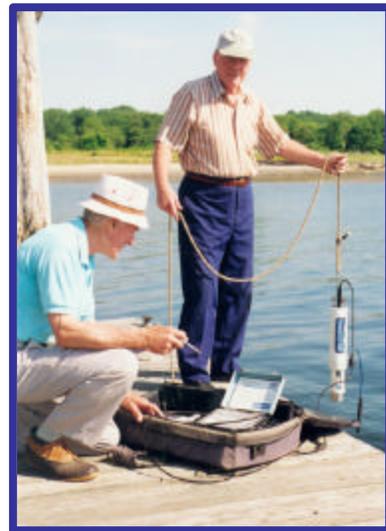# Narragansett Bay Watershed COASTAL TRAINING PROGRAM

Market Analysis of Institutions that offer Training and Education to Coastal Decision-makers in Rhode Island and the Massachusetts Communities within the Narragansett Bay Watershed

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Executive Summary

The Narragansett Bay National Estuarine Research Reserve (NBNERR) of the Rhode Island Department of Environmental Management, Rhode Island Sea Grant at the University of Rhode Island Coastal Resources Center (RISG/CRC), and the Environmental Protection Agency Region 1 (EPA) have established a strong partnership to maintain and improve the quality of our region's natural and cultural resources within the Narragansett Bay watershed. The project team will achieve this goal through the Narragansett Bay Watershed Coastal Training Program (CTP). The CTP will provide coastal decision-makers within the Narragansett Bay watershed with the necessary capacity to make informed decisions about how to use and manage Narragansett Bay and its watershed. The CTP will also serve as a forum to enhance coordination and communication among trainers and educators who will provide coastal decision-makers with technical support on issues relating to the Bay and its watershed.

Because 60% of Narragansett Bay and its watershed is located in Massachusetts, the project team, made up of staff from NBNERR, RISG/CRC and EPA, has completed a market analysis of 78 institutions that provide training, education and/or educational materials to coastal decision-makers in Rhode Island and Massachusetts located within the Narragansett Bay watershed (Appendix 1).

Using web-based and paper surveys (Appendices 2 and 3), the project team distributed 257 surveys. Seventy-eight (78) surveys – a 30.4% return rate – are included in the analysis.

This market analysis identifies: 1) Institutions that offer training, education and/or outreach to coastal decision-makers in the Rhode Island and Narragansett Bay watersheds; 2) Economic, environmental and scientific topics offered to coastal decision-makers by these institutions; 3) Formats and educational methods that are being used by these institutions to reach coastal decision-makers; 4) Suggested gaps in education and training for decision-makers influencing the well-being of Narragansett Bay and its watersheds; and 5) Mechanisms to build strong partnerships with these institutions to more effectively achieve training, education and outreach to coastal decision-makers.

Survey results suggest that there are a great number of non-profits, government agencies and educational institutions providing a significant amount of training, education and outreach to coastal decision-makers, especially government employees and/or officials, including municipal staff and volunteers, and organizations such as watershed councils/associations and land trusts.

Although planning and management topics are the most popular, every topic the project team asked about, including highly specific topics such as "creative financing for investment bankers," received at least 2 responses.

Although a useful tool, the market analysis effort cannot determine the effectiveness or quality of the training, education or outreach provided to these coastal decision-makers. For example, the 2 organizations offering training/education on creative financing for investment may have greater results than the 35 organizations providing information on habitat protection.

The market analysis reveals that there are many non-profits, government agencies and educational institutions that target the Massachusetts, Rhode Island ad Connecticut counties in the Rhode Island and Narragansett Bay watersheds. These organizations have a great interest in partnering to enhance their training, education and outreach. The CTP should first determine its preferred audience, topic focus and/or means of presentation and then begin to approach some of these organizations with common interests to build strong partnerships to provide coastal decision-makers with the necessary tools and techniques to make better management decisions for the Bay, the watershed and their communities. Once the CTP has determined its focus, it should also consider research the effectiveness of efforts before making a partnership commitment.

