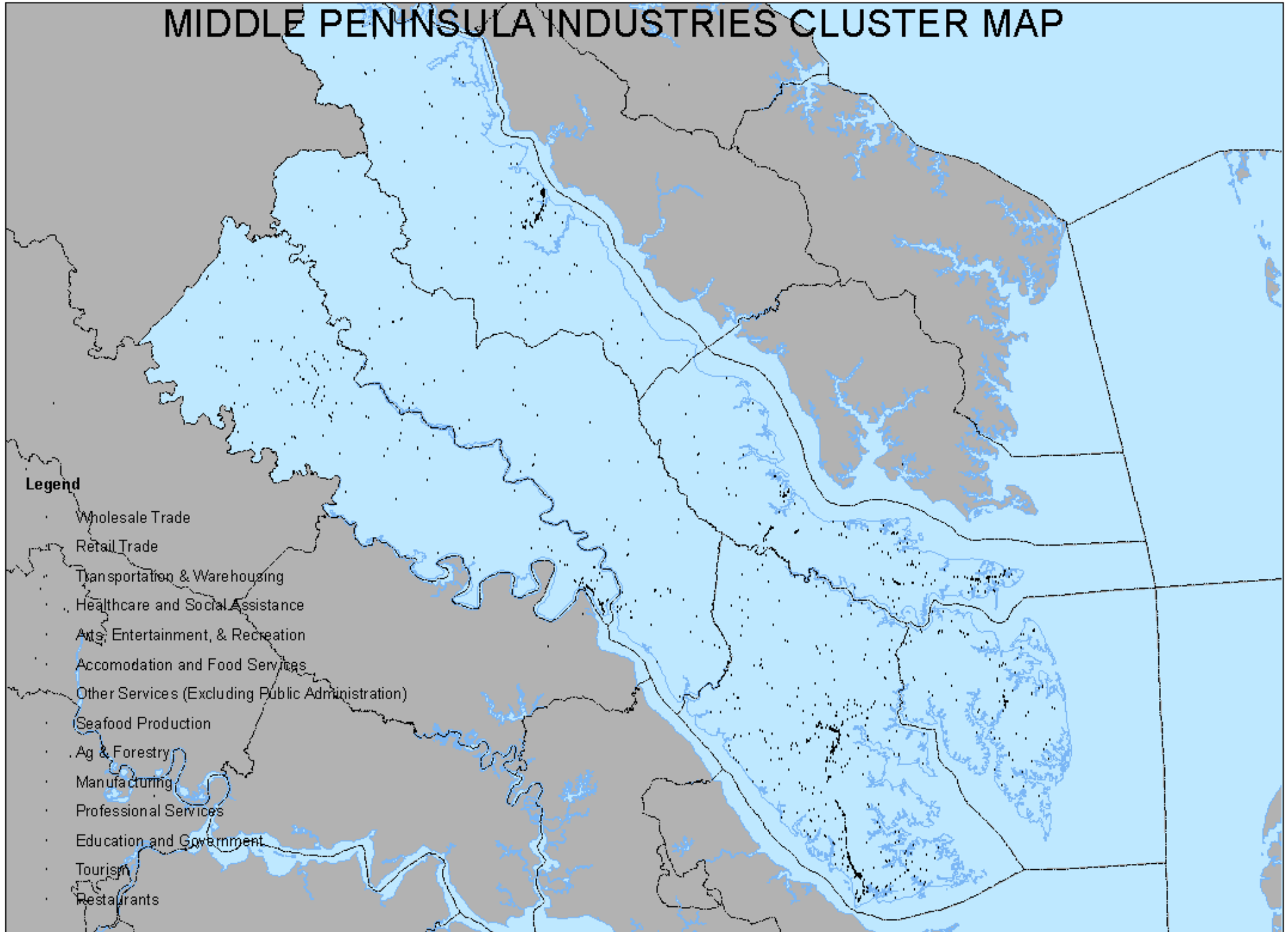
Appendix A

Middle Peninsula Data Clusters

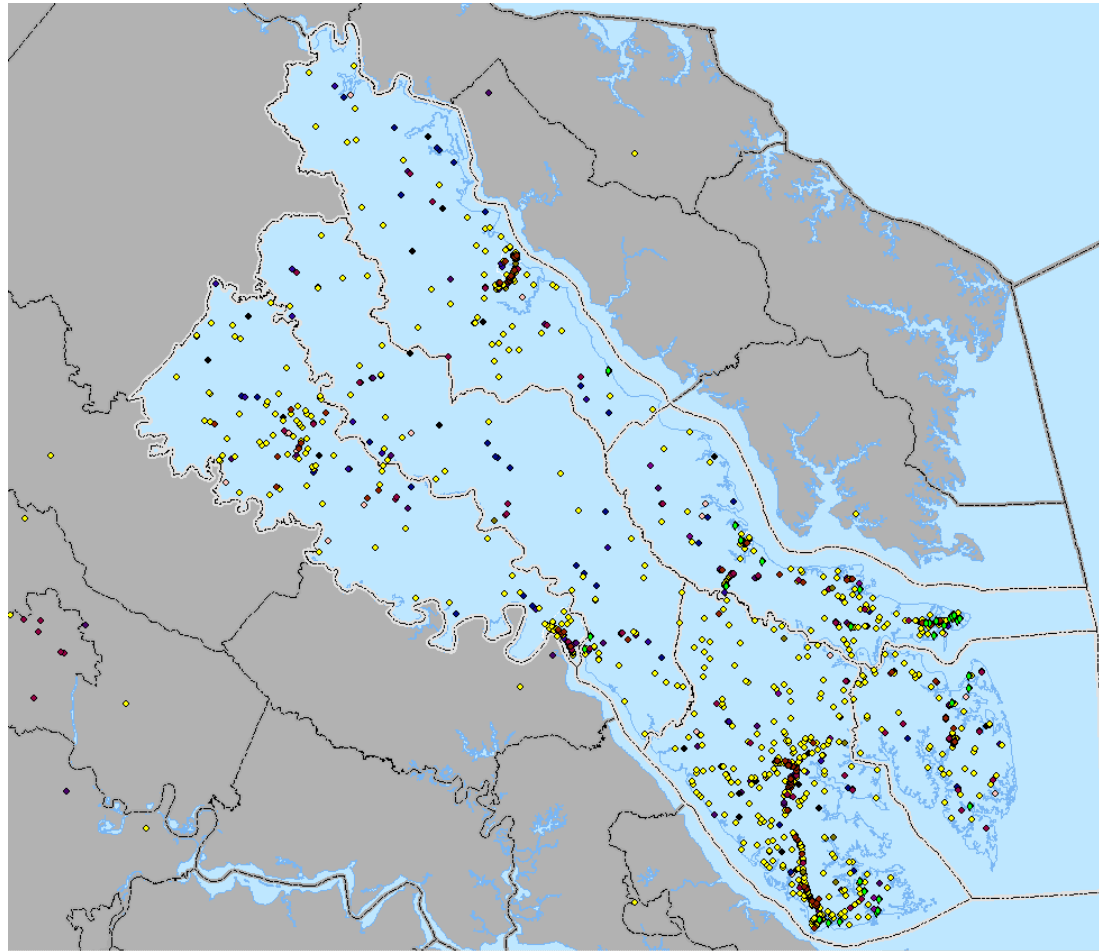
Data from the Industry Cluster Maps Assist in Providing Correlation to the information in the Virginia Employment Commission's Community Profile of the Middle Peninsula

(Source: Virginia Employment Commission, ES202 Data, 2013)

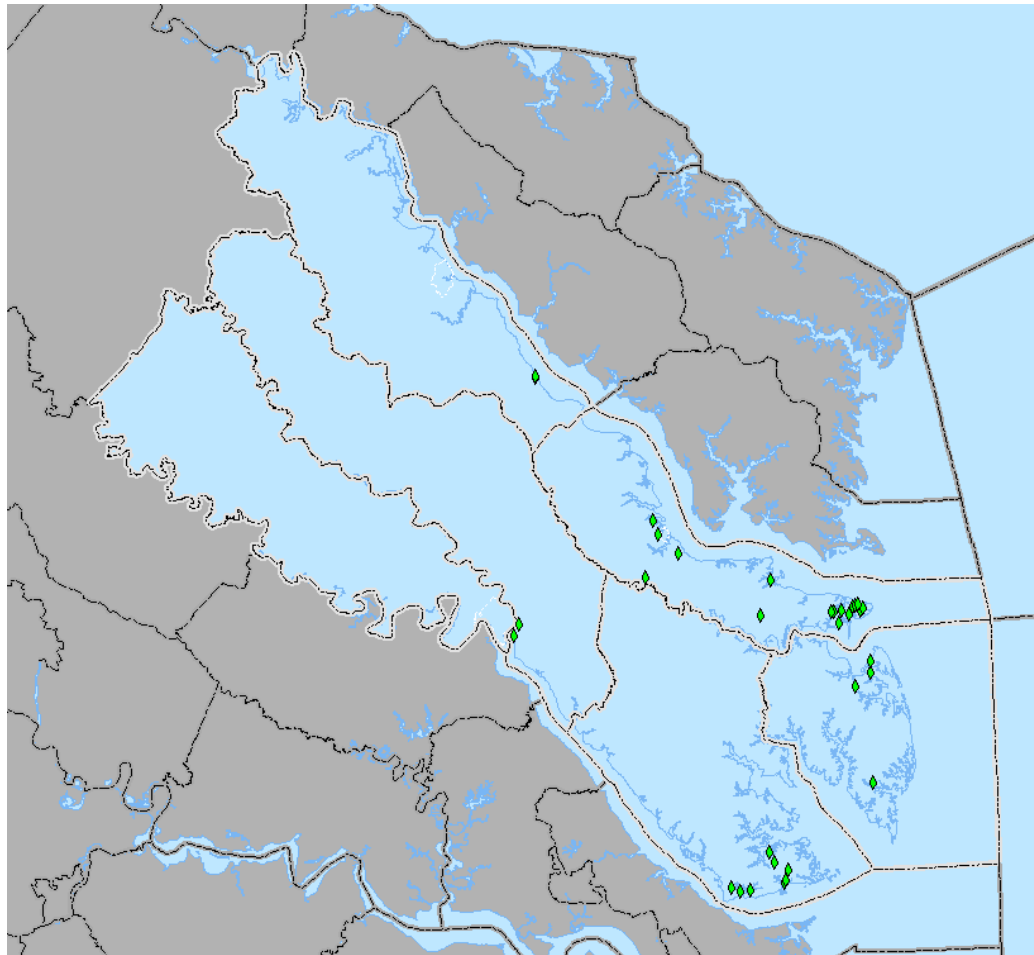
MIDDLE PENINSULA INDUSTRIES CLUSTER MAP



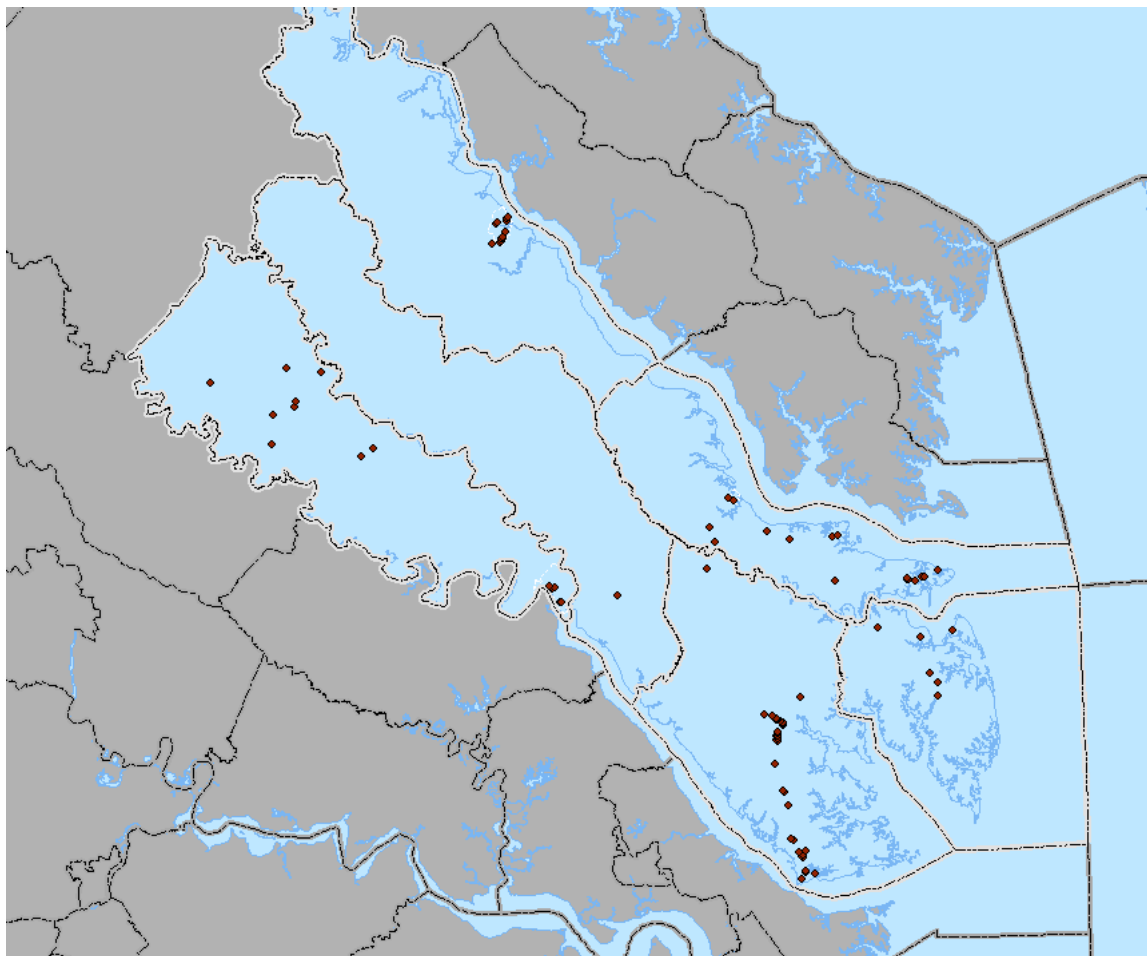
All NACIS- Total 1956 (with miscoded)