Introduction

The Narragansett Bay National Estuarine Research Reserve (NBNERR) of the Rhode Island Department of Environmental Management, Rhode Island Sea Grant at the University of Rhode Island Coastal Resources Center (RISG/CRC), and the Environmental Protection Agency Region 1 (EPA) have established a strong partnership to maintain and improve the quality of our region's natural and cultural resources within the Narragansett Bay watershed. The project team will achieve this goal through the Narragansett Bay Watershed Coastal Training Program (CTP). The CTP will provide coastal decision-makers within the Narragansett Bay watershed with the necessary capacity to make informed decisions about how to use and manage Narragansett Bay and its watershed. The CTP will also serve as a forum to enhance coordination and communication among trainers and educators who will provide coastal decision-makers with technical support on issues relating to the Bay and its watershed.

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The NBWCTP will use this market analysis primarily to identify potential partners based on issues they currently address, audiences they target, and delivery methods used to reach coastal decision-makers. We will also take into consideration the extent to which coastal training is central to their goals, missions, and objectives, what they can provide to the partnership, and what they are interested in receiving from such a partnership. To a lesser extent, we will use this market analysis to help identify potential future audiences to survey.

Methodology

Market Analysis activities proceeded in the following sequence:

1) **Database development and sampling:** A database of 257 training, education and outreach institutions (143 from Rhode Island and 112 from Massachusetts 2 from Connecticut) was developed, using information from the existing NBNERR and RISG/CRC database and requesting names of institutions from other prominent trainers and educators including EPA staff, Rhode Island Rivers Council, Grow Smart Rhode Island and the Massachusetts Watershed Initiative.

2) **Survey development:** The project team identified questions they would like answered by institutions to help identify potential partners for the CTP and have a better understanding of the topics and audiences already being targeted. The team also reviewed other National Estuarine Research Reserve market analysis surveys and asked other NERR CTP staff the most effective means to complete this task. After discussing its effectiveness with both the Kachemak Bay and Padilla Bay NERRs staff, the project team decided to use Survey Monkey, an internet survey tool, to complete this analysis. A 32-question survey asked institutions a wide range of questions, including inquiries about organizational missions and successful teaching methods (Appendices 2 and 3).

3) **Pre-test survey:** Once the survey was designed, the project team submitted 5 surveys to test the length and the question content. Revisions were made based on responses.

4) **Survey execution:** On October 1, 2002, 229 surveys were electronically sent and 28 were mailed with letters of explanation to training, education, and outreach institutions in Rhode Island, Massachusetts and Connecticut. The project team contacted institutions in the Grow Smart Rhode Island municipal training coalition as well as institutions representing professional organizations to ensure their involvement in the study.

5) **Thanking the participants:** In order to encourage a high response rate, those who returned a completed survey were entered into a drawing for prizes including an overnight at the Rose Island Lighthouse, an evening cruise on Narragansett Bay (15 winners received 2 tickets), guided field tours on Prudence Island, and gift certificates for admission and the gift store at the Audubon Environmental Center in Bristol, Rhode Island.

6) **Data analysis and reporting:** The survey was closed on November 1, 2002 with a total of 86 surveys (33.5% response rate) received. 22% of the respondents mailed in their completed survey, while 77.9% used the Survey Monkey tool. The project team excluded 8 of these surveys in the analysis primarily because only first page of the survey had been completed and/or duplicate surveys were submitted.

Results

Organization Background

The 78 completed survey responses represent non-profits (51.3%), state government agencies (25.6%) and educational institutions (15.4%) from Rhode Island (59), Massachusetts (18), and Connecticut (1) (Table 1).

The responding organizations were asked to specify in which counties they provide training and/or education (Table 2). Of the 78 institutions, 63 provide training, education and/or outreach to Rhode Island coastal decision-makers in the counties of Bristol, Providence, Washington, Newport and Kent. These 63 respondents are made up mostly of non-profits (47.6%), educational institutions (20.6%), and state government agencies (20.6%).

Thirty-eight (38) of the 78 respondents provide training, education, and/or outreach to Massachusetts coastal decision-makers in the counties of Bristol, Plymouth and Worcester. Most of these institutions are either non-profits (57.9%), educational institutions (18.4%) or state government agencies (18.4%).

Twelve of the 13 institutions that provide training, education and/or outreach to Connecticut coastal decision-makers are located in Rhode Island. These institutions include consulting firms, Federal agencies, trade organizations and not for profit organizations.

Table 1. Organization type (%).

Survey question: What best describes your organization type (Check all that apply)?

Organization Type	Overall
Federal Government Agency	**5.1**
State Government Agency	**25.6**
Quasi-State Government Agency	**7.7**
Municipal Agency/Department	**2.6**
Educational Institution	**15.4**
Not for Profit Organization	**51.3**
For Profit Business	**9**
Other (Appendix 7)	**9**

* 98.7% response rate

Table 2. County focus (%).

Survey question: In which counties does your organization work (Check all that apply)?

County	Overall
Newport (RI)	50.6
Kent (RI)	49.4
Washington (RI)	54.5
Providence (RI)	57.1
Bristol (RI)	46.8
Bristol (MA)	39
Plymouth (MA)	27.3
Norfolk (MA)	20.8
Middlesex (MA)	14.6
Worcester (MA)	18.2
New London (CT)	11.7
Windham (CT)	6.5
Other (Appendix 7)	27.3

* 97.4% response rate

Commitment to Training and Education

The primary goal, mission or objective of these institutions range from advocacy for the regions' natural resources, to building capacity of local institutions or individuals, to providing career guidance and instilling values in young people (Appendix 4).

Although there is a wide range of missions or goals, most respondents consider offering adult training, information, outreach and education programs or products to coastal decision-makers very central (40.5%) or somewhat central (36.5%) to their organizations' mission (Table 3). Over 60% state that they already provide outreach and educational materials, science-based information (43.2%), or technical training (33.8%) to coastal decision-makers (Table 4). Only 9.5% respond that they have no interest in training decision-makers now or in the future and 8.1% respond that they do not provide training, education and/or outreach to coastal decision-makers, but they would like to in the future.

For Rhode Island, many of these institutions state that providing training, education and/or outreach to coastal decision-makers as very central (38.1%) or somewhat central (41.3%). Most (61.9%) provide outreach and educational materials, while others (42.9%) offer technical training or science-based information (47.6%).

Similar to those targeting Rhode Island coastal decision-makers, those that provide training, education and or outreach to Massachusetts coastal decision-makers consider it very central (36.8%) or somewhat central (39.5%) to their mission. 71.1% state they provide outreach and education to coastal decision-makers, while 47.4% state they provide technical training and 36.8% provide science-based information. 5.3% provide no training, education or training to coastal decision-makers.

Table 3. Commitment to training and education (%).

Survey question: Relative to your organization's goal, mission or objective, how central is providing adult training, information, outreach and education programs or products to coastal decision-makers?

Commitment to Training and Education	Overall
Very Central	40.5
Somewhat Central	36.5
Peripheral	20.3
Unrelated	2.7

* 93.6% response rate

Table 4. Present commitment to training and education (%).
Survey question: Does your organization provide adult training, information, outreach, educational materials or some other educational product/service for coastal decision-makers? (Please check all that apply)

Commitment	Overall
No	9.5
No, but would like to in the future	8.1
Yes, we provide technical training	33.8
Yes, we provide science-based information	43.2
Yes, we provide outreach and educational materials	60.8
Other (Appendix 7)	20.3

* 93.6 % response rate

Target Audience

Most survey respondents target organizations and government employees and/or officials for training, education and outreach (table 5 and 6). Within those two categories, watershed councils/associations (44.9% and then 4.3% for "all"), land trusts (42% plus 4.3% for "all"), municipal planners (40.3% and then 12.5% for "all of the above"), and municipal boards and commissions (38.9% plus the 12. 5% for "all of the above") receive the greatest attention. Municipal administrators (37.5% and then 12.5% for "all of the above"), legislators (31.9% and then 12.5% for "all of the above"), and councils (27.8% and then 12.5% for "all of the above"), are the most preferred targets in these categories.