Maritime- Total 34



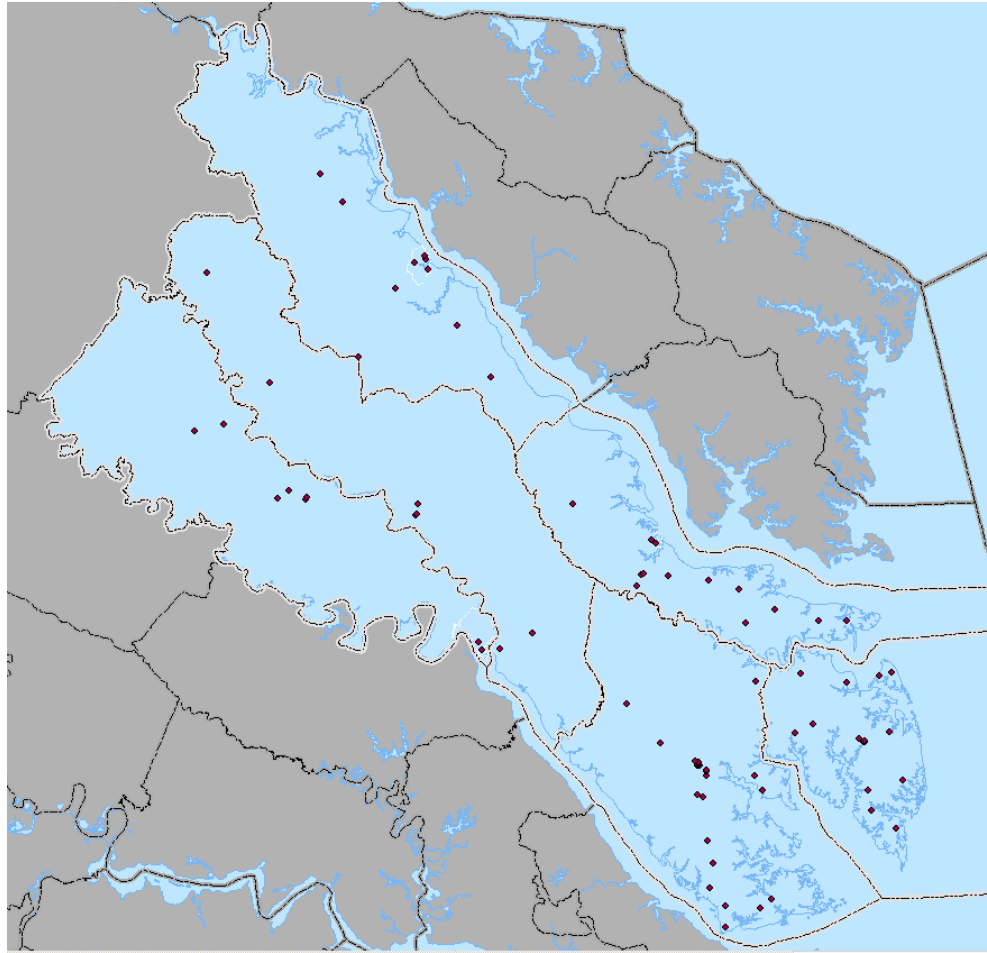
Restaurants- Total 117



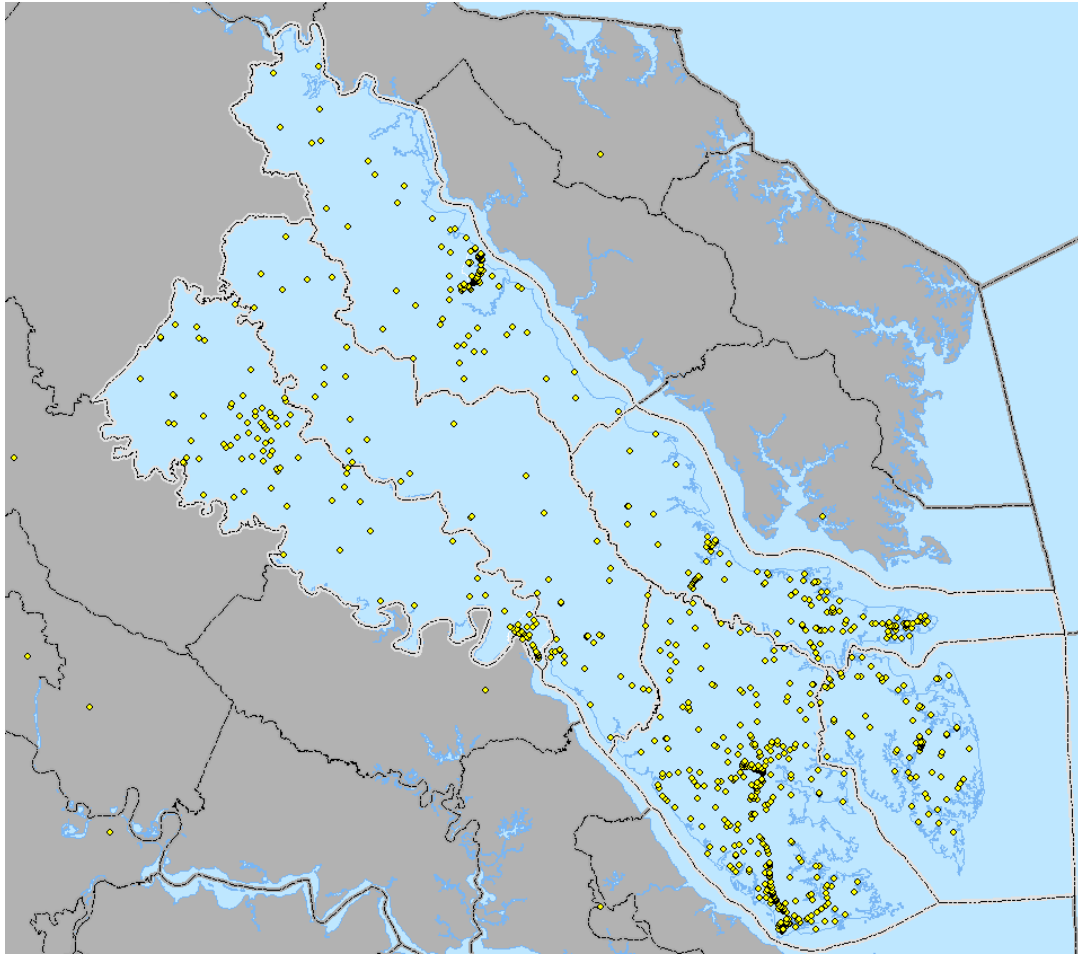
Tourism- Total 17



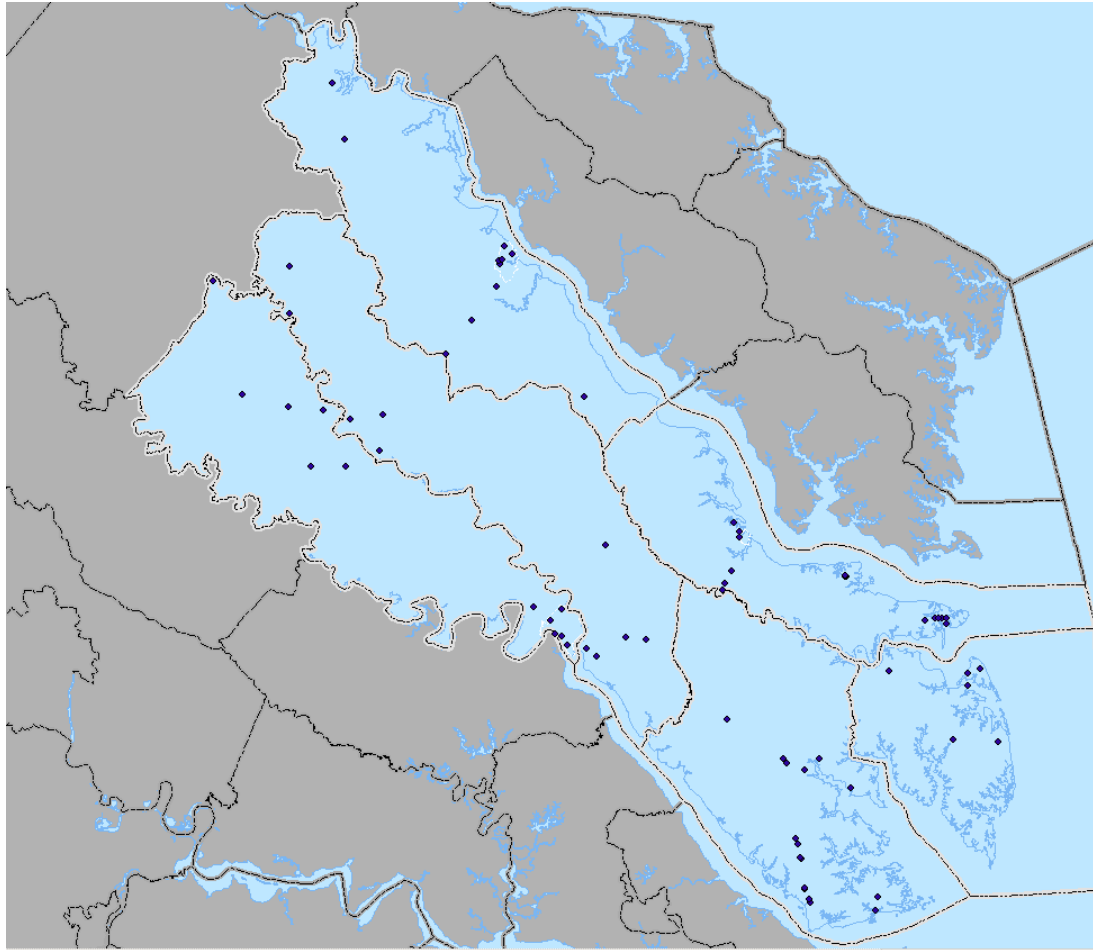
Education- Total 135



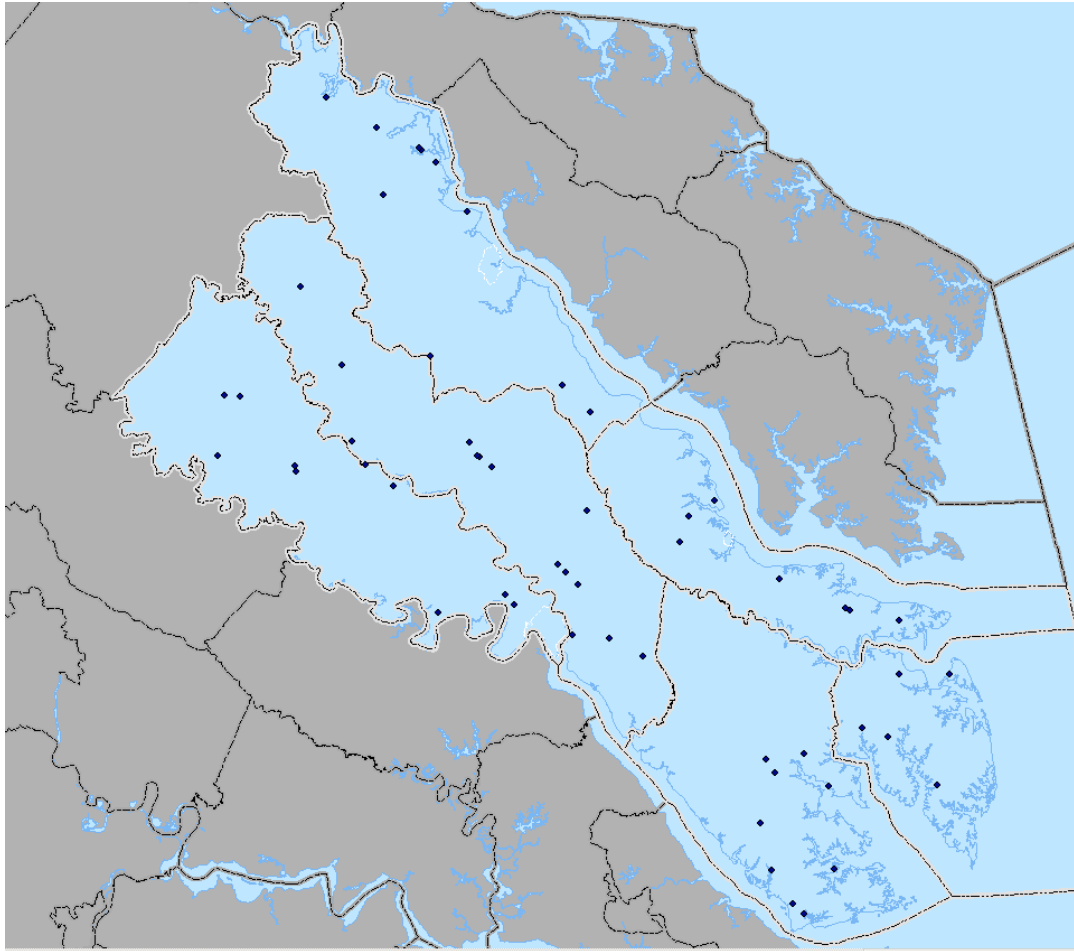
Professional Services- Total 1,179



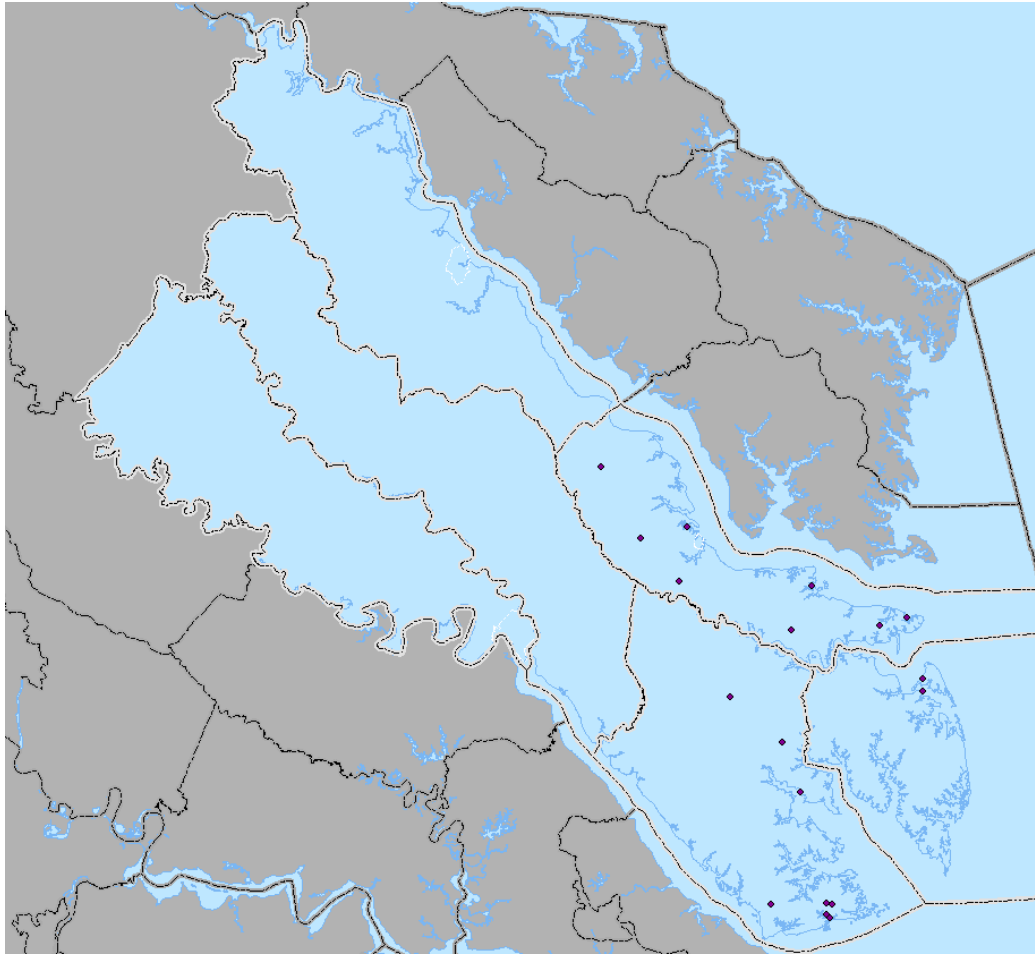
Manufacturing- Total 77



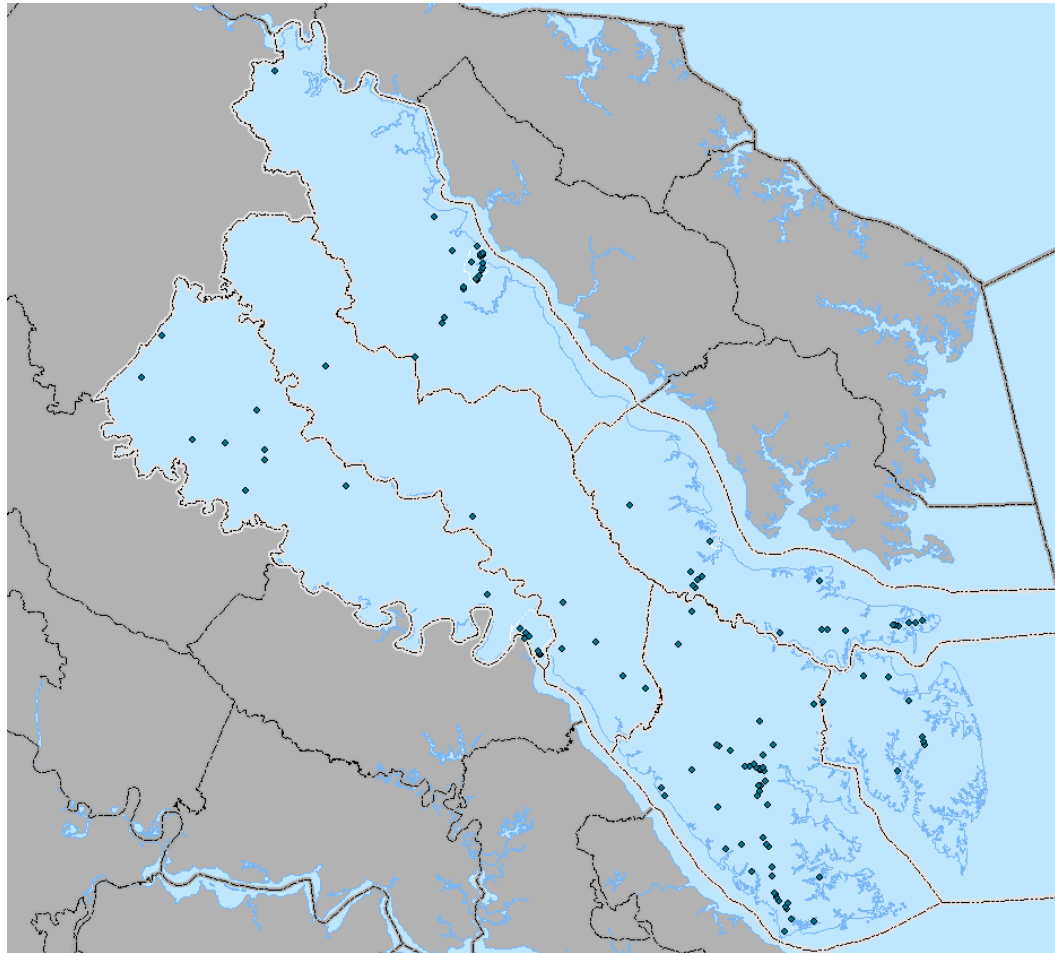
Ag & Forestry- Total 59



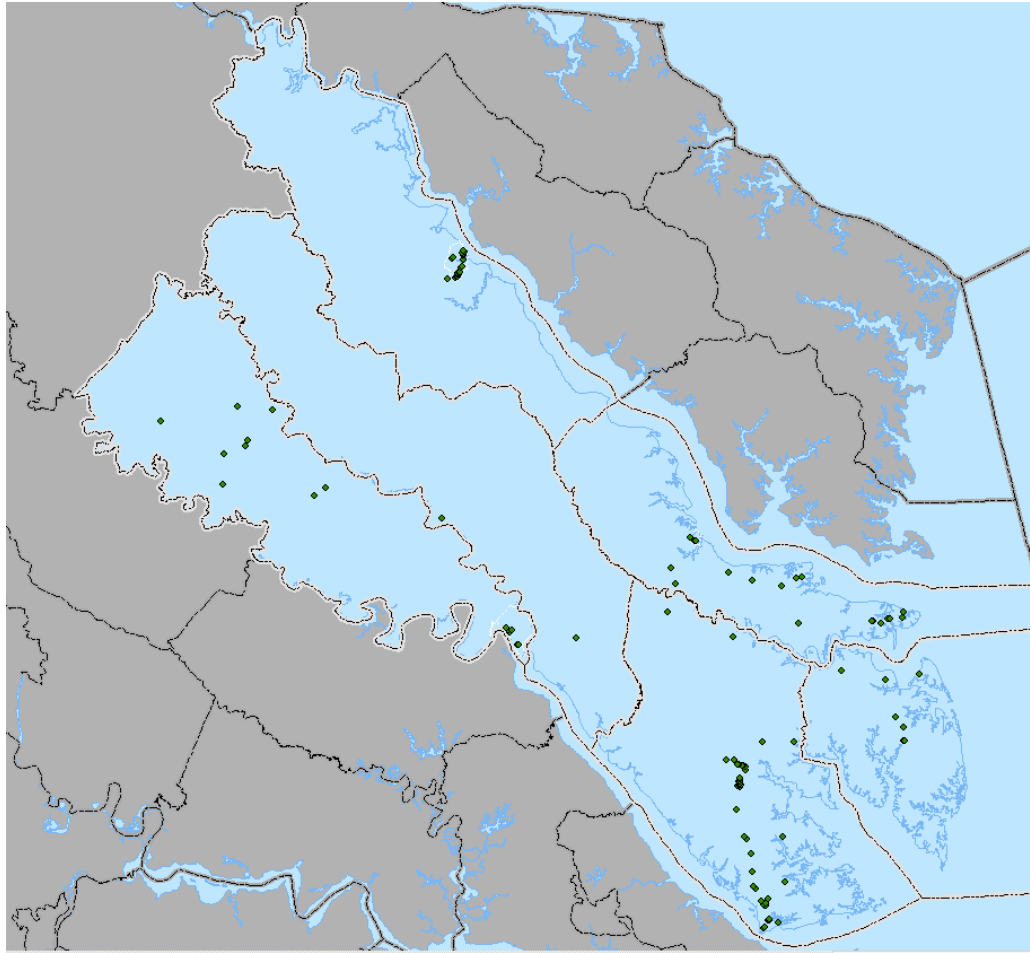
Seafood Production- Total 18



Other Services (exculding Public Administration)- Total 145

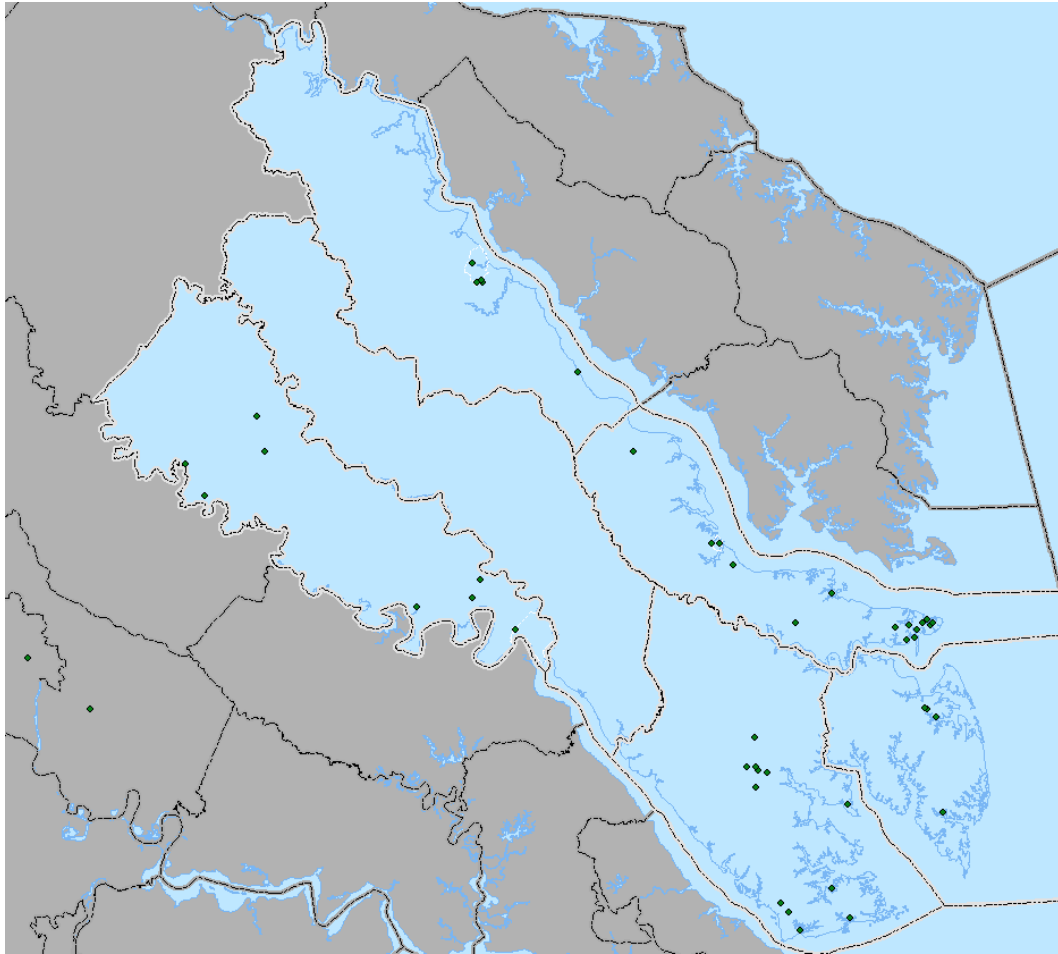


Accommodation and Food Services- Total 134

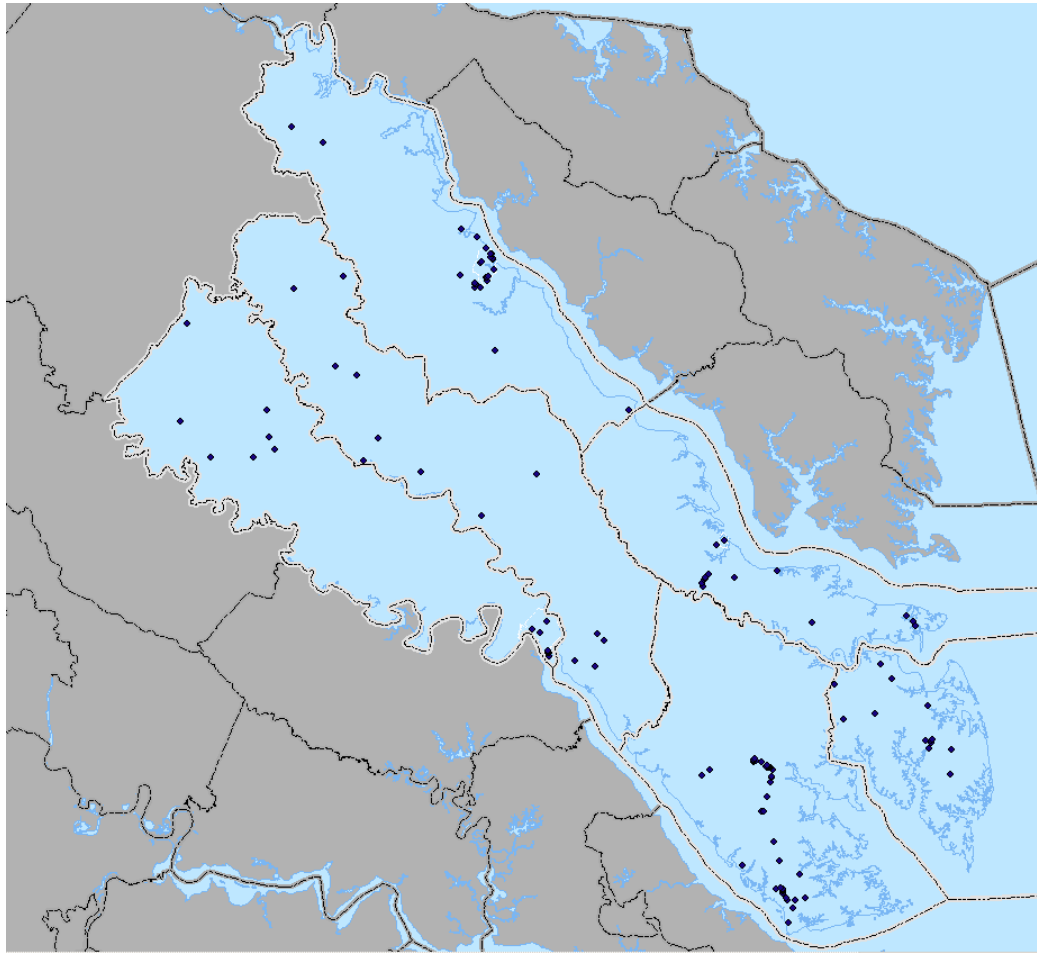


Arts, entertainment, Recreation-

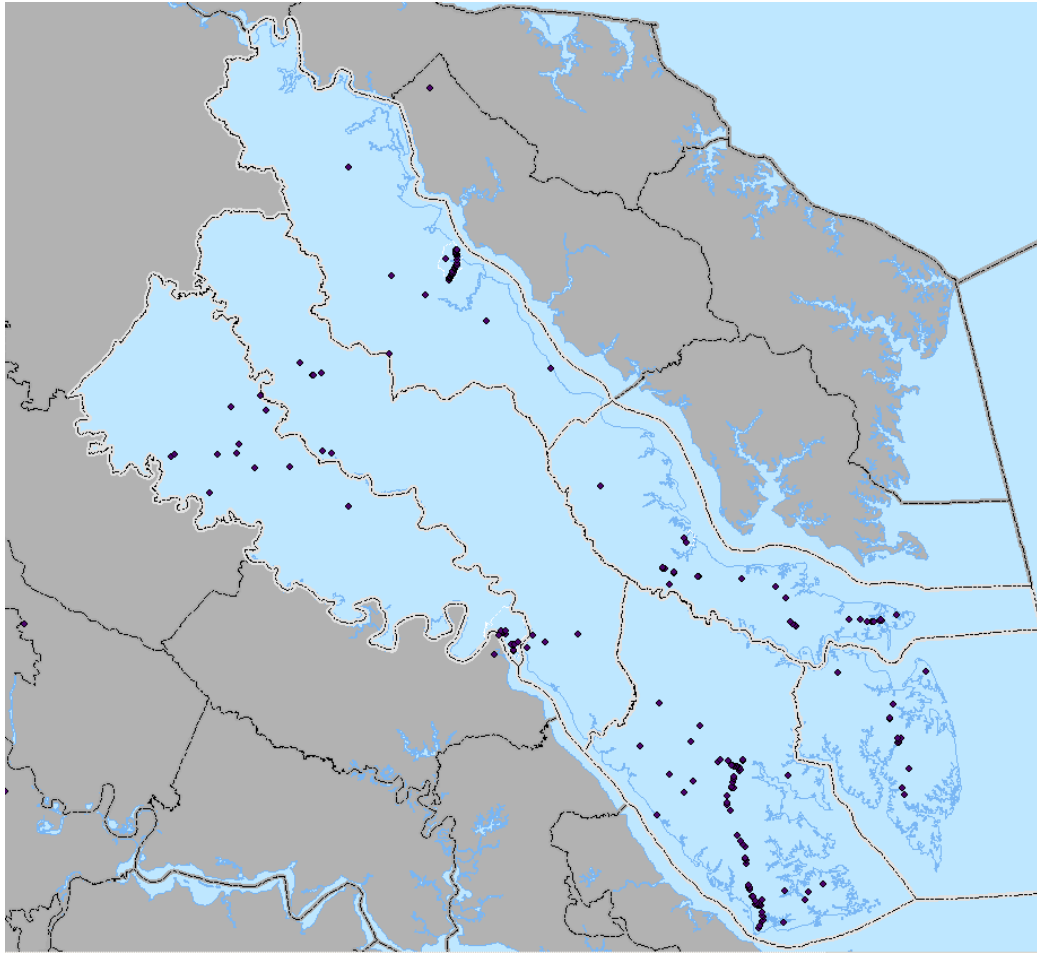
Total 48



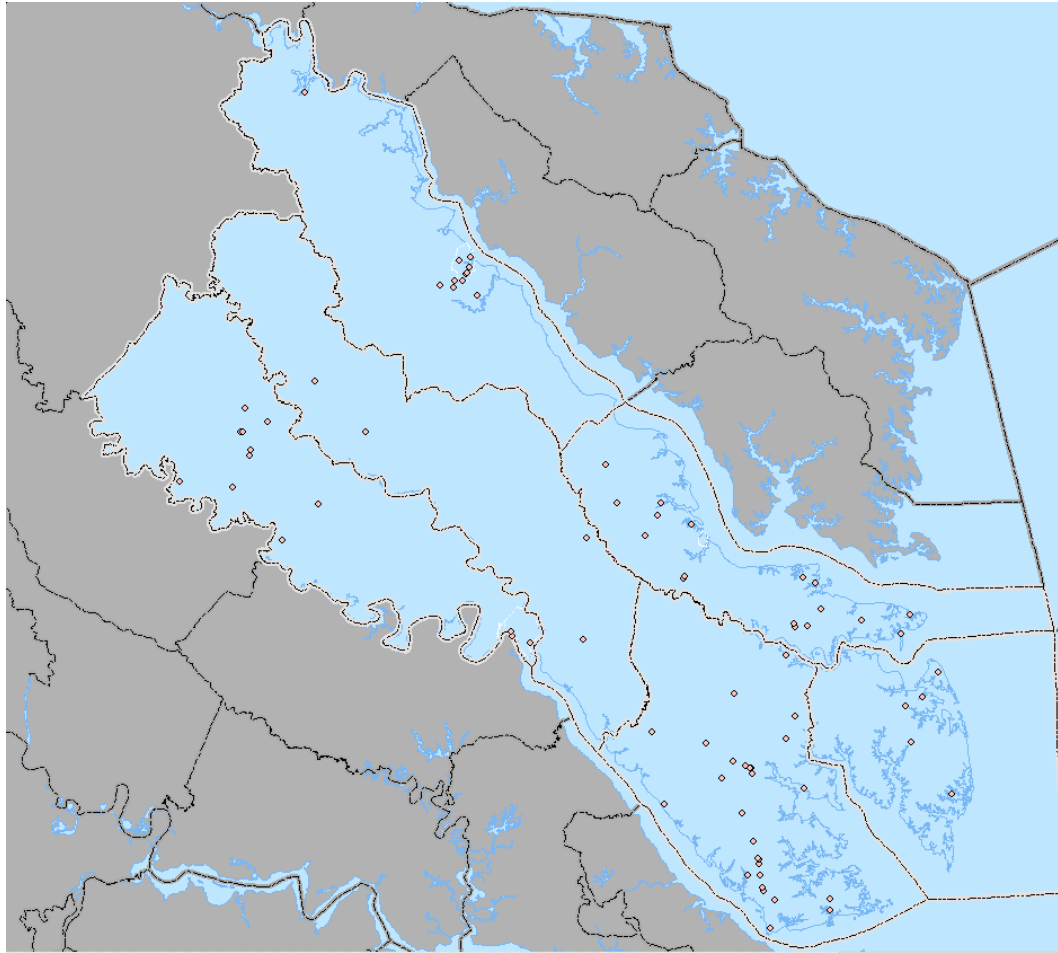
Healthcare and Social Assistance- Total 153



Retail Trade- Total 280



Wholesale Trade- Total 79



Appendix B

Request for Proposals for the Middle Peninsula Regional Jail Flash Freeze Project



REQUEST FOR PROPOSALS:

**Feasibility Study to Establish a Produce
Flash Freezing Program at the Middle
Peninsula Regional Security Center**

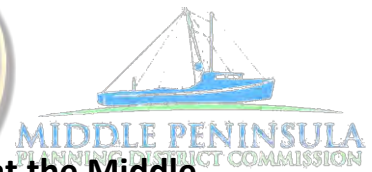
**MIDDLE PENINSULA JAIL BOARD
AUTHORITY &
MIDDLE PENINSULA PLANNING
DISTRICT COMMISSION**

**Due Date: March 20, 2015
3:00 PM**

For More Information Contact

Mr. Lewis Lawrence
Executive Director
Middle Peninsula Planning District
Commission
P.O. Box 286
125 Bowden Street
Saluda, VA 23149
Phone: 804-758-2311
Email: llawrence@mppdc.com

Ms. Jackie Rickards
Regional Projects Planner II
Middle Peninsula Planning District
Commission
P.O. Box 286
125 Bowden Street
Saluda, VA 23149
Phone: 215-264-6451
Email: jrickards@mppdc.com



REQUEST FOR PROPOSALS

A Feasibility Study to Establish a Produce Flash Freezing Program at the Middle Peninsula Regional Security Center

Deadline: March 20, 2015

Funding Level: Up to \$64,200

Submit to: Middle Peninsula Planning District Commission

P.O. Box 286

125 Bowden Street

Saluda, VA 23149

Or

Email: Jackie Rickards at jrickards@mppdc.com

Announcement Summary

Middle Peninsula Jail Board Authority, in partnership with the Middle Peninsula Planning District Commission, is requesting proposals for the development of a feasibility study to establish a produce flash freezing facility/program at the Middle Peninsula Regional Security Center in Saluda, Virginia. Funding is available up to \$64,200. The project start date will be April 6, 2015 and will be ending on August 31, 2015 when the final project is due.

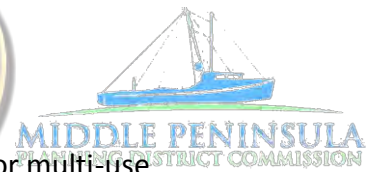
PART 1:

Background Information

Middle Peninsula Jail Board Authority (MPJBA), in partnership with the Middle Peninsula Planning District Commission (MPPDC) has been recently funded through the US Department of Agriculture (USDA) Rural Business Enterprise Grant (RBEG) Program to develop a feasibility study to establish a produce flash freezing facility/program at the Middle Peninsula Regional Security Center. The study will focus on determining whether the Middle Peninsula Regional Security Center, a 121 bed correctional facility, can establish, own, and operate a flash freezing produce program for the dual benefit of the local agriculture community as well as the Security Center.

More specifically the project will evaluate whether, and to what degree, the Middle Peninsula Regional Security Center, local economies, and small scale emerging farms across the Middle Peninsula can benefit from a flash freezing produce program. The feasibility study will assist with exploring and addressing both the infrastructure and capital needs for establishing a freezing program as well as the larger community implications of supporting and enhancing economic growth and community vitality as a result of:

- Supporting local economic systems
- Opening new markets for local agricultural product
 - On-site freezing program



- Mobile freezing program
 - Small freezing businesses, business incubators and commercial or multi-use kitchens facilities to support freezing and other off cycle uses (Supports small scale farmers with limited marketing time, the potential for sales contracts in advance of the growing season, repeat business, and a market for surplus produce and “seconds” that may otherwise be hard for farmers to sell)
 - “Co-pack” relationships where a processing entity freezes produce on behalf of a third party, like a group of farmers.
- Extending the selling season for local products
 - Reducing fuel consumption to bring product to institutional consumers
 - Reducing packaging cost on the farmer
 - Encouraging new community partnerships
 - New work purpose for those who are incarcerated
 - Healthier food alternative for those who are incarcerated
 - Prevents idleness of those who are incarcerated
 - Reducing offender recidivism
 - Work skills training for reemployment within the rural Middle Peninsula

In order to develop a comprehensive feasibility study the project will include the following components:

1. Public Participation & Engagement

MPPDC will take the lead and work with the project consultant to:

- a. Establish a local project feasibility study committee to guide the project, offer input, and make recommendations. Membership may include, but will not be limited to, representatives from the Middle Peninsula Jail Board Authority; Middle Peninsula Regional Security Center; State Department of Corrections Agriculture Business Manager (as special project consultant); Economic Development staff from the Middle Peninsula Planning District Commission; Local Farming representatives; Farmer market representatives; and Local Food Bank representatives.
- b. Initiate a public survey that includes key person interviews of community and business leaders (producers and consumers) to determine the potential to utilize flash freezing technology to extend the seasonal availability of locally grown food as well as opportunities to reduce food cost by storing and providing locally grown products beyond the normal growing seasons.
- c. Summarize results of the public participation process. Once the findings of the feasibility study and survey are complete, this information will be presented to the Middle Peninsula Jail Authority and a public meeting will be convened to discuss the results and recommend a strategy for action.

2. The Feasibility Study



The hired consultant will need to consider the following as it relates to the legal, usage, site, and financial feasibility of the Middle Peninsula Regional Security Center establishing, owning, and operating of a flash freezing produce program.

Legal Feasibility:

- Does the Middle Peninsula Regional Security Center (Security Center) have the legal authority to own, acquire, operate, and administer a flash freezing produce program?
 - o Identification of State or Federal Department of Correction regulations that are necessary to own, acquire, operate and administer a flash freezing produce facility/program?
- If the site is to be leased, can the Security Center obtain a lease that:
 - a. provides sufficient control to operate in a cost effective manner; and
 - b. is of sufficient length to permit cost effective development of the program and facility?

Usage Feasibility

- Inventory of competing flash freezing produce facilities.***
 - a. Develop a map which shows the names and locations of competing and similar facilities: including service area and market penetration
 - b. In accompanying text or chart, clarify:
 - assessment of overall facility and program quality
 - facilities included
 - facility size
 - programs offered and cost structure
 - fees charged
 - usage figures
- Existing population analysis:*** Project a reasonable service area (using census tracts or locally recognized neighborhoods) for the proposed Middle Peninsula facility, and within that service area determine existing and projected breakdowns for likely producers and consumers for potential project stakeholders:
 - Age
 - Educational level
 - Ethnicity
 - Gender
 - Income level
 - Population
- Demand analysis:*** Provide both usage and growth rates (local, state, and national levels) for the proposed program and facility

Site Feasibility

- Physiographic analysis:
 - Acreage, dimensions and boundaries needed
 - Geological and soils features



- Steep slopes (in excess of 15%)
 - Topography (one in ten foot contours)
 - Surrounding property and uses
 - General land use and zoning aspects
 - Transportation and logistics concerns
- Water related analysis:
- Availability of water for cleaning, processing and packaging of produce
 - Flood plain concerns if any
 - Stream corridors, subsurface and water table
 - Wetlands
- Vegetation analysis if any (invasive species)
- Meteorological analysis impacting availability of product:
- Light
 - Rain
 - Temperature
 - Wind
- Utility analysis:
- Existing development
 - Gas/electric lines
 - Sanitary sewer
 - Stormwater
 - Telephone and internet needs
- Existing development on site(s):
- Any man-made structures or development
 - Cultural, historical or recreational significance
- Concept use analysis:
- Access/barriers
 - Compatibility with development for proposed use
 - Proximity to likely facility/site users
- Exploration of off season usage of a freezing operation
- Seafood Products
 - Health and other concerns
 - Facility leasing for “other” uses- Community based” assistance programs



- Opening new markets for local agricultural product
 - On-site freezing program
 - Mobile freezing program
 - Small freezing businesses, business incubators and commercial or multi-use kitchens facilities to support freezing and other off cycle uses (Supports small scale farmers with limited marketing time, the potential for sales contracts in advance of the growing season, repeat business, and a market for surplus produce and “seconds” that may otherwise be hard for farmers to sell)
 - “Co-pack” relationships where a processing entity freezes produce on behalf of a third party, like a group of farmers.