Although 19.4% (14 organizations) state they do not target the not for profit community at all and 20.8% (15 organizations) only target this group upon request, 43 do target this sector, especially the organization staff (33.3% and then 12.5% for "all") and the adult volunteers (30.6% and then 12.5% for "all of the above") (Table 7).

Table 5. Organizations (%).

Survey question: Does your organization target any of the following organizations for adult training, outreach and/or educational programs? (Please check all that apply)

Organization	Overall
We do not target this audience	15.9
Only on request	17.4
Watershed Councils/Associations	44.9
Land Trusts	42
Tourism Councils	23.2
Trade/Professional Associations	23.2
Religious Organizations	5.8
Charities	8.7
Other Advocacy Organizations	26.1
Schools	43.5
All	4.3

* 87.3% response rate

Table 6. Government employees and/or officials (%).

Survey question: Which GOVERNMENT EMPLOYEES AND/OR OFFICIALS do you target in your training, information, outreach, or educational initiatives? (Please check all that apply)

Government and/or officials	Overall
We do not target this audience	16.7
Only on request	16.7
Federal Government Employees	20.8
Tribal Councils	5.6
Legislators	31.9
DEM/CRMC/Bay Commission Staff	23.6
Health Department Employees	12.5
Other State Government Employees	22.2
State Elected Officials	26.4
Municipal Administrators	37.5
Municipal Planners	40.3
Municipal Public Utilities Staff	22.2
Municipal Councils	27.8
Municipal Boards and Commissions	38.9
All of the above	12.5
Other (Appendix 7)	13.9

* 91.1% response rate

Table 7. Not for profit community (%).

*Survey question: Which individuals from the **NOT FOR PROFIT COMMUNITY** do you target in your training, information, outreach, or educational initiatives? (Please check all that apply)*

Not for Profit Community Training	Overall
We do not target this audience	19.4
Only on request	20.8
Board of Directors	22.2
Organization Staff	33.3
Adult Volunteers	30.6
All	19.4
Other (Appendix 7)	12.5

* 91.1% response rate

Almost 40% of the respondents (38.9%) do not target individuals working in the marine related fields and 27.8% of the respondents only provide training, information, outreach, or education initiatives upon request to this sector of coastal decision-makers (Table 8). Although marine related fields are the least targeted overall, about 24 organizations state that they do provide some training, education and outreach to some members of this sector, especially saltwater recreational fishermen (15.3%) and freshwater recreational fishermen (15.3%).

Thirty-five (35) organizations do target the academic and/or scientific/research community, especially the students (35.6% and 11.3% for "all of the above") (Table 9).

Thirty percent (30%) of the respondents state that they provide training and or information only upon request to the commercial community and at least 36 organizations state they provide training, education, and outreach to members this group (Table 10). This targeted community includes planners, engineers, environmental consultants, and to a lesser degree, realtors, and attorneys. Architects, building contractors and power plant officials are infrequently targeted.

When asked about future audiences, many institutions state that they plan to target the educational community and the private sector in the future (Table 11). Few mention marine related clients as a future target.

Table 8. Marine related fields (%).

*Survey question: Which **MARINE RELATED FIELDS** do you target in your training, information, outreach, or educational initiatives? (Please check all that apply)*

Marine Related Fields	Overall
We do not target this audience	38.9
Only on request	27.8
Shipyard Employees/Ship Builders	9.7
Captains and Crews	5.6
Port Commissioners	6.9
Harbormasters	13.9
Saltwater Recreational Fishermen	15.3
Freshwater Recreational Fishermen	15.3
Commercial Fishermen	16.7
Recreational Boaters	23.6
Marina/Yacht Club Members	16.7
Shellfish Wardens	12.5
All	2.8
Other (Appendix 7)	9.7

* 91.1% response rate

Table 9. Academic and/or scientific/research (%).