Financial Feasibility

The acquisition/development of a new facility will require additional funds above and beyond the present budget, not only, for capital expenses, but also, for operating expenses such as administration, personnel, programming, and maintenance. Since not all of these costs can be covered by the current security center budget and staff, they must be accounted for in evaluating the financial feasibility of the new facility rather than making the assumption that the existing staff and budget can absorb these items.

1. Expenses:

- a. Acquisition costs for site:
 - Actual purchase price
 - Associated costs
- b. Design costs:
 - Consultant fees
- c. Development costs:
 - List areas and facilities to be developed and provide a detailed description. Include all development costs, such as:
 - site preparation
 - equipment needed (used versus new)
 - support facilities (water fountains, restrooms, etc.)
 - utilities
 - amenities
- d. Operation and maintenance costs (project by major budget category for 5 years)
 - i.) Administration:
 - Insurance
 - Office supplies
 - Phone
 - Public relations
 - Rentals



- Training (in-house and out service)
- Other

ii.) Personnel:

- List of the number of persons, by position, with salaries and wages.
 - Estimated incarcerated staff
 - Estimated non incarcerated staff
- Contractual services
- Fringe benefits
- Overtime
- Temporary help

iii.) Supplies and material:

- Concession and sale items
- Custodial supplies
- Motor fuel and supplies
- Office supplies
- Tools and mechanical supplies
- Utilities (i.e. power, light, heat, water, sewer)

iv.) Programming:

- General description and numbers of anticipated programs
- Audiences to be served
- Anticipated numbers of participants by program
- Anticipated costs by program (consider all costs)

v.) Maintenance:

- Equipment for maintenance
- Facility

e. Annual capital outlay. (For expansion, major equipment purchases)

f. Debt service.

2. Revenue:

(Project for 5 years. Provide statistics used in projections, such as numbers of users, fees & charges schedule, number of rentals and so on by year.)

- a. Admission or entrance fees for off season use
- b. Season permits or other uses
- c. Facility rental for one time uses
- d. Classes, lessons and programs for workforce development
- e. Sales (direct public sales, vending, etc.)
- f. Special fees/permits
- g. General municipal fund support



h. Other sources of income

Financial Options

Based on projected costs for design, development and operation, and projected revenue, various financial options to acquire funding to design, build, operate and maintain the program and or a facility will be provided for consideration. Project for five years, and include dollar amounts from each suggested financial source. Include in this discussion, based on input from public meetings, surveys, meetings with public officials and agency staff, only the viable and significant sources of likely funds, such as:

- General fund support
- Bond sales
- Applicable grants
- Private sector support
- Facility generated revenue

Overall Feasibility Study Summary

The Middle Peninsula Planning District Commission will present a comprehensive final report of study findings and recommendations to the Middle Peninsula Regional Jail Authority as well as the general public at the direction of the Jail Authority.

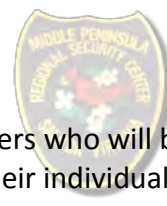
PART 2:

Content of Proposals

Adherence to the format requirements is mandatory and ensures fairness across all proposals. Information requested for each of the following sections identified must be included in the proposal. Font size can be no smaller than 12 point and margins must be at least 1 inch on standard 8.5x11 inch paper throughout the document. The text in the narrative may be single- or double-spaced. Incomplete or inappropriately prepared proposals will not be considered and may be returned.

The contractor must demonstrate its ability to undertake and complete the project as specified in this proposal. Information in the proposal shall include evidence of the contractor's competence, reliability, responsiveness to client's needs, and years of experience:

- a) Brief company profile (including sub-consultants, if any) and an affirmative statement as to why the firm or team of firms is uniquely qualified to assist the Middle Peninsula Regional Jail Authority (MPRJA) in this endeavor;
- b) Name of the firm's key contact person, including telephone number, fax number and email address;
- c) Brief description of the company's past experience with rural economic development, with references and specific examples of studies, implementation plans or other rural economic initiatives completed by the company;



- d) The names and qualifications of the specific team members who will be assigned to the project, their role in the project, and a resume listing their individual work experience in this role on similar projects;
- e) Full description of each company's proposed process for developing the feasibility study as well as involving working group, the general public, and elected officials;
- g) Specific deliverables to be provided to the MPRJA at identified milestones during the process and as the final product;
- h) Proposed costs/budget. Please note that there is no matching requirement for this project.
- j) Any other information, thoughts, recommendations or limiting factors relevant to the submission that will aid the MPRJA in its selection of a preferred firm.

The proposal should be a concise description of the methods and approach being used, the project team, and the project deliverables and outcomes, if funded.

Submit completed applications by mail to:
Middle Peninsula Planning District Commission
P.O. Box 286
125 Bowden Street
Saluda, VA 23149

Or

Email: Jackie Rickards at jrickards@mppdc.com

All proposals must be submitted by 3:00pm EDT on **Friday, March 20, 2015**. Incomplete or late pre-proposals will not be accepted; no exceptions will be made. Confirmation of proposal receipt will be sent by email to the submitting principle investigator (PI). Investigators are reminded to follow submission policies of their home institutions, e.g., obtaining institutional review and signatures.

PART 3: **Proposal Evaluations**

Based on the criteria above, proposals will be evaluated. MPRJB, MPPDC staff, and Mr. William Gillette, retired Virginia Department of Corrections Agribusiness Director will review the submitted proposes. All proposals will be reviewed based on the following criteria:



- Relevance.** The degree to which the proposed project meets the outcome needs of a comprehensive feasibility study (ie. legal, usage, site, and financial feasibility) and the public engagement process within a five month time frame.

- Technical Merit of Methods.** Feasibility of the project and likelihood of it being successfully implemented as proposed, given the practicality of the approach proposed, requested funding and staffing levels, and similar factors enabling or inhibiting implementation and the achievement of outcomes.

- Qualifications of Investigators.** The degree to which investigators are qualified by education, training, and/or experience to execute the proposed activity, including the record of achievement with previous funding. Among the contractors meeting the minimum qualifications, negotiations will be conducted.

Proposals will be ranked and ordered. Negotiations will commence with the highest ranked response in scoring order until a contract for services is agreed to.

Project Timeline:

2/24/2014: Post RFP

3/ 20/ 2015: RFP Applications due to MPPDC by 3pm

3/21 –4/3/2015: Review the RFP Applications

4/6/2015: Award funding

4/6-8/31/2015: Conduct feasibility study; public engagement process; & final report

8/31/2015: Feasibility Study Deadline

September 2015: Review Feasibility Study and report to the Commission and Jail Board

For Additional Information

Please contact Jackie Rickards at jrickards@mppdc.com or by phone at 215-264-6451.

Appendix C

Virginia Employment Commission's Middle Peninsula Community Profile

(Source: Virginia Employment Commission, virginiaLMI.com, *May 2015*)

Virginia

COMMUNITY PROFILE

Middle Peninsula PDC

Essex County • Gloucester County • King and Queen County • King
William County • Mathews County • Middlesex County



Virginia Employment Commission

703 East Main Street • Richmond, Virginia 23219

Tel: (804) 786-8223 • www.VirginiaLMI.com

Last updated: 5/6/2015 2:27:56 AM

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I. Introduction

This report provides a community profile of Middle Peninsula PDC. It is intended to complement the information found in our Virginia Workforce Connection application, which can be accessed online at:

www.VirginiaLMI.com

The report is divided into three major sections. The first contains a profile of regional demographic characteristics and trends, the second supplies similar information for the regional economy, and the third provides a profile of regional education characteristics.

II. Demographic Profile

Overview

This Demographic Profile provides an in-depth analysis of the population in Middle Peninsula PDC. Most of the data is produced by the U.S. Census Bureau, and includes demographic characteristics such as age, race/ethnicity, and gender.



Related Terms and Definitions

Ability to speak English

For people who speak a language other than English at home, the response represents the person's own perception of his or her ability to speak English. Because census questionnaires are usually completed by one household member, the responses may represent the perception of another household member.

Age

The age classification is based on the age of the person in complete years as of April 1, 2010. The age of the person usually was derived from their date of birth information. Their reported age was used only when date of birth information was unavailable.

Gender

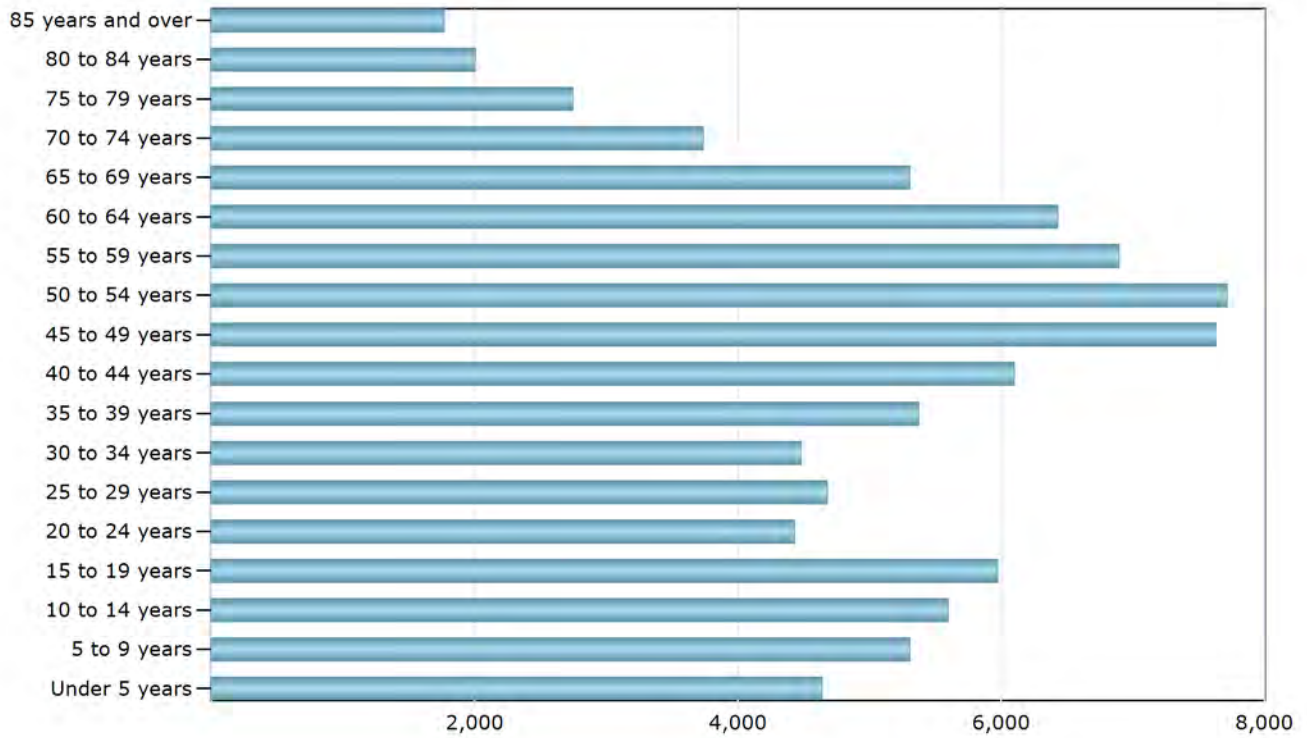
The data on gender were derived from answers to a question that was asked of all people. Individuals were asked to mark either "male" or "female" to indicate their gender. For most cases in which gender was not reported, it was determined by the appropriate entry from the person's given (i.e., first) name and household relationship. Otherwise, gender was imputed according to the relationship to the householder and the age of the person.

Race

The concept of race as used by the Census Bureau reflects self-identification by people according to the race or races with which they most closely identify. The categories are sociopolitical constructs and should not be interpreted as being scientific or anthropological in nature. Furthermore, the race categories include both racial and national-origin groups.

Please note: In the past, our population by race/ethnicity data has always excluded the Hispanic ethnicity from each race category. Starting in January 2013, each race category now includes all ethnicities.

Population by Age



	PDC 18	Virginia	United States
Under 5 years	4,639	509,625	20,201,362
5 to 9 years	5,308	511,849	20,348,657
10 to 14 years	5,597	511,246	20,677,194
15 to 19 years	5,973	550,965	22,040,343
20 to 24 years	4,432	572,091	21,585,999
25 to 29 years	4,679	564,342	21,101,849
30 to 34 years	4,481	526,077	19,962,099
35 to 39 years	5,375	540,063	20,179,642
40 to 44 years	6,099	568,865	20,890,964
45 to 49 years	7,633	621,155	22,708,591
50 to 54 years	7,716	592,845	22,298,125
55 to 59 years	6,895	512,595	19,664,805
60 to 64 years	6,430	442,369	16,817,924
65 to 69 years	5,306	320,302	12,435,263
70 to 74 years	3,738	229,502	9,278,166
75 to 79 years	2,748	173,929	7,317,795
80 to 84 years	2,007	130,801	5,743,327
85 years and over	1,770	122,403	5,493,433
	90,826	8,001,024	308,745,538

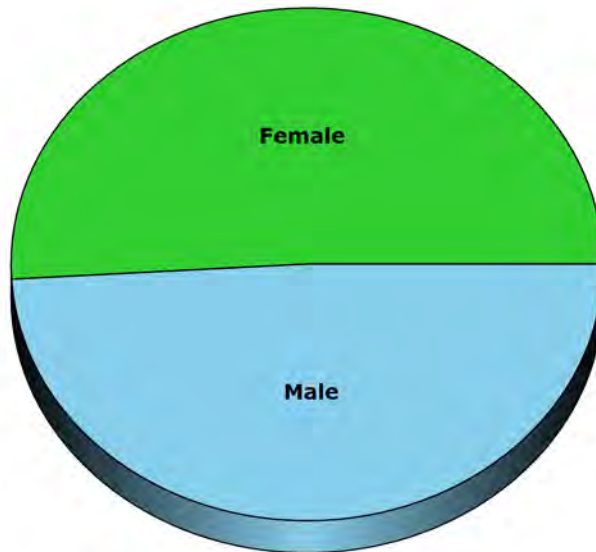
Source: 2010 Census.

Population by Race/Ethnicity

	PDC 18	Virginia	United States
Total			
Total Population	90,826	8,001,024	308,745,538
Race			
White	72,057	5,486,852	223,553,265
Black or African American	15,039	1,551,399	38,929,319
American Indian or Alaska Native	598	29,225	2,932,248
Asian	575	439,890	14,674,252
Native Hawaiian/Pacific Islander	26	5,980	540,013
Other	600	254,278	19,107,368
Multiple Races	1,931	233,400	9,009,073
Ethnicity			
Not Hispanic or Latino (of any race)	88,764	7,369,199	258,267,944
Hispanic or Latino (of any race)	2,062	631,825	50,477,594

Source: 2010 Census.

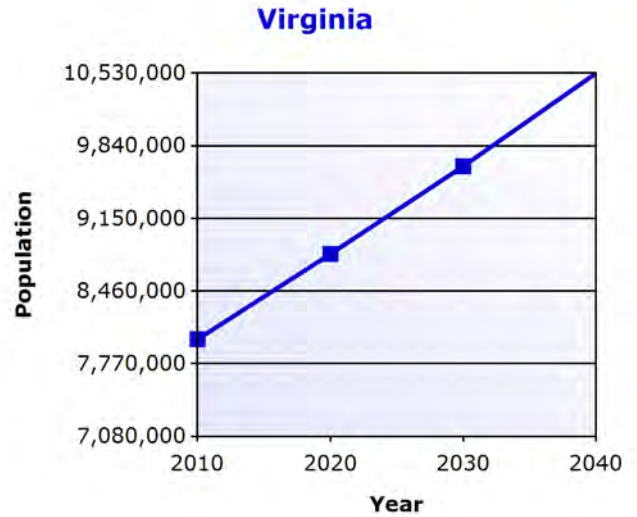
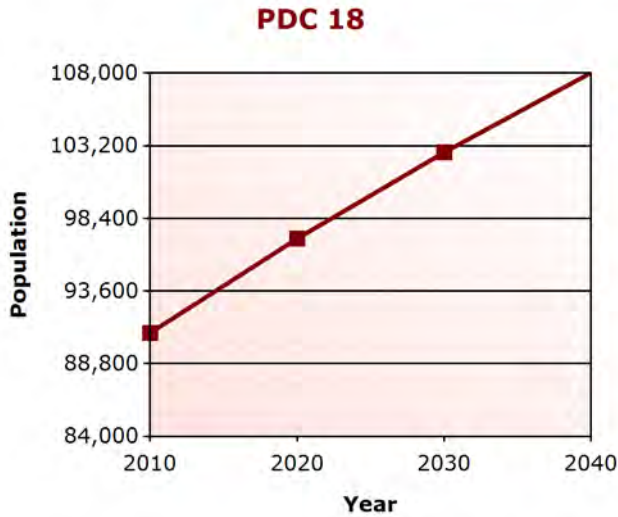
Population by Gender



	PDC 18	Virginia	United States
Male	44,555	3,925,983	151,781,326
Female	46,271	4,075,041	156,964,212
	90,826	8,001,024	308,745,538

Source: 2010 Census.

Population Change



	PDC 18	(% change)	Virginia	(% change)
2000	83,684		7,079,030	
2010	90,826	8.53 %	8,001,024	13.02 %
2020	97,060	6.86 %	8,811,512	10.13 %
2030	102,761	5.87 %	9,645,281	9.46 %
2040	108,028	5.13 %	10,530,229	9.17 %

Source: U.S. Census Bureau, Virginia Employment Commission.

Did you know...

you can log on to our website today and see population counts from each Decennial Census all the way back to 1900? Looking for annual population estimates? We have those too, all the way back to the 1970s!

For this data and more, visit us on the web at:

www.VirginiaLMI.com



Population Projections by Age and Gender

	2020		2030		2040	
	Female	Male	Female	Male	Female	Male
Under 5 years	2,225	2,364	2,342	2,488	2,360	2,504
5 to 9 years	2,598	2,650	2,780	2,834	2,850	2,909
10 to 14 years	2,757	2,907	2,761	2,917	2,978	3,150
15 to 19 years	2,646	2,828	2,658	2,838	2,915	3,113
20 to 24 years	1,926	1,973	1,987	2,033	2,038	2,085
25 to 29 years	2,626	2,711	2,453	2,529	2,524	2,604
30 to 34 years	2,899	2,837	2,605	2,543	2,743	2,676
35 to 39 years	2,943	2,861	3,410	3,309	3,260	3,164
40 to 44 years	2,646	2,500	3,440	3,257	3,162	2,991
45 to 49 years	3,020	2,853	3,311	3,136	3,929	3,716
50 to 54 years	3,421	3,311	2,920	2,829	3,910	3,779
55 to 59 years	4,344	4,044	3,399	3,152	3,829	3,563
60 to 64 years	4,330	4,076	3,843	3,615	3,342	3,149
65 to 69 years	3,525	3,424	4,367	4,225	3,495	3,381
70 to 74 years	2,966	2,642	3,956	3,525	3,597	3,211
75 to 79 years	2,125	1,800	2,844	2,390	3,616	3,040
80 to 84 years	1,255	974	1,922	1,491	2,644	2,044
85 years and over	1,360	692	1,756	893	2,496	1,265
	49,612	47,447	52,754	50,004	55,688	52,344
	97,059		102,758		108,032	

Source: Virginia Employment Commission.

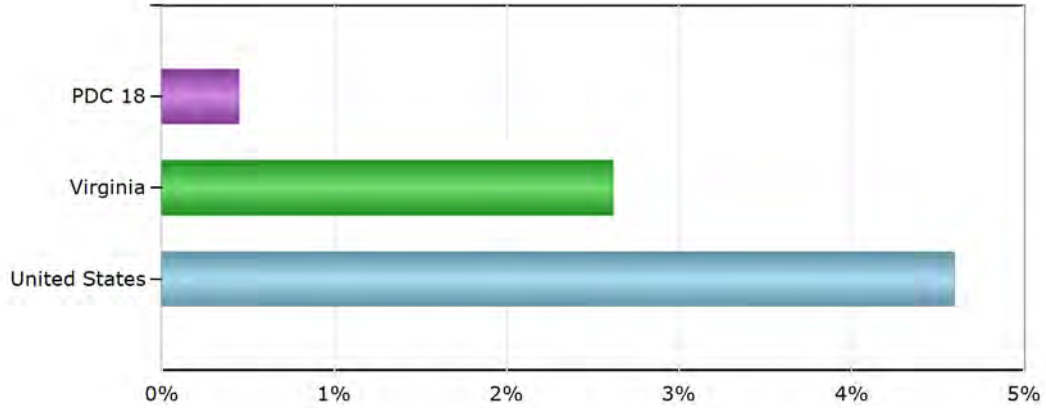
Population Projections by Race/Ethnicity

	2020	2030	2040
Total			
Total Population	97,060	102,761	108,028
Race			
White	75,564	77,287	77,675
Black or African American	15,652	16,087	15,967
Asian	959	1,525	2,264
Other	4,887	7,861	12,123
Ethnicity			
Not Hispanic or Latino (of any race)	93,251	95,863	96,695
Hispanic or Latino (of any race)	3,811	6,898	11,335

Source: Virginia Employment Commission.

English Language Skills

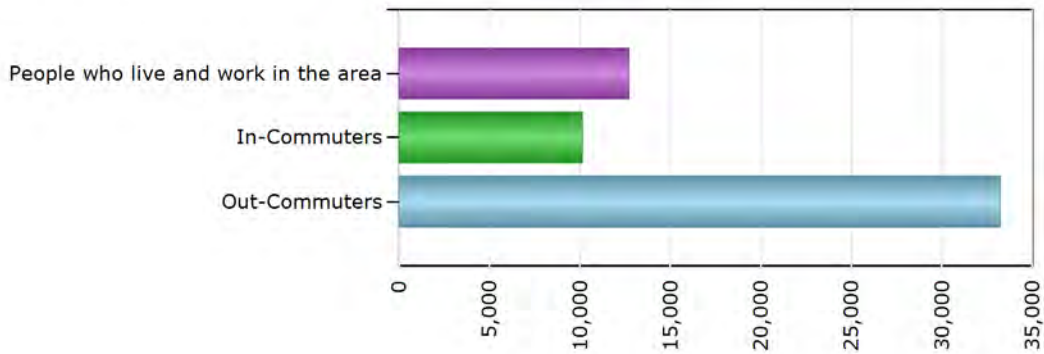
(Age 5 and over that speak English less than well)



	Total	Speak English less than well	Percent
PDC 18	86,278	386	0.45%
Virginia	7,590,865	198,700	2.62%
United States	291,484,482	13,402,711	4.60%

Source: U.S. Census Bureau
American Community Survey, 2009-2013.

Commuting Patterns



Commuting Patterns	
People who live and work in the area	12,719
In-Commuters	10,139
Out-Commuters	33,244
Net In-Commuters (In-Commuters minus Out-Commuters)	-23,105

Source: U.S. Census Bureau,
OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011.

Top 10 Places Residents are Commuting To

Area	Workers
Newport News city, VA	4,896
Henrico County, VA	2,971
Hanover County, VA	2,039
Richmond city, VA	1,930
James City County, VA	1,889
York County, VA	1,757
Hampton city, VA	1,389
Williamsburg city, VA	1,386
Chesterfield County, VA	1,224
Virginia Beach city, VA	1,144

Top 10 Places Workers are Commuting From

Area	Workers
Newport News city, VA	865
James City County, VA	579
York County, VA	525
Henrico County, VA	477
Lancaster County, VA	432
Hanover County, VA	416
Richmond County, VA	409
Westmoreland County, VA	378
Chesterfield County, VA	357
Hampton city, VA	335

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011.

Please Note: Commuting patterns data is no longer produced from the Decennial Census. As an alternative, we are providing commuting data from the U.S. Census Bureau's OnTheMap application and LEHD Origin-Destination Employment Statistics program. Since this data is produced from an entirely different data set, it is not advisable to compare the new data with previously released commuting patterns. For more information about the OnTheMap application or the LEHD program, please visit the following website:

<http://lehd.ces.census.gov>

III. Economic Profile

Overview

The Economic Profile of Middle Peninsula PDC consists primarily of data produced by the Virginia Employment Commission, U.S. Census Bureau, and the Bureau of Labor Statistics.



Related Terms and Definitions

Average Weekly Wage

Computed as average quarterly wages divided by 13.

Consumer Price Index (CPI)

The Consumer Price Index measures the average change over time in the prices paid by urban consumers for a representative market basket of consumer goods and services.

Local Employment Dynamics (LED)

The Local Employment Dynamics Program at the Census Bureau, together with its state partners, provides employment information at the county, city, and Workforce Investment Area level. This information tracks workers in different industries by age and gender and provides statistics on job creation, separation, turnover, and wages.

Quarterly Census of Employment & Wages (QCEW)

A federal/state cooperative program that collects and compiles employment and wage data for workers covered by state unemployment insurance (UI) laws and the federal civilian workers covered by Unemployment Compensation for Federal Employees (UCFE). These data are maintained at the state in micro and macro levels and also sent to BLS quarterly.

Unemployment Insurance (UI)

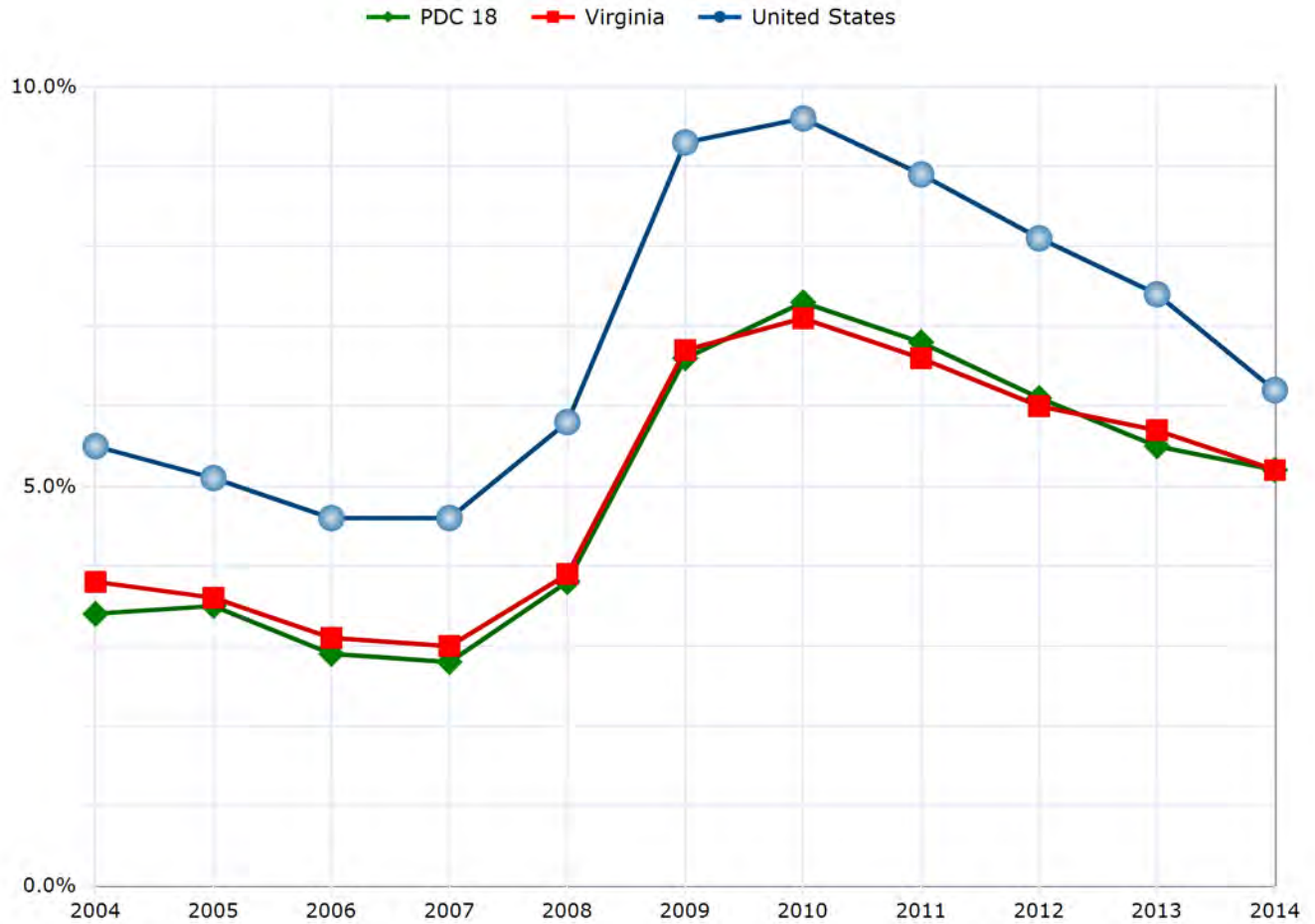
Unemployment insurance is a program for the accumulation of funds paid by employers to be used for the payment of unemployment insurance to workers during periods of unemployment which are beyond the workers' control. Unemployment insurance replaces a part of the worker's wage loss if he becomes eligible for payments.

Unemployment Rate

The number of unemployed people as a percentage of the labor force.

Unemployment Rates

Trends

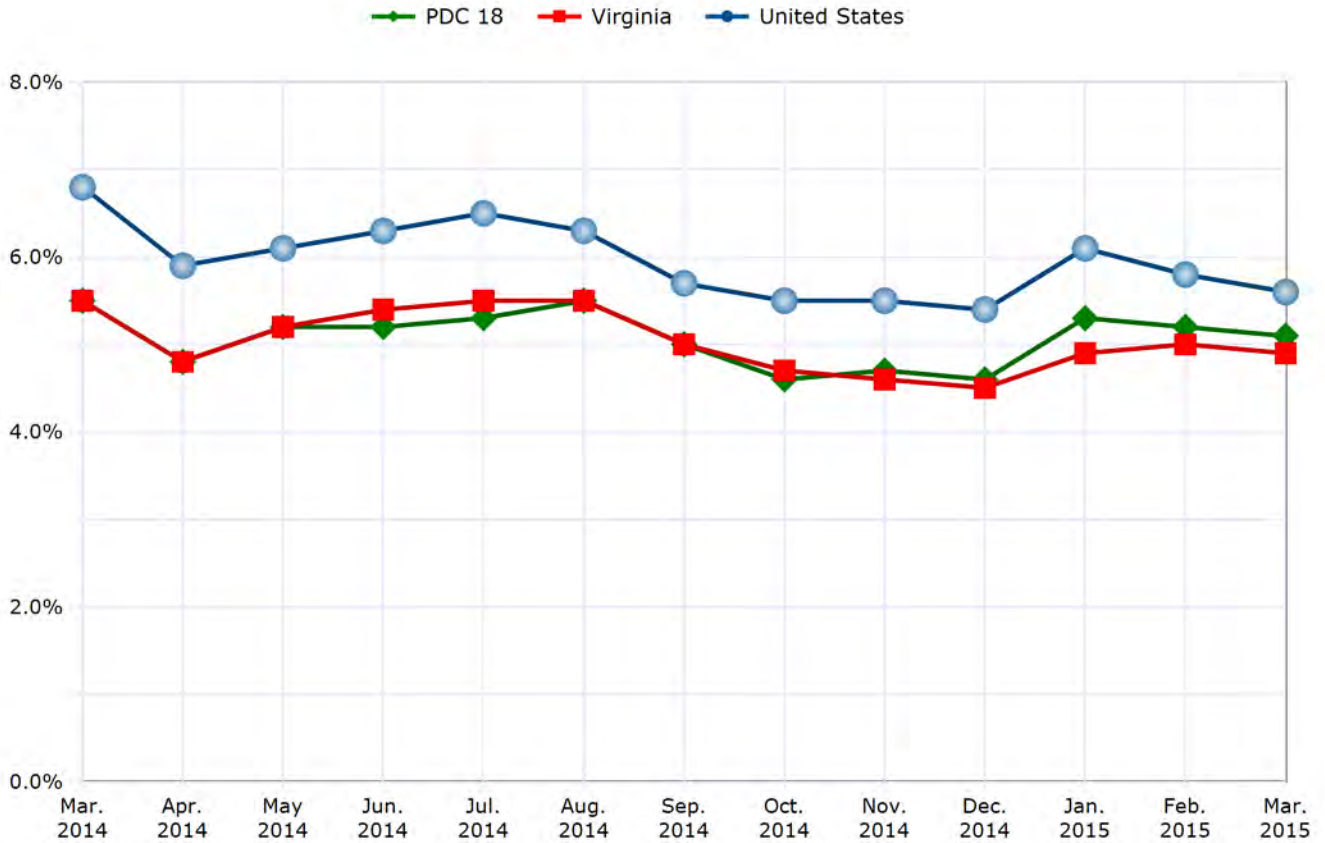


	PDC 18	Virginia	United States
2004	3.4%	3.8%	5.5%
2005	3.5%	3.6%	5.1%
2006	2.9%	3.1%	4.6%
2007	2.8%	3.0%	4.6%
2008	3.8%	3.9%	5.8%
2009	6.6%	6.7%	9.3%
2010	7.3%	7.1%	9.6%
2011	6.8%	6.6%	8.9%
2012	6.1%	6.0%	8.1%
2013	5.5%	5.7%	7.4%
2014	5.2%	5.2%	6.2%

Source: Virginia Employment Commission, Local Area Unemployment Statistics.