*Survey question: Which **ACADEMIC AND/OR SCIENTIFIC/RESEARCH COMMUNITY** do you target in your training, information, outreach, or educational initiatives? (Please check all that apply)*

Academic Community	Overall
We do not target this audience	23.9
Only on request	26.8
Professors	8.5
Scientists/Researchers	16.9
Students (through classes or internships)	35.2
All	11.3
Other (Appendix 7)	15.5

* 89.8% response rate

Table 10. Non-marine business community (%).

Survey question: Which NON-MARINE BUSINESS COMMUNITY do you target in your training, information, outreach, or educational initiatives? (Please check all that apply)

Non-Marine Business Community	Overall
We do not target this audience	18.6
Only on request	30
Professional Architects	10
Environmental Consultants	27.1
Planners	28.6
Engineers	21.4
Building Contractors	12.9
Attorneys	18.6
Commercial Landscapers/Nurseries	12.9
Local Business Staff	17.1
Power Plant Officials	8.6
Investment Bankers	4.3
Realtors	15.7
All	8.6
Other (Appendix 7)	12.9

88.6% response rate

Table 11. Future Audiences.

Survey question: What future audiences are you planning to target in your adult training, outreach and educational programs?

Future Audiences	Overall
Government (municipal officials, officials, conservation commissions)	5
Quasi- government (watershed associations, municipal and regional water supply providers)	2
Education (School nurses, Teachers, Students, Children)	10
Private Sector (Engineers, Consultants/Professionals, Developers/builders, Private sector, Agricultural producers/growers/backyard farmers, Aquaculture Industry, Local business, Employable people who have some blue collar skills)	10
Civic organizations (Senior Centers/Citizens, Local community organizations, Family organizations)	5
Other (Recreational boaters, Whatever audience that has an interest in our program, General public in local and regional area, Actors, We will continue with the same, None, Not sure)	12

45.5% response Rate

Note: The overall totals do not equal the totals for Rhode Island, Massachusetts, and Connecticut because some of the institutions work in 2 states and therefore the answers are double-counted.

Topics

Although planning and management topics are the most popular, every topic the project team asked about, including highly specific topics such as "creative financing for investment bankers," received at least 2 responses (Table 14).

Of the 56 individuals that responded to this question, only 1 or 1.8% state that they do not address topics in planning and management. In fact all institutions that target Massachusetts and Connecticut coastal decision-makers target this group. Topics of particular popularity in this category include habitat protection (62.5%), non-point source pollution (58.9%), land use management (57.1%), coastal water quality (53.6%), and watershed management (51.8%).

Table 12. Planning and management (%).

*Survey question: During the past 2 years, which topics relating to **PLANNING AND MANAGEMENT** has your organization addressed in your training, outreach and educational initiatives for coastal decision-makers? (Please check all that apply)*

Planning and Management Topics	Overall
We do not address these topics	1.8
Land Use Planning	42.9
Coastal Zone Management	37.5
Port and Harbor Management	30.4
Fisheries Management	25
Watershed Management	51.8
Land Use Management	57.1
Special Area Management	28.6
Storm Water Management	46.4
Urban Sprawl	37.5
Disaster Response	17.9
Drinking Water Quality/Supply	41.1
Fresh Water Quality/Supply	48.2
Coastal Water Quality	53.6
Coastal Hazards	25
Habitat Protection	62.5
Public/Coastal Access	28.6
Point Source Pollution	50
Non-Point Source Pollution	58.9
Other (Appendix 7)	14.3

* 70.8% response rate

The topics under the ecological processes and nature are also popular (Table 13). Of the 55 individuals that responded, only 5 (9.1%) state they do not address these topics. Wetlands (63.3%) is the most popular topic for this category and overall. Habitat restoration (58.2%), invasive species (50.9%) and nutrient loading (49.1%) are also topics that are offered by most respondents.