Unemployment Rates

Past 12 Months



	PDC 18	Virginia	United States
Mar. 2014	5.5%	5.5%	6.8%
Apr. 2014	4.8%	4.8%	5.9%
May 2014	5.2%	5.2%	6.1%
Jun. 2014	5.2%	5.4%	6.3%
Jul. 2014	5.3%	5.5%	6.5%
Aug. 2014	5.5%	5.5%	6.3%
Sep. 2014	5.0%	5.0%	5.7%
Oct. 2014	4.6%	4.7%	5.5%
Nov. 2014	4.7%	4.6%	5.5%
Dec. 2014	4.6%	4.5%	5.4%
Jan. 2015	5.3%	4.9%	6.1%
Feb. 2015	5.2%	5.0%	5.8%
Mar. 2015	5.1%	4.9%	5.6%

Source: Virginia Employment Commission, Local Area Unemployment Statistics.

Characteristics of the Insured Unemployed

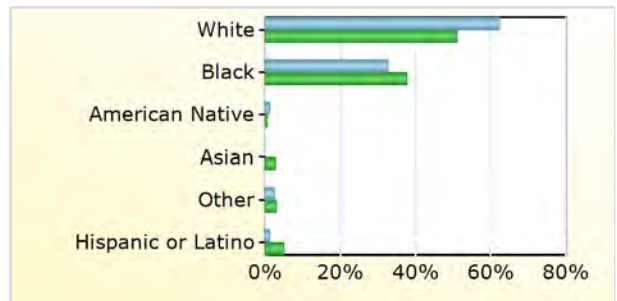
☐ Middle Peninsula PDC - (324 claimants)

☐ Virginia - (32,926 claimants)

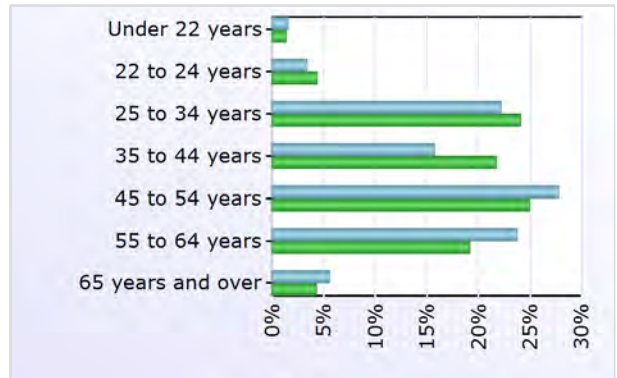
Gender	PDC 18	Virginia
Male	179	17,858
Female	145	15,068
Unspecified		



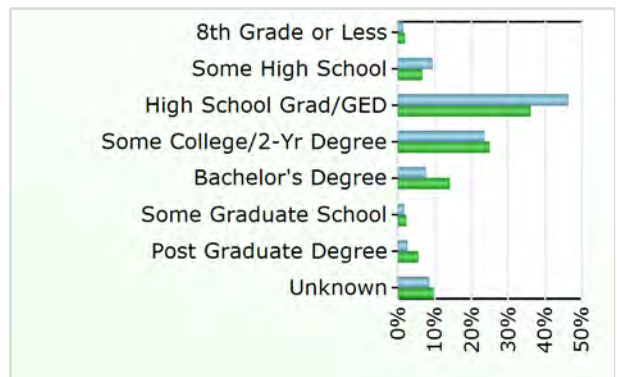
Race	PDC 18	Virginia
White	202	16,798
Black	106	12,441
American Native	4	167
Asian		896
Other	8	984
Hispanic or Latino	4	1,640



Age	PDC 18	Virginia
Under 22 years	5	450
22 to 24 years	11	1,443
25 to 34 years	72	7,929
35 to 44 years	51	7,161
45 to 54 years	90	8,217
55 to 64 years	77	6,314
65 years and over	18	1,412
Unknown		



Education	PDC 18	Virginia
8th Grade or Less	4	588
Some High School	30	2,133
High School Grad/GED	150	11,849
Some College/2-Yr Degree	76	8,151
Bachelor's Degree	24	4,602
Some Graduate School	5	703
Post Graduate Degree	8	1,766
Unknown	27	3,134

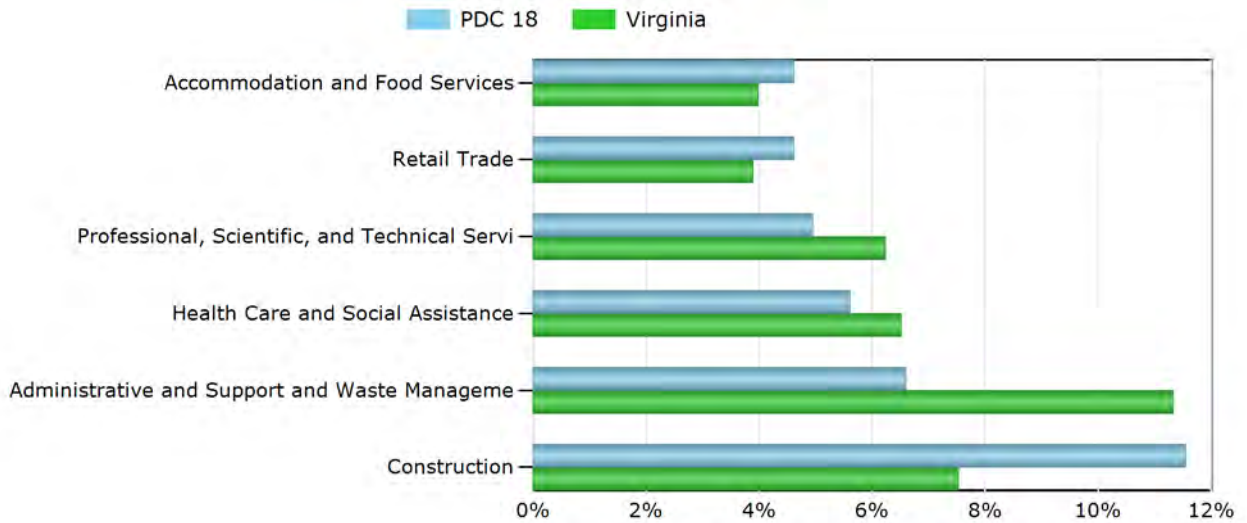


Source: Virginia Employment Commission, Characteristics of the Insured Unemployed, April 2015.

Characteristics of the Insured Unemployed

Top 5 Industries With Largest Number of Claimants in PDC 18

(excludes unclassified)



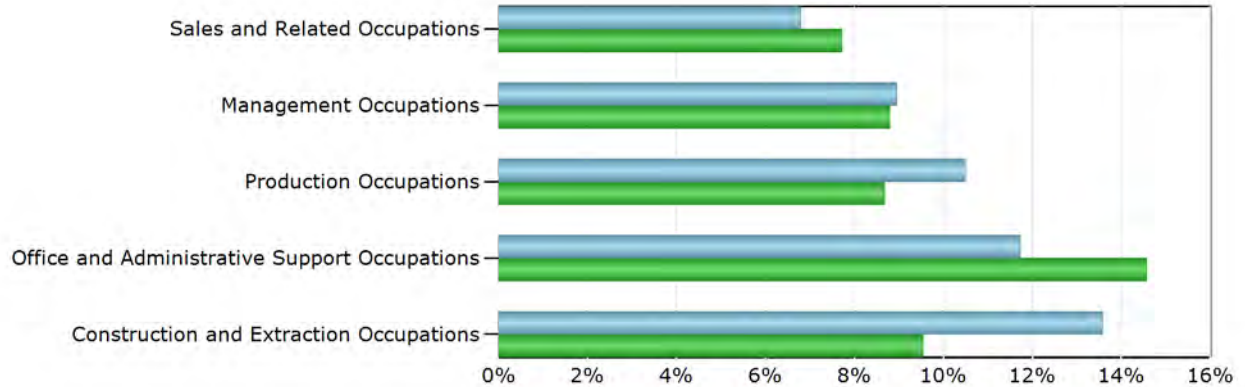
Industry	PDC 18	Virginia
Agriculture, Forestry, Fishing and Hunting	2	79
Mining, Quarrying, and Oil and Gas Extraction		198
Utilities		15
Construction	35	2,260
Manufacturing	8	539
Wholesale Trade	7	686
Retail Trade	14	1,168
Transportation and Warehousing	3	585
Information	3	448
Finance and Insurance	4	674
Real Estate and Rental and Leasing		356
Professional, Scientific, and Technical Services	15	1,872
Management of Companies and Enterprises	2	112
Administrative and Support and Waste Management	20	3,401
Educational Services	2	189
Health Care and Social Assistance	17	1,956
Arts, Entertainment, and Recreation	2	145
Accommodation and Food Services	14	1,196
Other Services (except Public Administration)	6	556
Unclassified	149	13,584

Source: Virginia Employment Commission, Characteristics of the Insured Unemployed, April 2015.

Characteristics of the Insured Unemployed

Top 5 Occupation Groups With Largest Number of Claimants in PDC 18

(excludes unclassified)



Occupation	PDC 18	Virginia
Management Occupations	29	2,896
Business and Financial Operations Occupations	9	1,503
Computer and Mathematical Occupations	1	1,140
Architecture and Engineering Occupations	5	507
Life, Physical, and Social Science Occupations		157
Community and Social Service Occupations	2	268
Legal Occupations	3	184
Education, Training, and Library Occupations	4	367
Arts, Design, Entertainment, Sports, and Media Occ	5	569
Healthcare Practitioners and Technical Occupations	4	623
Healthcare Support Occupations	13	980
Protective Service Occupations	4	362
Food Preparation and Serving Related Occupations	21	1,241
Building and Grounds Cleaning and Maintenance Occu	5	953
Personal Care and Service Occupations	8	554
Sales and Related Occupations	22	2,541
Office and Administrative Support Occupations	38	4,797
Farming, Fishing, and Forestry Occupations	8	219
Construction and Extraction Occupations	44	3,142
Installation, Maintenance, and Repair Occupations	15	1,188
Production Occupations	34	2,857
Transportation and Material Moving Occupations	20	2,002
Military Specific Occupations	3	387
Unknown Occupation Code	27	3,489

Source: Virginia Employment Commission, Characteristics of the Insured Unemployed, April 2015.

Unemployment Insurance Payments

Trends

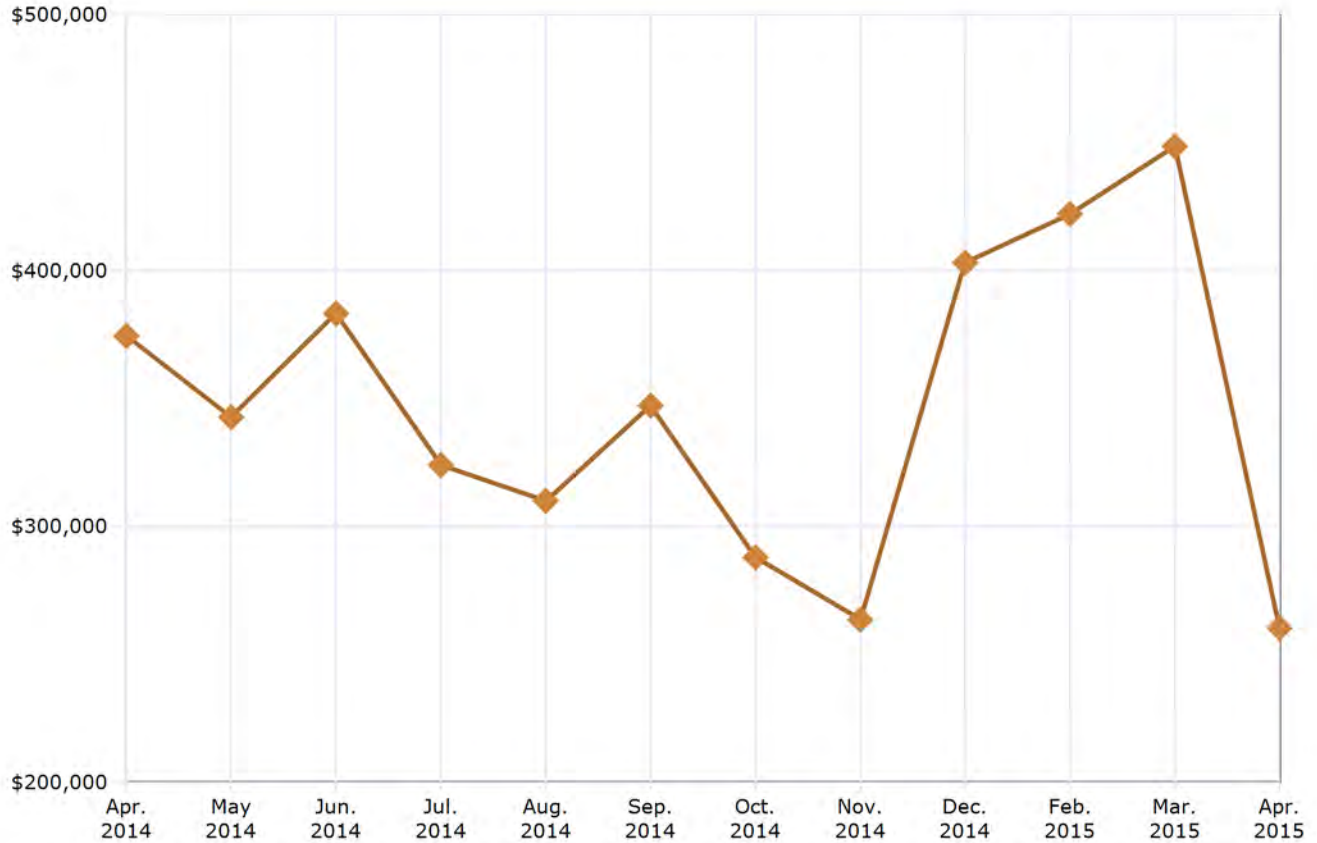


	PDC 18		Virginia	
	Weeks Paid	Amount Paid	Weeks Paid	Amount Paid
2004	12,157	\$2,796,997	1,632,841	\$376,193,745
2005	12,916	\$3,009,633	1,382,659	\$327,192,126
2006	10,464	\$2,571,875	1,334,848	\$334,996,815
2007	10,418	\$2,634,611	1,384,335	\$364,789,088
2008	15,819	\$4,296,847	1,699,923	\$468,544,246
2009	38,131	\$10,701,993	3,782,630	\$1,069,206,277
2010	28,933	\$7,864,383	2,727,738	\$748,174,724
2011	23,331	\$6,187,704	2,242,341	\$612,702,314
2012	20,536	\$5,507,957	2,102,986	\$592,044,339
2013	18,212	\$5,005,463	1,999,039	\$574,074,609
2014	16,559	\$4,552,556	1,684,690	\$490,522,709

Source: Virginia Employment Commission, Unemployment Insurance Program.

Unemployment Insurance Payments

Past 12 Months



	PDC 18		Virginia	
	Weeks Paid	Amount Paid	Weeks Paid	Amount Paid
Apr. 2014	1,317	\$374,515	139,013	\$40,908,085
May 2014	1,210	\$342,759	127,370	\$37,548,205
Jun. 2014	1,403	\$383,259	149,541	\$43,276,834
Jul. 2014	1,225	\$324,045	134,898	\$38,707,914
Aug. 2014	1,135	\$310,095	117,144	\$33,958,694
Sep. 2014	1,251	\$347,293	135,142	\$40,112,511
Oct. 2014	1,048	\$287,971	111,349	\$33,053,126
Nov. 2014	971	\$263,634	105,796	\$31,207,243
Dec. 2014	1,494	\$403,107	146,385	\$42,345,720
Feb. 2015	1,568	\$422,169	131,377	\$37,857,657
Mar. 2015	1,593	\$448,604	148,614	\$43,288,405
Apr. 2015	890	\$260,408	103,605	\$30,399,717

Source: Virginia Employment Commission, Unemployment Insurance Program.

Employers by Size of Establishment

	PDC 18	Virginia
0 to 4 employees	1,370	140,637
5 to 9 employees	470	37,094
10 to 19 employees	254	27,568
20 to 49 employees	145	20,073
50 to 99 employees	36	7,102
100 to 249 employees	18	3,702
250 to 499 employees	***	1,070
500 to 999 employees	***	353
1000 and over employees	0	240
	2,303	237,839

Employment by Size of Establishment

	PDC 18	Virginia
0 to 4 employees	2,280	213,941
5 to 9 employees	3,100	246,381
10 to 19 employees	3,381	373,844
20 to 49 employees	4,291	608,513
50 to 99 employees	2,270	484,004
100 to 249 employees	2,712	551,586
250 to 499 employees	***	368,948
500 to 999 employees	***	237,899
1000 and over employees	0	574,642
	22,342	3,659,758

Note: Asterisks (***) indicate non-disclosable data.
'Zero; no employment' typically represents new startup firms or sole-proprietorships.

Source: Virginia Employment Commission,
Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2014.

50 Largest Employers

- | | |
|--|---|
| 1. Riverside Regional Medical Center | 26. VDOT |
| 2. Gloucester County School | 27. O'malley Timber Products LLC |
| 3. Wal Mart | 28. County of Middlesex |
| 4. Alliance Group Rock Tenn | 29. The Home Depot |
| 5. Virginia Institute of Marine Science | 30. Industrial Resource Technology |
| 6. Middle Peninsula Northern Neck Mental Health Center | 31. Brambles Inc |
| 7. County of Gloucester | 32. Applebees |
| 8. Food Lion | 33. JL Jkm Enterprises Lc |
| 9. King William County Schools | 34. 7-Eleven |
| 10. Essex County School Board | 35. County of King William |
| 11. Lowes' Home Centers, Inc. | 36. Lowery S. Seafood Restaurant |
| 12. FDP Virginia | 37. Farm Fresh |
| 13. Mathews County School Board | 38. NPC International Inc |
| 14. Middlesex County Schools | 39. Penisula Metropolitan YMCA |
| 15. Southside Bank | 40. Essex Concrete Corporation |
| 16. Chesapeake Bay Agency on Aging | 41. Virginia Log Company |
| 17. Nestle Purina Petcare Company | 42. Dolgencorp LLC |
| 18. Rappahannock Community College | 43. Ball Lumber Company |
| 19. York Convalescent Center | 44. James River Group |
| 20. King & Queen County Public | 45. Probuild |
| 21. Hardee's | 46. Hope In Home Care |
| 22. Big Cheese | 47. Middle Peninsula Regional Security Center |
| 23. Postal Service | 48. County of King and Queen |
| 24. County of Essex | 49. Rappahannock Concrete Corporation |
| 25. Town of West Point School Board | 50. Mathews County Board of Supervisors |

Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2014.

Did you know...

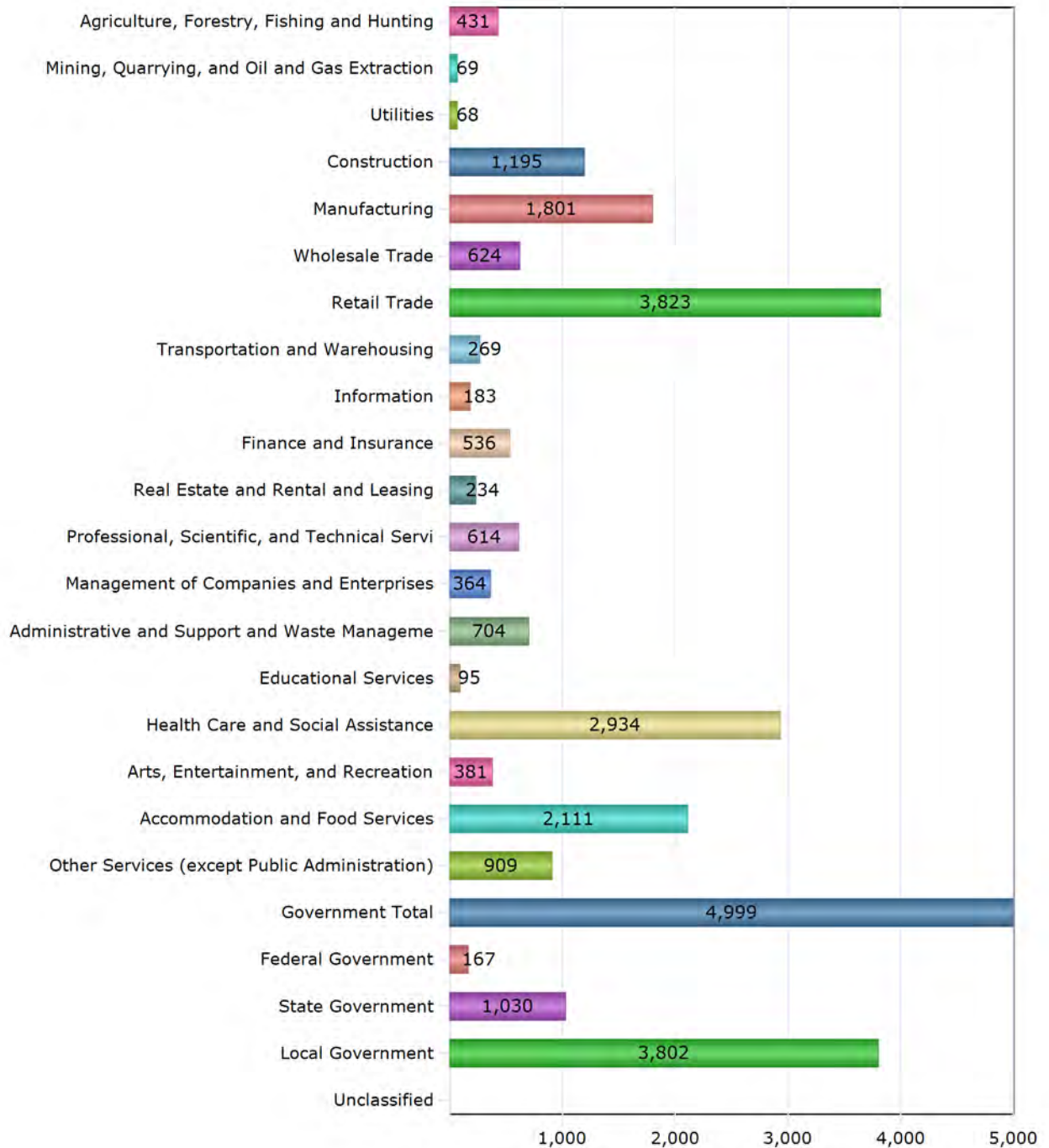
you can search over 300,000 employer listings on our website provided by Infogroup? This easy-to-use feature lets you search for employers by keyword, industry, sales volume, size range, and more!



For this data and more, visit us on the web at:

www.VirginiaLMI.com

Employment by Industry

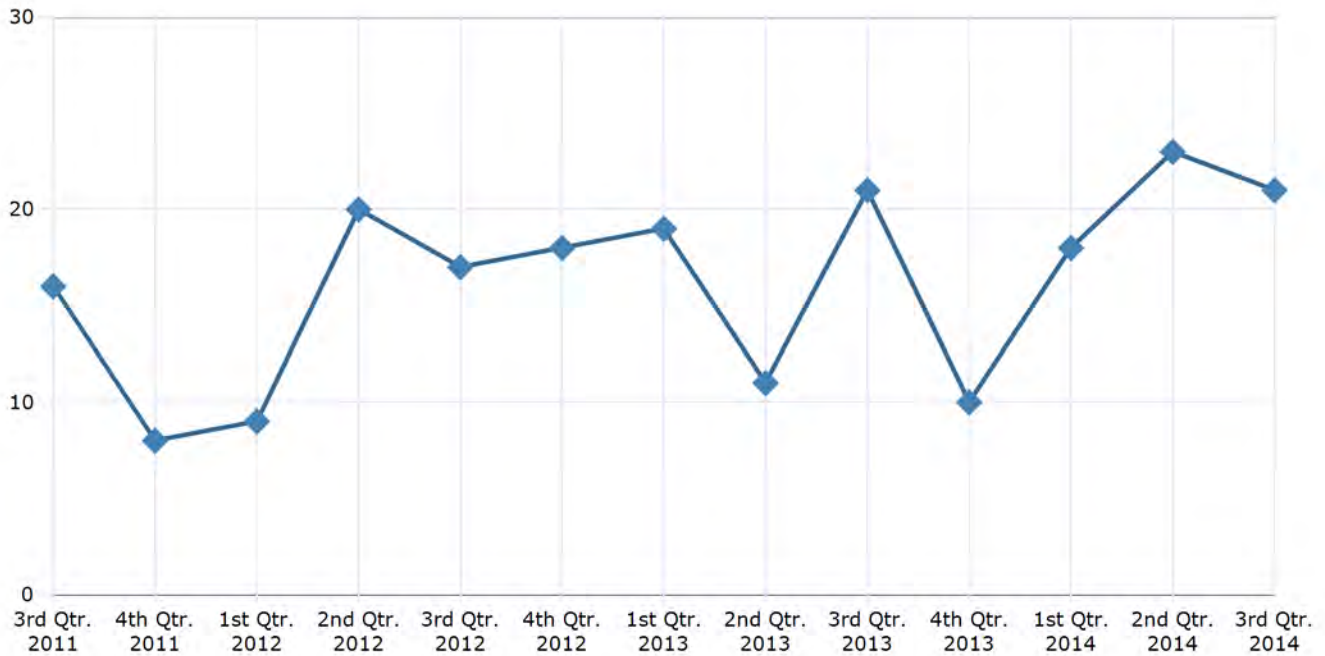


Total: 22,342

Note: Asterisk (*) indicates non-disclosable data.

Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2014.

New Startup Firms

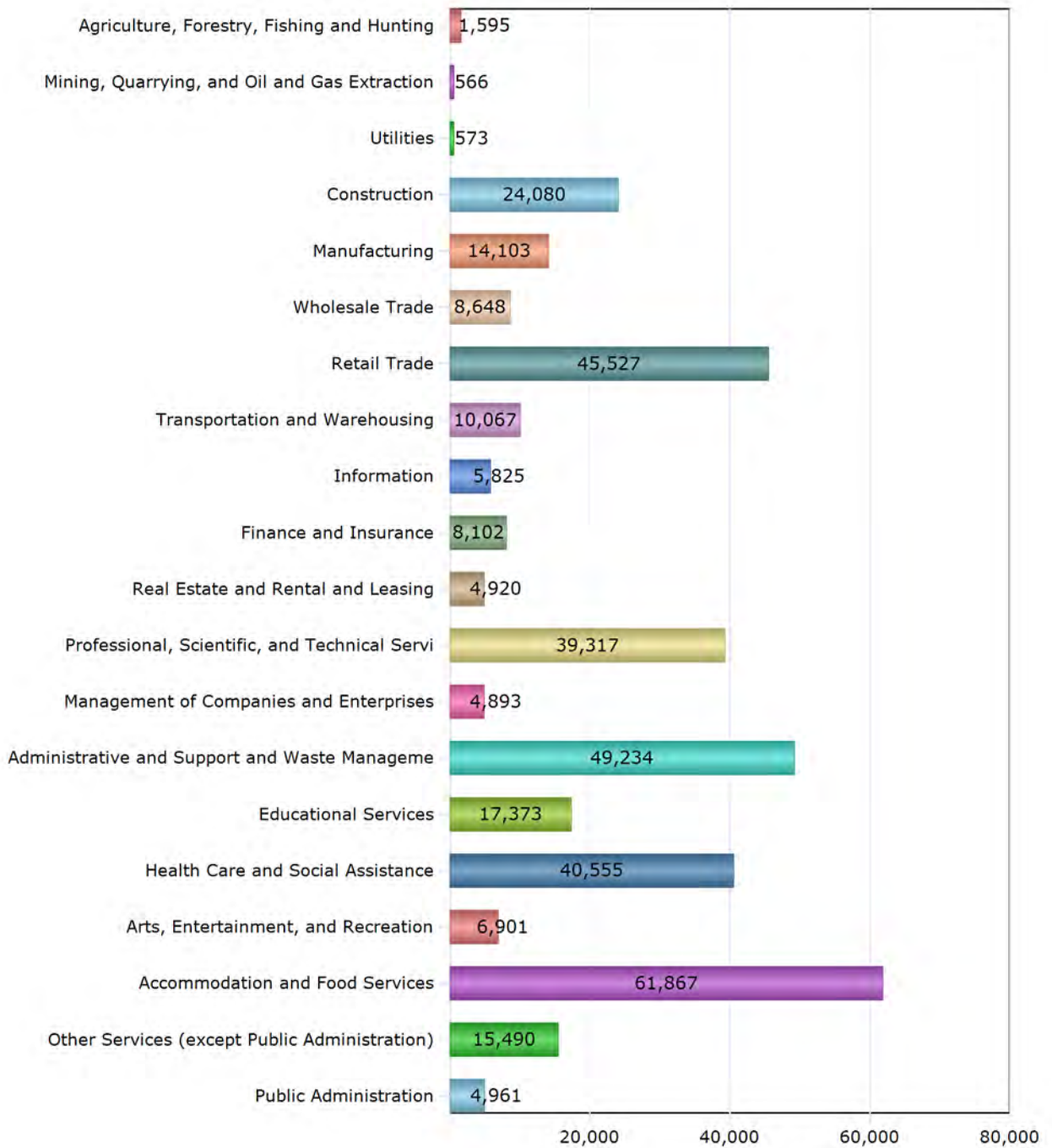


	PDC 18	Virginia
3rd Qtr. 2011	16	2,405
4th Qtr. 2011	8	2,518
1st Qtr. 2012	9	3,079
2nd Qtr. 2012	20	2,506
3rd Qtr. 2012	17	3,977
4th Qtr. 2012	18	2,999
1st Qtr. 2013	19	3,238
2nd Qtr. 2013	11	1,538
3rd Qtr. 2013	21	2,792
4th Qtr. 2013	10	2,751
1st Qtr. 2014	18	3,404
2nd Qtr. 2014	23	3,299
3rd Qtr. 2014	21	3,373

Note: The following criteria was used to define new startup firms:
 1.) Setup and liability date both occurred during 3rd Quarter (July, August, September) 2014
 2.) Establishment had no predecessor UI Account Number
 3.) Private Ownership
 4.) Average employment is less than 250
 5.) For multi-unit establishments, the parent company must also meet the above criteria.

Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2014.

New Hires by Industry

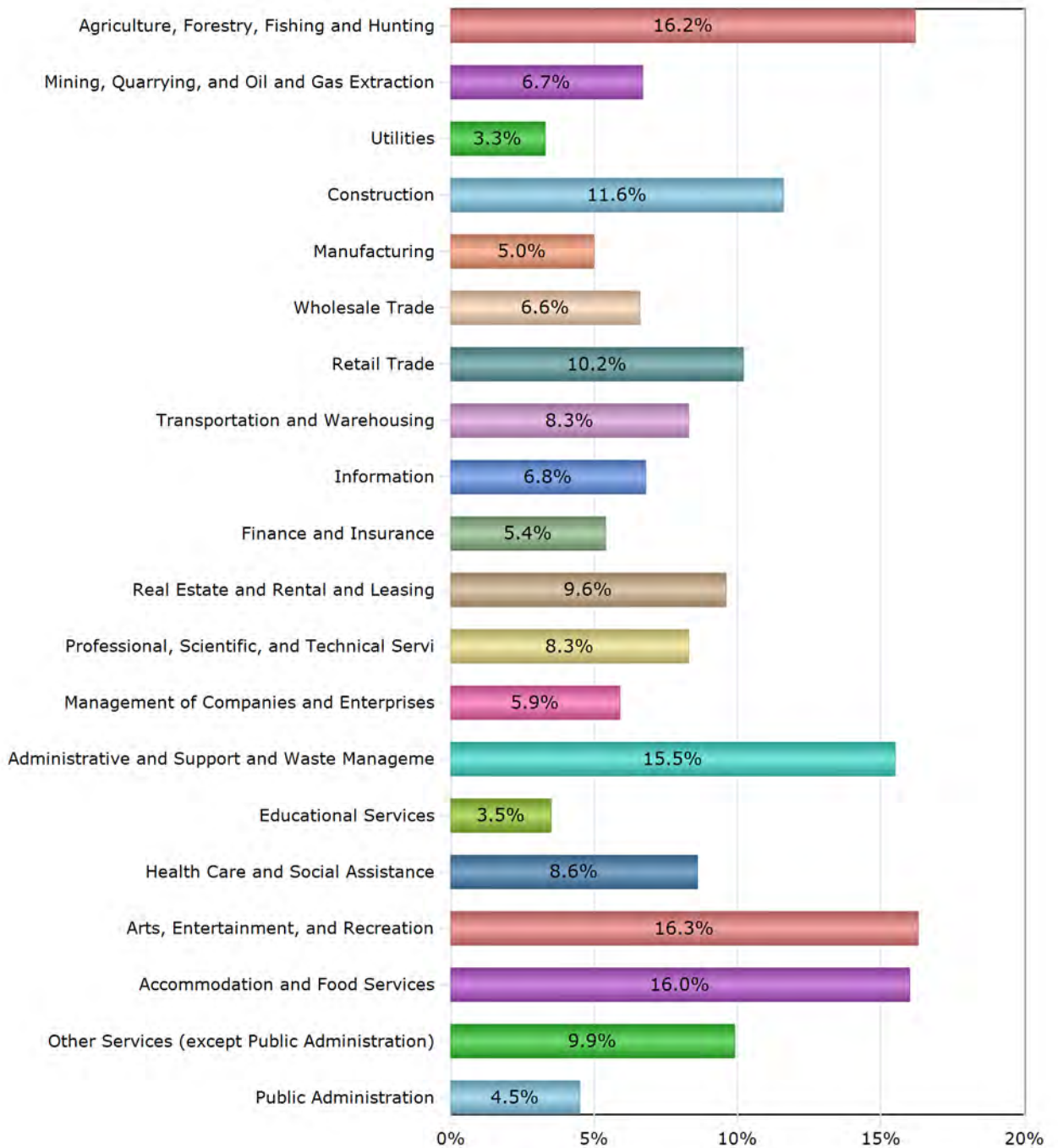


Total: 1,595

Data is for Virginia. No data available for Middle Peninsula PDC.

Source: U.S. Census Bureau, Local Employment Dynamics (LED) Program, 1st Quarter (January, February, March) 2014, all ownerships.

Turnover by Industry

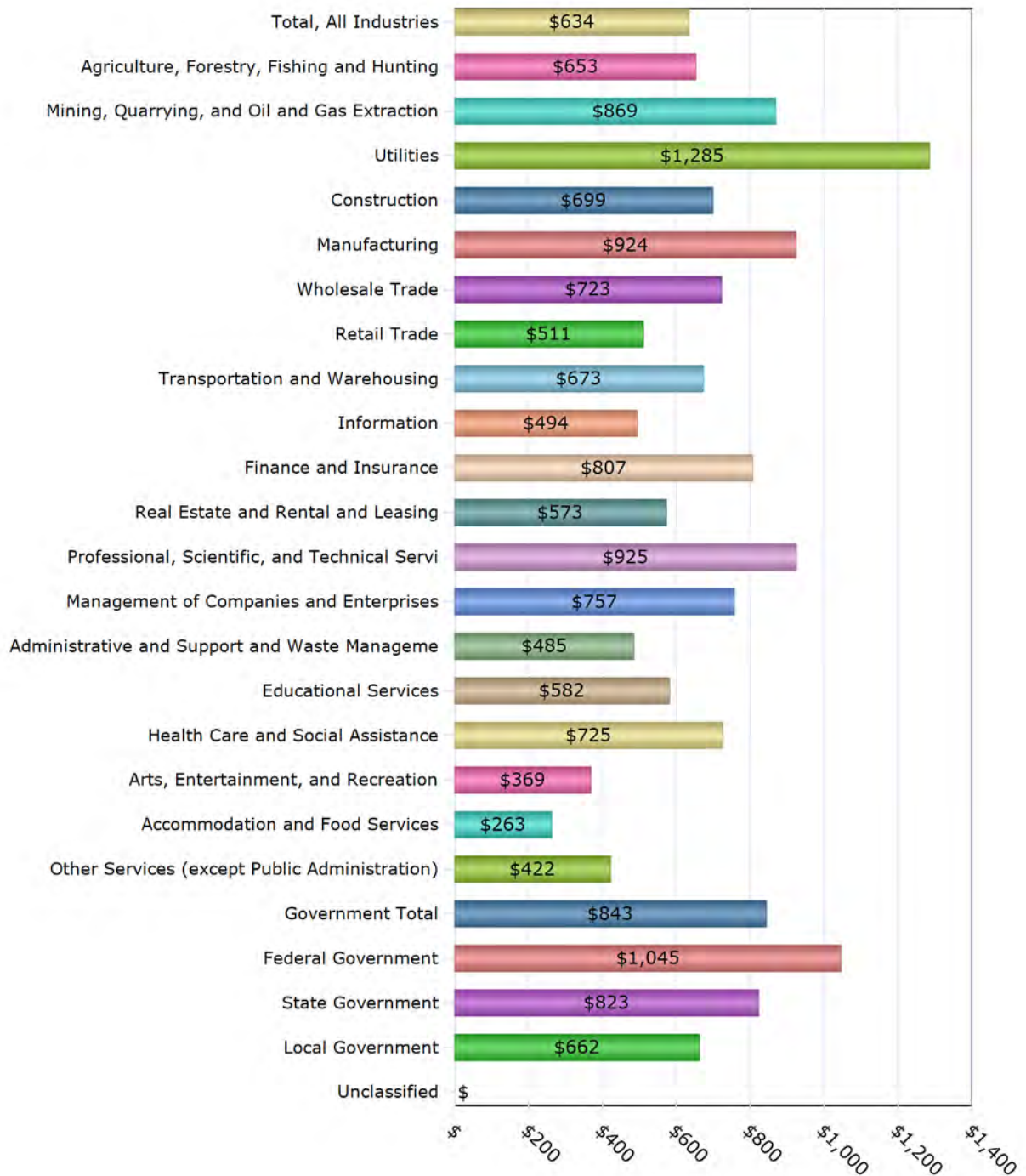


Average: 16.2%

Data is for Virginia. No data available for Middle Peninsula PDC.

Source: U.S. Census Bureau, Local Employment Dynamics (LED) Program, 4th Quarter (October, November, December) 2013, all ownerships.

Average Weekly Wage by Industry



Note: Asterisk (*) indicates non-disclosable data.

Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2014.

Age of Workers by Industry

	14–18	19–21	22–24	25–34	35–44	45–54	55–64	65+
Total, All Industries	58,685	137,321	203,262	736,298	728,401	788,892	564,770	185,842
Agriculture, Forestry, Fishing and Hunting	187	379	529	2,005	2,099	2,383	1,963	1,008
Mining, Quarrying, and Oil and Gas Extraction	9	120	304	1,553	1,903	1,969	1,674	236
Utilities	28	160	470	3,316	3,859	5,739	4,171	563
Construction	999	4,789	7,933	36,533	40,938	45,080	28,097	8,742
Manufacturing	868	4,701	9,395	40,981	49,346	68,514	50,693	9,825
Wholesale Trade	368	1,823	4,039	20,927	26,493	30,298	20,381	6,151
Retail Trade	15,767	41,042	42,002	90,054	68,319	75,771	56,239	23,750
Transportation and Warehousing	655	3,317	4,868	19,159	22,748	29,916	20,436	5,670
Information	829	1,520	3,124	16,360	21,552	19,763	11,567	2,880
Finance and Insurance	202	1,577	6,098	31,365	35,465	33,338	20,253	4,797
Real Estate and Rental and Leasing	209	1,080	2,587	11,049	10,773	12,119	8,801	4,012
Professional, Scientific, and Technical Servi	1,156	3,915	16,644	98,554	98,937	95,225	61,344	19,620
Management of Companies and Enterprises	581	1,536	3,322	16,483	18,513	21,273	14,659	3,578
Administrative and Support and Waste Manageme	1,314	7,319	13,998	51,396	46,183	46,453	29,934	11,410
Educational Services	1,749	4,495	11,749	61,954	73,919	86,283	77,582	27,209
Health Care and Social Assistance	2,702	11,164	23,658	100,342	96,751	101,354	76,900	23,160
Arts, Entertainment, and Recreation	2,897	3,511	4,276	11,268	9,130	9,248	7,043	3,364
Accommodation and Food Services	25,244	37,972	35,810	73,143	48,882	42,471	25,363	12,311
Other Services (except Public Administration)	2,275	5,398	8,158	27,045	25,440	28,726	21,254	9,586
Public Administration	645	1,505	4,300	22,809	27,150	32,967	26,418	7,970

Data is for Virginia. No data available for Middle Peninsula PDC.

Source: U.S. Census Bureau, Local Employment Dynamics (LED) Program, 1st Quarter (January, February, March) 2014, all ownerships.

What is LED?

Developed by the U.S. Census Bureau, the Local Employment Dynamics (LED) program merges Virginia's Unemployment Compensation wage and employer records with Census demographic data. Read more about LED on the following website:

<http://lehd.did.census.gov/led/>



Industry Employment and Projections

Long Term

	Employment			Percent	
	Estimated 2012	Projected 2022	Change	Total	Annual
Total, All Industries	3,947,721	4,481,928	534,207	13.53%	1.28%
Agriculture, Forestry, Fishing and Hunting	53,926	47,146	-6,780	-12.57%	-1.33%
Mining, Quarrying, and Oil and Gas Extraction	9,003	9,029	26	.29%	.03%
Utilities	10,623	9,421	-1,202	-11.32%	-1.19%
Construction	176,253	222,926	46,673	26.48%	2.38%
Manufacturing	230,941	224,319	-6,622	-2.87%	-.29%
Wholesale Trade	111,225	122,359	11,134	10.01%	.96%
Retail Trade	405,343	441,850	36,507	9.01%	.87%
Transportation and Warehousing	104,468	110,736	6,268	6%	.58%
Information	71,657	69,603	-2,054	-2.87%	-.29%
Finance and Insurance	125,793	141,253	15,460	12.29%	1.17%
Real Estate and Rental and Leasing	51,379	57,811	6,432	12.52%	1.19%
Professional, Scientific, and Technical Services	395,118	518,461	123,343	31.22%	2.75%
Management of Companies and Enterprises	76,187	71,400	-4,787	-6.28%	-.65%
Administrative and Support and Waste Management	204,884	240,852	35,968	17.56%	1.63%
Educational Services	357,022	410,675	53,653	15.03%	1.41%
Health Care and Social Assistance	405,302	530,010	124,708	30.77%	2.72%
Arts, Entertainment, and Recreation	48,393	55,978	7,585	15.67%	1.47%
Accommodation and Food Services	309,777	350,409	40,632	13.12%	1.24%
Other Services (except Public Administration)	130,426	153,080	22,654	17.37%	1.61%

Note: Asterisks (***) indicate non-disclosable data.
Projections data is for Virginia. No data available for Middle Peninsula PDC.