For technologies and skills, community participation (50.9%), ecological landscaping (32.1%), environmental technologies (34%), best management for coastal development practices (28.3%), enforcement (26.4%), and GIS training (28.3%) are the most addressed topics (Table 14). Training and education of leadership skills and public issues and conflict management both received 22.6%.

Questions regarding training for economic growth focus attention on recreation and tourism (43.6%), dredging and disposal (43.6%) and residential development (38.2%) (Table 15).

Of the 51 individuals that responded, almost half (47.1%) do not address policy in their training and educational initiatives for coastal decision-makers (Table 16). Only 13.7% incorporate rules of procedure and ethics for municipal officials, as well as public trust resources issues (13.7%).

When asked about future topics, most institutions plan to continue to expand their offering of technical information on planning and management and industry and development topics. Very little is planned for increasing information on policy issues (Table 17).

Table 13. Ecological processes and nature topics (%).

Survey question: During the past 2 years, which topics relating to ECOLOGICAL PROCESSES AND NATURE has your organization addressed in your training, outreach and educational initiatives for coastal decision-makers? (Please check all that apply)

Ecological Processes and Nature Topics	Overall
We do not address these topics	9.1
Global Warming/Climate Change	25.5
Coastal Processes/Geology	20
Geophysical Dynamics	14.5
Upland Ecology	29.1
Beach and Nearshore Ecology	32.7
Estuarine Ecology	38.2
Offshore Marine Ecology	20
Biodiversity	45.5
Wetlands	63.6
Nutrient Loading	49.1
Protected Species	40
Invasive Species	50.9
Habitat Restoration	58.2
Habitat Fragmentation	34.5
Environmental Indicators	45.5
Other (Appendix 7)	20

* 69.6% response rate

Table 14. Technologies and skills (%).

Survey question: *During the past 2 years, which topics relating to **TECHNOLOGIES AND SKILLS** has your organization addressed in your training, outreach and educational initiatives for coastal decision-makers? (Please check all that apply)*

Technology and Skills Topics	Overall
We do not address these topics	15.1
GIS Training	28.3
Public Issues and Conflict Management	22.6
Community Participation	50.9
Leadership Skills	22.6
Best Management Coastal Development Practices	28.3
Creative Financing for Investment Bankers	3.8
Environmental Economics	18.9
Ecological Landscaping	32.1
Environmental Technologies	34
Renewable Energy	17
Alternative Septic Systems	24.5
Enforcement	26.4
Management Skills	15.1
Other (Appendix 7)	9.4

* 67% response rate

Table 15. Industry and development (%).

Survey question: *During the past 2 years, which topics relating to **INDUSTRY AND DEVELOPMENT** has your organization addressed in your training, outreach and educational initiatives for coastal decision-makers? (Please check all that apply)*

Industry and Development Topics	Overall
We do not address these topics	21.8
Agriculture	27.3
Recreation/Tourism	43.6
Aquaculture	30.9
Marina Development	25.5
Dredging and Disposal	43.6
Port Development	27.3
Commercial Development	32.7
Industrial Development	25.5
Residential Development	38.2
Other (Appendix 7)	7.3

* 69.6% response rate

Table 16. Policy (%).

*Survey question: During the past 2 years, which topics relating to **POLICY** has your organization addressed in your training, outreach and educational initiatives for coastal decision-makers? (Please check all that apply)*

Policy Topics	Overall
We do not address these topics	**47.1**
Marine and Coastal Laws and Regulations	**31.4**
National Marine and Coastal Policy	**31.4**
Rules of Procedure and Ethics for Municipal Officials	**13.7**
Public Trust Resource Issues	**13.7**
Other (Appendix 7)	**11.8**

* 64.5% response rate

Table 17. Future Topics

Survey question: What new topics does your organization expect to target during the next 2 years?