Source: Virginia Employment Commission,
Long Term Industry and Occupational Projections, 2012-2022.

Industry Employment and Projections

Short Term

	Employment			Percent	
	Estimated 2014	Projected 2016	Change	Total	Annual
Total, All Industries	3,934,235	4,023,513	89,278	2.27%	1.13%
Agriculture, Forestry, Fishing and Hunting	3,852	3,967	115	2.99%	1.48%
Mining, Quarrying, and Oil and Gas Extraction	7,597	7,026	-571	-7.52%	-3.83%
Utilities	10,602	10,477	-125	-1.18%	-.59%
Construction	179,385	183,880	4,495	2.51%	1.25%
Manufacturing	231,756	233,310	1,554	.67%	.33%
Wholesale Trade	111,007	111,239	232	.21%	.1%
Retail Trade	410,079	417,370	7,291	1.78%	.89%
Transportation and Warehousing	106,712	109,433	2,721	2.55%	1.27%
Information	71,512	72,011	499	.7%	.35%
Finance and Insurance	129,382	132,050	2,668	2.06%	1.03%
Real Estate and Rental and Leasing	51,879	52,566	687	1.32%	.66%
Professional, Scientific, and Technical Servi Management of Companies and Enterprises	388,609	398,906	10,297	2.65%	1.32%
Administrative and Support and Waste Manageme	74,498	77,520	3,022	4.06%	2.01%
Educational Services	216,870	226,385	9,515	4.39%	2.17%
Health Care and Social Assistance	365,175	372,771	7,596	2.08%	1.03%
Arts, Entertainment, and Recreation	419,122	435,520	16,398	3.91%	1.94%
Accommodation and Food Services	54,758	56,333	1,575	2.88%	1.43%
Other Services (except Public Administration)	326,947	339,362	12,415	3.8%	1.88%
	132,764	136,304	3,540	2.67%	1.32%

*Note: Asterisks (***) indicate non-disclosable data.
Projections data is for Virginia Statewide. No data available for Middle Peninsula PDC.*

*Source: Virginia Employment Commission,
Short Term Industry and Occupational Projections, 2014-2016.*

Occupation Employment and Projections

Long Term

	Employment			Openings		
	Estimated 2012	Projected 2022	% Change	Replace-ments	Growth	Total
Total, All Occupations	3,947,721	4,481,928	13.53%	91,354	56,322	147,676
Management Occupations	251,922	267,772	6.29%	4,952	2,532	7,484
Business and Financial Operations Occupations	265,333	309,463	16.63%	5,165	4,422	9,587
Computer and Mathematical Occupations	205,460	259,844	26.47%	3,226	5,475	8,701
Architecture and Engineering Occupations	81,463	89,705	10.12%	1,889	841	2,730
Life, Physical, and Social Science Occupations	31,459	35,533	12.95%	878	411	1,289
Community and Social Service Occupations	52,896	63,916	20.83%	1,199	1,102	2,301
Legal Occupations	42,575	47,036	10.48%	687	470	1,157
Education, Training, and Library Occupations	234,277	271,508	15.89%	4,819	3,723	8,542
Arts, Design, Entertainment, Sports, and Media Occupations	66,001	76,841	16.42%	1,525	1,103	2,628
Healthcare Practitioners and Technical Occupations	195,135	238,325	22.13%	4,012	4,325	8,337
Healthcare Support Occupations	90,125	120,414	33.61%	1,716	3,029	4,745
Protective Service Occupations	102,907	120,022	16.63%	2,773	1,712	4,485
Food Preparation and Serving Related Occupations	307,871	352,087	14.36%	11,764	4,422	16,186
Building and Grounds Cleaning and Maintenance Occupations	148,893	168,629	13.26%	3,071	1,974	5,045
Personal Care and Service Occupations	144,630	181,002	25.15%	2,981	3,653	6,634
Sales and Related Occupations	392,258	426,632	8.76%	11,714	3,462	15,176
Office and Administrative Support Occupations	547,113	595,225	8.79%	12,101	5,537	17,638
Farming, Fishing, and Forestry Occupations	37,946	33,155	-12.63%	1,075	36	1,111
Construction and Extraction Occupations	184,043	219,894	19.48%	3,014	3,595	6,609
Installation, Maintenance, and Repair Occupations	153,236	170,684	11.39%	3,583	1,752	5,335
Production Occupations	182,924	186,349	1.87%	3,788	810	4,598
Transportation and Material Moving Occupations	229,254	247,892	8.13%	5,424	1,938	7,362

Note: Asterisks (***) indicate non-disclosable data.
Projections data is for Virginia. No data available for Middle Peninsula PDC.

Source: Virginia Employment Commission,
Long Term Industry and Occupational Projections, 2012-2022.

Occupation Employment and Projections

Short Term

	Employment			Openings		
	Estimated 2014	Projected 2016	% Change	Replace-ments	Growth	Total
Total, All Occupations	3,934,235	4,023,513	2.27%	92,354	46,032	138,386
Management Occupations	211,787	215,327	1.67%	3,862	1,779	5,641
Business and Financial Operations Occupations	273,142	280,749	2.79%	4,901	3,804	8,705
Computer and Mathematical Occupations	200,687	206,642	2.97%	2,721	3,002	5,723
Architecture and Engineering Occupations	77,535	77,510	-.03%	1,716	190	1,906
Life, Physical, and Social Science Occupations	31,856	32,277	1.32%	854	224	1,078
Community and Social Service Occupations	53,747	55,695	3.62%	1,144	974	2,118
Legal Occupations	42,939	43,693	1.76%	634	392	1,026
Education, Training, and Library Occupations	240,979	246,398	2.25%	4,784	2,710	7,494
Arts, Design, Entertainment, Sports, and Media Occupations	59,966	61,114	1.91%	1,326	610	1,936
Healthcare Practitioners and Technical Occupations	198,229	203,943	2.88%	3,658	2,858	6,516
Healthcare Support Occupations	92,382	95,647	3.53%	1,603	1,632	3,235
Protective Service Occupations	104,917	107,495	2.46%	3,004	1,289	4,293
Food Preparation and Serving Related Occupations	324,934	337,400	3.84%	14,812	6,234	21,046
Building and Grounds Cleaning and Maintenance Occupations	152,554	157,535	3.27%	2,930	2,490	5,420
Personal Care and Service Occupations	152,349	158,779	4.22%	3,072	3,224	6,296
Sales and Related Occupations	409,661	415,026	1.31%	13,597	2,707	16,304
Office and Administrative Support Occupations	551,403	559,974	1.55%	12,217	4,744	16,961
Farming, Fishing, and Forestry Occupations	6,652	6,769	1.76%	164	75	239
Construction and Extraction Occupations	183,684	187,137	1.88%	2,990	1,826	4,816
Installation, Maintenance, and Repair Occupations	153,013	155,739	1.78%	3,440	1,379	4,819
Production Occupations	184,566	186,437	1.01%	3,768	1,314	5,082
Transportation and Material Moving Occupations	227,253	232,227	2.19%	5,156	2,574	7,730

Note: Asterisks (***) indicate non-disclosable data.
Projections data is for Virginia Statewide. No data available for Middle Peninsula PDC.

Source: Virginia Employment Commission,
Short Term Industry and Occupational Projections, 2014-2016.

Growth Occupations

	Employment			Average Annual Openings			Average Annual Salary
	Estimated 2012	Projected 2022	% Change	Replacements	Growth	Total	
Ambulance Drivers and Attendants, Except Emergency Medical Technicians	187	323	72.73%	3	14	17	\$21,540
Interpreters and Translators	4,912	8,134	65.59%	67	322	389	\$65,520
Physical Therapist Aides	1,633	2,680	64.12%	36	105	141	\$22,880
Occupational Therapy Assistants	614	995	62.05%	15	38	53	\$58,820
Personal Care Aides	32,418	51,224	58.01%	232	1,881	2,113	\$19,590
Veterinary Technologists and Technicians	1,424	2,230	56.6%	14	81	95	\$37,450
Physical Therapist Assistants	1,901	2,945	54.92%	42	104	146	\$54,870
Audiologists	372	563	51.34%	8	19	27	\$76,390
Information Security Analysts	10,025	15,069	50.31%	158	504	662	\$106,350
Atmospheric and Space Scientists	433	647	49.42%	11	21	32	\$104,870
Skincare Specialists	1,222	1,813	48.36%	10	59	69	\$37,370
Physician Assistants	2,090	3,097	48.18%	38	101	139	\$86,980
Physical Therapists	5,130	7,593	48.01%	126	246	372	\$83,090
Dental Hygienists	4,295	6,356	47.99%	110	206	316	\$79,230
Emergency Medical Technicians and Paramedics	4,449	6,564	47.54%	121	212	333	\$31,610
Home Health Aides	10,378	15,248	46.93%	197	487	684	\$21,400
Diagnostic Medical Sonographers	1,353	1,958	44.72%	19	60	79	\$72,800
Phlebotomists	3,150	4,540	44.13%	60	139	199	\$32,620
Ophthalmic Medical Technicians	569	820	44.11%	6	25	31	\$34,870
Meeting, Convention, and Event Planners	4,204	6,058	44.1%	58	185	243	\$57,330

Note: Asterisks (***) indicate non-disclosable data.
Projections and OES wage data are for Virginia. No data available for Middle Peninsula PDC.

Source: Virginia Employment Commission,
Long Term Industry and Occupational Projections, 2012-2022
Occupational Employment Statistics (OES) Survey, 2013.

Declining Occupations

	Employment			Openings		
	Estimated 2012	Projected 2022	% Change	Replace-ments	Growth	Total
Semiconductor Processors	314	211	-32.8%	7	0	7
Farmers, Ranchers, and Other Agricultural Managers	31,648	22,336	-29.42%	511	0	511
Log Graders and Scalers	101	72	-28.71%	2	0	2
Fallers	479	349	-27.14%	7	0	7
Word Processors and Typists	1,431	1,046	-26.9%	5	0	5
Postal Service Clerks	1,854	1,378	-25.67%	28	0	28
Textile Bleaching and Dyeing Machine Operators and Tenders	333	251	-24.62%	5	0	5
Animal Breeders	114	86	-24.56%	3	0	3
Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	247	188	-23.89%	5	0	5
Textile Knitting and Weaving Machine Setters, Operators, and Tenders	1,094	836	-23.58%	18	0	18
Postal Service Mail Sorters, Processors, and Processing Machine Operators	2,945	2,254	-23.46%	21	0	21
Data Entry Keyers	5,989	4,594	-23.29%	72	0	72
Postal Service Mail Carriers	7,120	5,674	-20.31%	248	0	248
Graders and Sorters, Agricultural Products	1,645	1,321	-19.7%	29	0	29
Textile Cutting Machine Setters, Operators, and Tenders	311	250	-19.61%	5	0	5
Textile Winding, Twisting, and Drawing Out Machine Setters, Operators, and Tenders	925	744	-19.57%	15	0	15
Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	2,185	1,803	-17.48%	42	0	42
Postmasters and Mail Superintendents	627	518	-17.38%	14	0	14
Embalmers	250	208	-16.8%	5	0	5
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	1,844	1,536	-16.7%	22	0	22

Note: Asterisks (***) indicate non-disclosable data.
Projections data is for Virginia. No data available for Middle Peninsula PDC.

Source: Virginia Employment Commission,
Long Term Industry and Occupational Projections, 2012-2022.

Consumer Price Index (CPI)

All Urban Consumers (CPI-U)

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Ann.	% chg
2005	190.700	191.800	193.300	194.600	194.400	194.500	195.400	196.400	198.800	199.200	197.600	196.800	195.300	3.4
2006	198.300	198.700	199.800	201.500	202.500	202.900	203.500	203.900	202.900	201.800	201.500	201.800	201.600	3.2
2007	202.416	203.499	205.352	206.686	207.949	208.352	208.299	207.917	208.490	208.936	210.177	210.036	207.342	2.8
2008	211.080	211.693	213.528	214.823	216.632	218.815	219.964	219.086	218.783	216.573	212.425	210.228	215.303	3.8
2009	211.143	212.193	212.709	213.240	213.856	215.693	215.351	215.834	215.969	216.177	216.330	215.949	214.537	-0.4
2010	216.687	216.741	217.631	218.009	218.178	217.965	218.011	218.312	218.439	218.711	218.803	219.179	218.056	1.6
2011	220.223	221.309	223.467	224.906	225.964	225.722	225.922	226.545	226.889	226.421	226.230	225.672	224.939	3.2
2012	226.665	227.663	229.392	230.085	229.815	229.478	229.104	230.379	231.407	231.317	230.221	229.601	229.594	2.1
2013	230.280	232.166	232.773	232.531	232.945	233.504	233.596	233.877	234.149	233.546	233.069	233.049	232.957	1.5
2014	233.916	234.781	236.293	237.072	237.900	238.343	238.250	237.852	238.031	237.433	236.151	234.812	236.736	1.6
2015	233.707	234.722	236.119											

Urban Wage Earners and Clerical Workers (CPI-W)

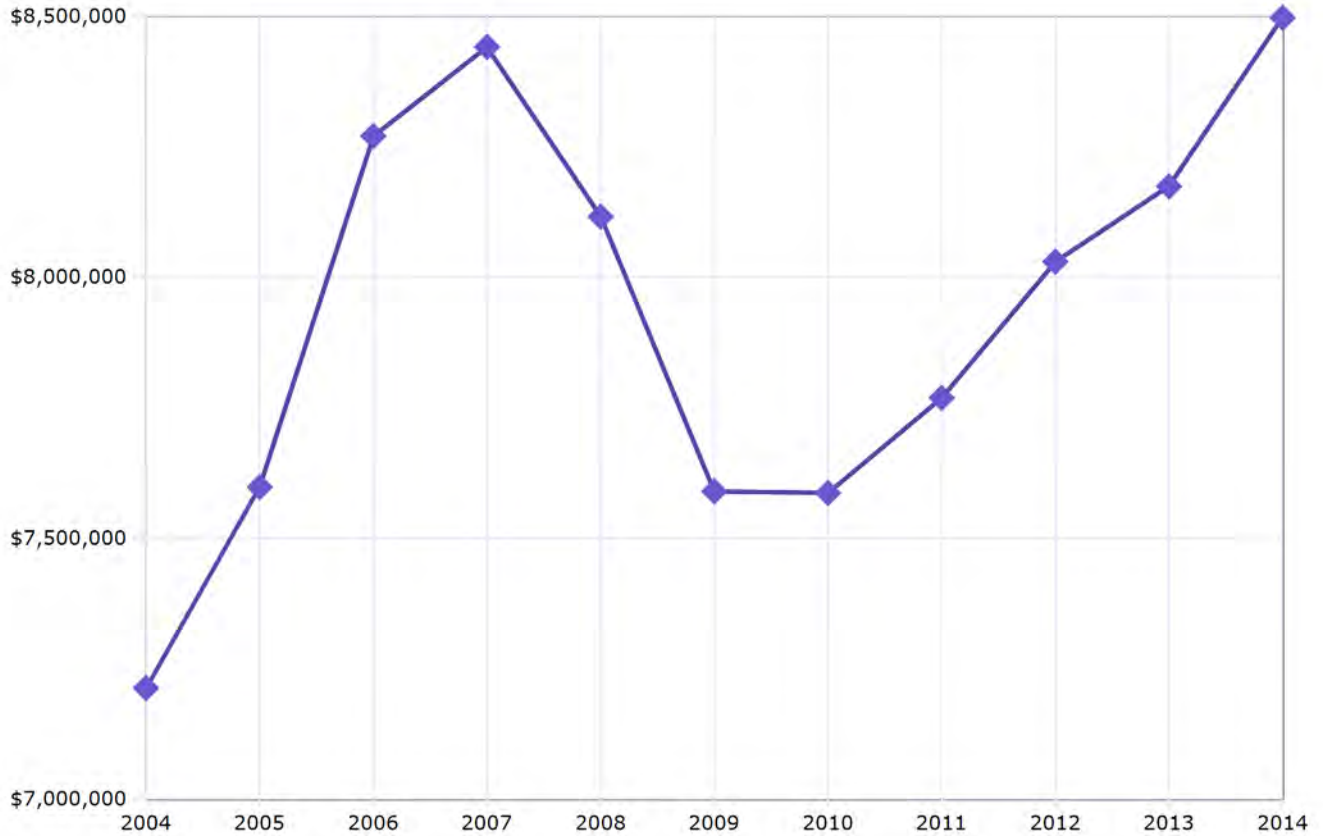
	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Ann.	% chg
2005	186.300	187.300	188.600	190.200	190.000	190.100	191.000	192.100	195.000	195.200	193.400	192.500	191.000	3.5
2006	194.000	194.200	195.300	197.200	198.200	198.600	199.200	199.600	198.400	197.000	196.800	197.200	197.100	3.2
2007	197.559	198.544	200.612	202.130	203.661	203.906	203.700	203.199	203.889	204.338	205.891	205.777	202.767	2.9
2008	206.744	207.254	209.147	210.698	212.788	215.223	216.304	215.247	214.935	212.182	207.296	204.813	211.053	4.1
2009	205.700	206.708	207.218	207.925	208.774	210.972	210.526	211.156	211.322	211.549	212.003	211.703	209.630	-0.7
2010	212.568	212.544	213.525	213.958	214.124	213.839	213.898	214.205	214.306	214.623	214.750	215.262	213.967	2.1
2011	216.400	217.535	220.024	221.743	222.954	222.522	222.686	223.326	223.688	223.043	222.813	222.166	221.575	3.6
2012	223.216	224.317	226.304	227.012	226.600	226.036	225.568	227.056	228.184	227.974	226.595	225.889	226.229	2.1
2013	226.520	228.677	229.323	228.949	229.399	230.002	230.084	230.359	230.537	229.735	229.133	229.174	229.324	1.4
2014	230.040	230.871	232.560	233.443	234.216	234.702	234.525	234.030	234.170	233.229	231.551	229.909	232.771	1.5
2015	228.294	229.421	231.055											

Note: CPI data is for the United States only. No data available for Middle Peninsula PDC.

The CPI-U includes expenditures by urban wage earners and clerical workers, professional, managerial, and technical workers, the self-employed, short-term workers, the unemployed, retirees and others not in the labor force. The CPI-W only includes expenditures by those in hourly wage earning or clerical jobs.

Source: Bureau of Labor Statistics,
Consumer Price Indexes (CPI) Program.

Local Option Sales Tax Trends

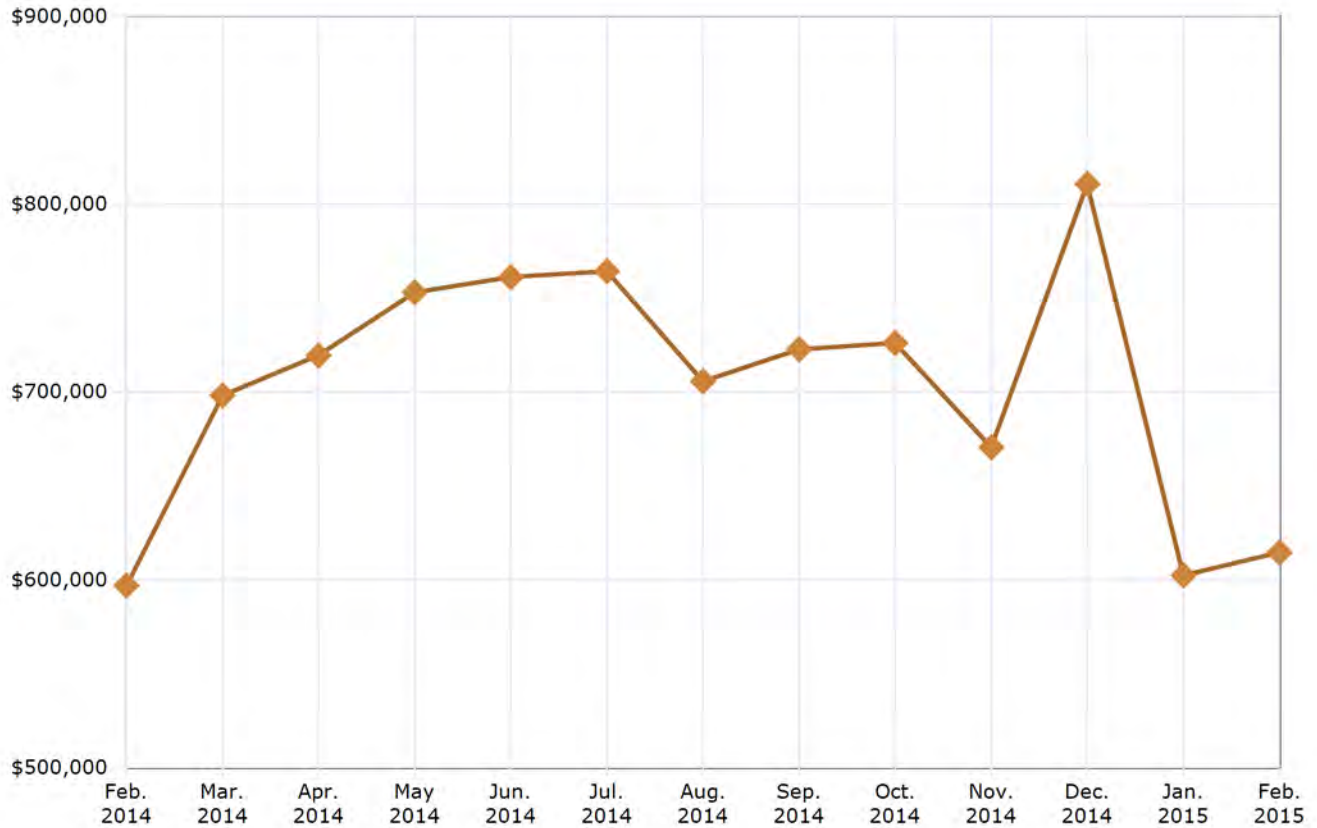


	PDC 18	Virginia
2004	\$7,212,818	\$914,499,686
2005	\$7,597,619	\$976,923,577
2006	\$8,270,112	\$1,028,544,074
2007	\$8,440,806	\$1,056,766,678
2008	\$8,115,460	\$1,032,815,078
2009	\$7,589,575	\$979,594,664
2010	\$7,586,365	\$992,820,512
2011	\$7,768,502	\$1,035,981,229
2012	\$8,029,475	\$1,080,663,042
2013	\$8,173,675	\$1,093,292,668
2014	\$8,496,662	\$1,131,194,860

Note: This data is based on Virginia sales tax revenues deposited, rather than the actual taxable sales figures as reported on a dealer's return.

Source: Virginia Department of Taxation, Revenue Forecasting.

Local Option Sales Tax Past 12 Months



	PDC 18	Virginia
Feb. 2014	\$596,943	\$80,916,394
Mar. 2014	\$698,115	\$93,207,955
Apr. 2014	\$719,424	\$92,861,402
May 2014	\$752,914	\$96,341,065
Jun. 2014	\$761,036	\$97,618,031
Jul. 2014	\$764,260	\$93,914,532
Aug. 2014	\$705,629	\$94,884,588
Sep. 2014	\$722,694	\$96,246,821
Oct. 2014	\$725,998	\$97,664,199
Nov. 2014	\$670,537	\$94,636,015
Dec. 2014	\$810,632	\$111,706,364
Jan. 2015	\$602,376	\$83,115,661
Feb. 2015	\$614,541	\$82,043,204

Note: This data is based on Virginia sales tax revenues deposited, rather than the actual taxable sales figures as reported on a dealer's return.

Source: Virginia Department of Taxation, Revenue Forecasting.

IV. Education Profile

Overview

The Education Profile for Middle Peninsula PDC provides an assortment of data collected from the United States Census Bureau and the National Center for Education Statistics (NCES).



Related Terms and Definitions

Associate's degree

An award that normally requires at least two but less than four years of full-time equivalent college work.

Bachelor's degree

An award that normally requires at least four but not more than five years of full-time equivalent college-level work.

Post-baccalaureate certificate

An award that requires completion of an organized program of study equivalent to 18 semester credit hours beyond the bachelor's. It is designed for persons who have completed a bachelor's degree, but do not meet the requirements of a master's degree.

Master's degree

An award that requires the successful completion of a program of study of at least the full-time equivalent of one but not more than two academic years of work beyond the bachelor's degree.

Post-master's certificate

An award that requires completion of an organized program of study equivalent to 24 semester credit hours beyond the master's degree, but does not meet the requirements of academic degrees at the doctor's level.

Doctor's degree

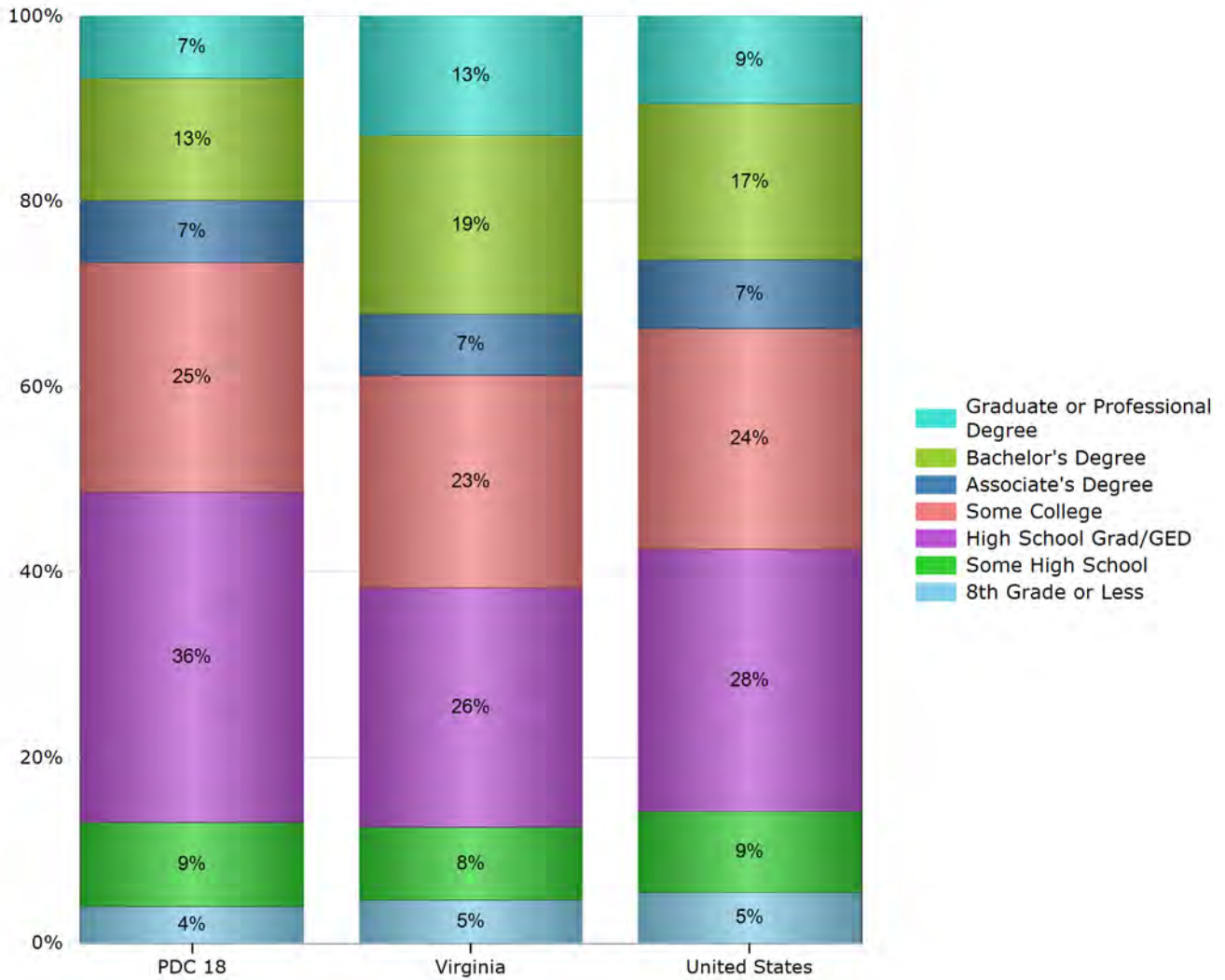
The highest award a student can earn for graduate study.

First-professional degree

An award that requires completion of a program that meets all of the following criteria: (1) completion of the academic requirements to begin practice in the profession; (2) at least two years of college work prior to entering the program; and (3) a total of at least six academic years of college work to complete the degree program, including prior required college work plus the length of the professional program itself.

Educational Attainment

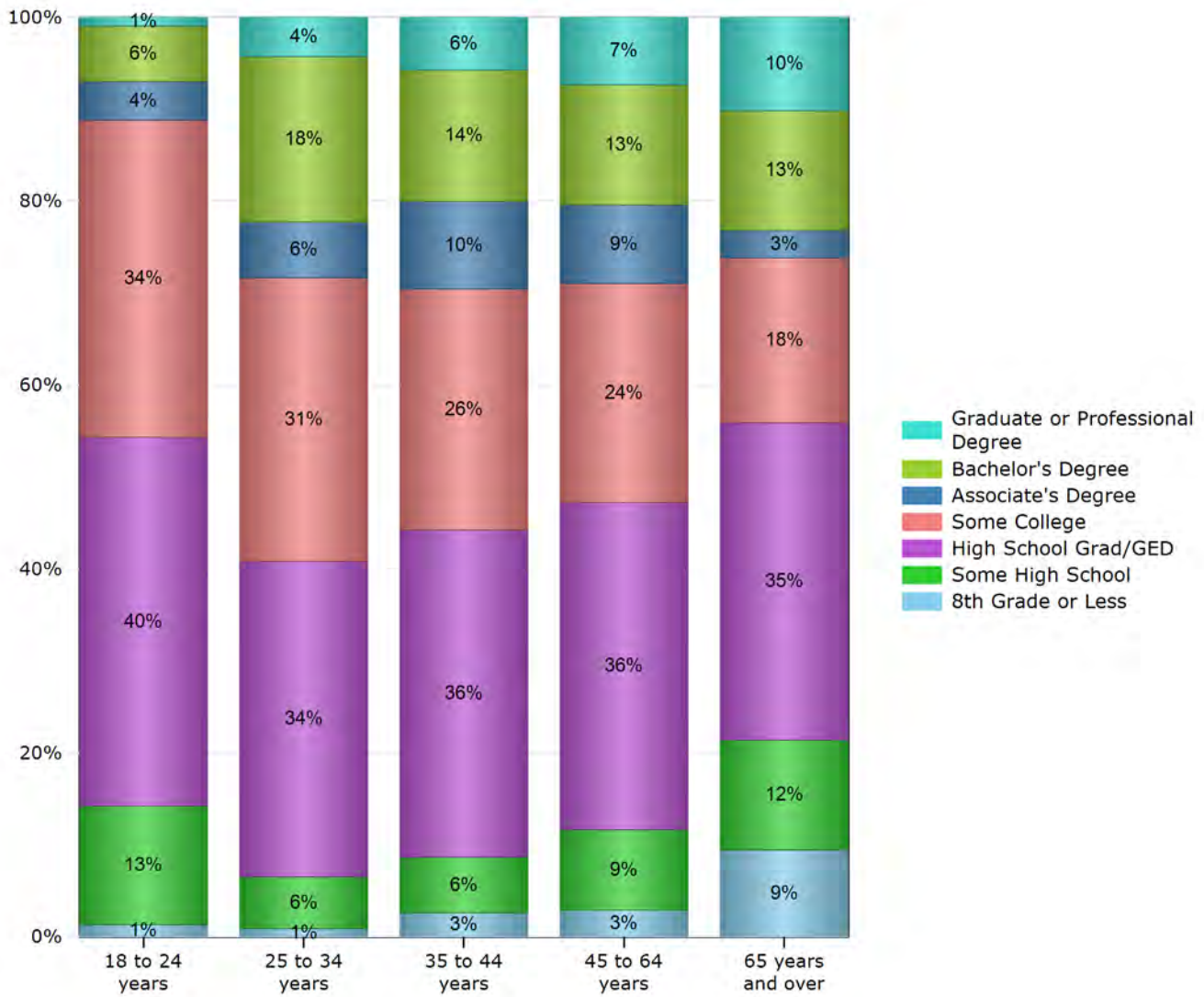
(Population 18 years and over)



	PDC 18	Virginia	United States
8th Grade or Less	2,833	288,789	12,907,662
Some High School	6,515	491,869	20,828,776
High School Grad/GED	25,590	1,610,932	67,247,143
Some College	17,788	1,433,453	56,560,690
Associate's Degree	4,821	412,109	17,602,144
Bachelor's Degree	9,472	1,202,486	40,008,986
Graduate or Professional Degree	4,825	805,001	22,503,715
	71,844	6,244,639	237,659,116

Source: U.S. Census Bureau
American Community Survey, 2009-2013.

Educational Attainment by Age

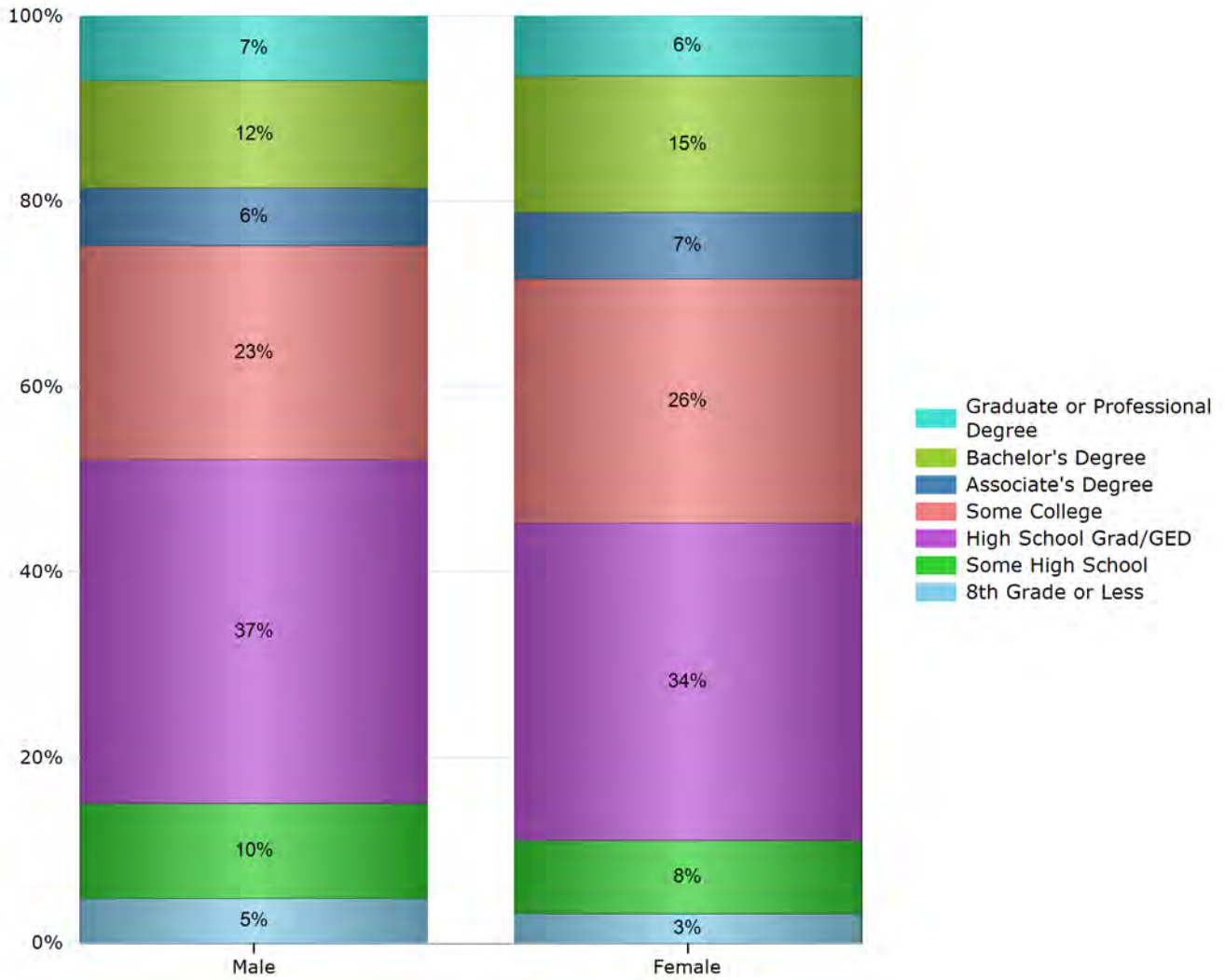


	18 - 24	25 - 34	35 - 44	45 - 64	65+	Total
8th Grade or Less	91	79	293	821	1,549	2,833
Some High School	897	505	693	2,467	1,953	6,515
High School Grad/GED	2,785	3,066	4,043	10,049	5,647	25,590
Some College	2,395	2,756	2,977	6,725	2,935	17,788
Associate's Degree	293	543	1,083	2,412	490	4,821
Bachelor's Degree	418	1,608	1,624	3,690	2,132	9,472
Graduate or Professional Degree	65	381	652	2,068	1,659	4,825
	6,944	8,938	11,365	28,232	16,365	71,844

Source: U.S. Census Bureau
American Community Survey, 2009-2013.

Educational Attainment by Gender

(Population 18 years and over)

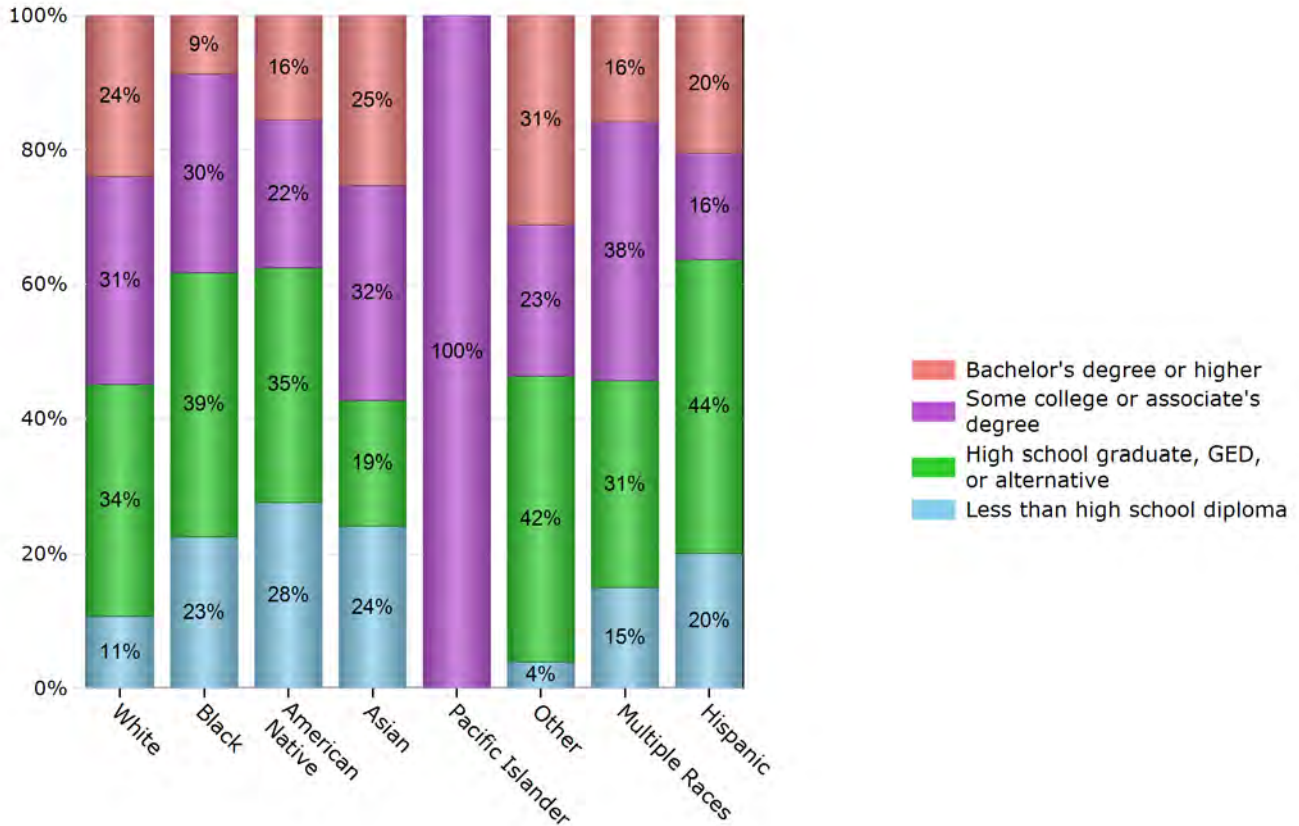


	Male	Female	Total
8th Grade or Less	1,672	1,161	2,833
Some High School	3,582	2,933	6,515
High School Grad/GED	12,929	12,661	25,590
Some College	8,044	9,744	17,788
Associate's Degree	2,171	2,650	4,821
Bachelor's Degree	4,035	5,437	9,472
Graduate or Professional Degree	2,431	2,394	4,825
	34,864	36,980	71,844

Source: U.S. Census Bureau
American Community Survey, 2009-2013.

Educational Attainment by Race/Ethnicity

(Population 25 years and over)



	Less than high school diploma	High school graduate, GED, or alternative	Some college or associate's degree	Bachelor's degree or higher	Total
Race					
White	5,652	18,114	16,288	12,625	52,679
Black or African American	2,477	4,306	3,245	960	10,988
American Indian or Alaska Native	112	141	89	63	405
Asian	40	31	53	42	166
Native Hawaiian/Pacific Islander	0	0	25	0	25
Other	6	64	34	47	151
Multiple Races	73	149	187	77	486
Ethnicity					
Hispanic or Latino (of any race)	204	443	161	208	1,016
	8,564	23,248	20,082	14,022	65,916

Source: U.S. Census Bureau
American Community Survey, 2009-2013.

Graduate Data Trends

Middle Peninsula PDC

	Cert. <1 yr.	Cert. 1-2 yrs.	Assoc.	Cert. 2-4 yrs.	BA	Cert. Post-BA	MA	Cert. Post-MA	Ph.D.	1st Prof.
2003	36	15	94							
2004	31	23	118							
2005	20	27	111							
2006	23	22	137							
2007	45	27	137							
2008	38	13	136							
2009	91	26	163							
2010	45	216	186							
2011	157	206	197							
2012	142	235	211							
2013	172	246	263							

Note: This table only reflects the degrees completed from institutions within PDC 18.

Virginia Statewide

	Cert. <1 yr.	Cert. 1-2 yrs.	Assoc.	Cert. 2-4 yrs.	BA	Cert. Post-BA	MA	Cert. Post-MA	Ph.D.	1st Prof.
2003	5,245	3,079	11,174	97	32,635	178	9,948	447	974	2,133
2004	4,465	3,772	11,400	76	33,392	247	10,487	360	1,033	2,407
2005	3,983	3,831	11,833	77	34,615	476	11,255	251	1,268	2,496
2006	4,213	4,298	14,431	102	39,247	608	12,429	225	1,440	2,490
2007	4,478	3,686	15,519	116	40,381	650	12,781	252	1,516	2,626
2008	5,197	3,813	16,207	134	39,160	725	13,802	334	1,080	2,168
2009	6,259	4,587	17,179	85	40,233	756	15,445	300	925	2,064
2010	7,648	8,158	21,014	374	45,361	915	18,889	601	2,100	2,598
2011	6,972	12,557	24,306	473	49,109	1,055	20,697	727	2,329	2,658
2012	8,825	12,801	26,199	620	53,051	1,215	21,516	686	2,095	3,298
2013	8,153	12,179	25,854	484	54,778	1,067	22,782	706	2,230	2,963

Source: U.S. Department of Education,
Institute of Education Sciences (IES).

Did you know...

you can search over 2,300 school listings online provided by the U.S. Department of Education?

For this data and more, visit us on the web at:

www.VirginiaLMI.com



Training Providers

Rappahannock Community College

12745 College Drive
Glenns, VA 23149-2616

Phone: (804) 758-6700

<http://www.rappahannock.edu/>

Number of 2013 graduates: 662

*Source: U.S. Department of Education,
Institute of Education Sciences (IES), 2013.*