Future Topics	Overall
Ecological Process (global climate change, ocean processes, freshwater habitats, watershed)	**4**
Planning and Management (storm water management for municipal systems, storm water runoff, invasive species and control, stream bank protection, wetland identification and protection, protection and management of submerged cultural resources, adaptive reuse within urban neighborhoods and commercial districts, commercial fisheries, conservation land management and stewardship)	**11**
Industry and Development (sustainable business practices, sustainability; food security, sprawl and methods of controlling it, smart growth, compatible economic development and planning, sustainable development of marine economies, dredging for recreation boating, Quonset Point port development, recreation and the impact that has on the environment)	**10**
Technologies and Skills (storm water BMPs for new and redevelopment marinas, nutrient removal from point sources, habitat restoration, green landscapes, non-point source reduction)	**5**
Policy (Policy issues around multi-use recreation trails)	**1**

* 29.1% response rate
Note: The overall totals do not equal the totals for Rhode Island, Massachusetts, and Connecticut because some of the institutions work in 2 states and therefore the answers are double-counted.

Educational Methods

All the educational methods are being used by at least several organizations (Table 18). As far as training methods, the on-line training is the least applied and has reached the least amount of people. Distance learning is also another upcoming technique that has not been applied by a great number of organizations and has reached less than 25 people. The traditional workshops and trainings as well as conferences have been popular means for training initiatives.

For educational products CD-ROMS are being used minimally, while pamphlets and brochures, fact sheets, and web sites are the key mechanisms for institutions to get their message out to coastal decision-makers.

Table 18. Educational Methods (%).

Survey question: During the past 2 years, approximately how many coastal decision-makers did your organization reach using the following educational methods? (Double-count individuals who attended multiple programs)

Overall Educational Methods	0-25	26-50	51-75	76-100	101-500	500+	Response Total
Workshops/Training	10	23	-	26	16	26	31
Conferences	18	14	5	9	27	27	22
Distance Learning	71	-	-	-	29	-	7
Seminars	15	23	-	8	46	15	13
Field Exercises	35	12	6	12	12	24	17
Courses	29	21	7	7	14	21	14
on-line Training	100	-	-	-	-	-	3
Web Site	8	8	8	4	15	58	26
CD-ROMs	33	-	-	11	33	22	9
Pamphlets/brochures	4	4	12	8	20	52	25
Posters	17	17	8	17	25	17	12
Fact Sheets	10	5	5	10	38	33	21

54.4% response rate

Marketing

Groups were asked which tools they find most effective for advertising their educational initiatives for coastal decision-makers (Table 19). Co-sponsorship/partnerships are the most effective means at 55.5%. Direct mail is selected by 42.2%, and press releases are preferred by 42.2% as marketing tools. Organizational newsletters (33.3%) and e-mails (33.3%) are used by a significant amount of institutions. Public service announcements (8.9%), phone solicitations (11.1%) and newspaper advertising (11.1%) are not considered preferred means of marketing educational initiatives.

Table 19. Marketing Tools (%).

Survey question: Which 3 tools do you find most effective for advertising your educational initiatives for coastal decision-makers? (Please check all that apply)

Marketing Tools	Overall
Direct Mail	42.2
Web Site	28.9
Press Releases	42.2
Advertising in Newspapers	11.1
Public Service Announcements	8.9
E-mail	33.3
Co-Sponsorships/Partnerships	55.6
Phone Solicitations	11.1
Organizational Newsletters	33.3
Other (Appendix 7)	17.8

* 56.9% response rate

Partnerships

The survey response reflects a significant amount of partnering already occurring (Appendix 4). Respondents are interested in increasing their partnering to increase budgets for providing training and educational services (67.3%), marketing assistance (61.2%), access to presenters/trainers (57.1%), and access to facilities (53.1%) (Table 20). In return, respondents believe they can offer access to presenters/trainers (80.4%), program development (64.7%), and facilities (58.8%) (Table 21).

Table 20. Receiving from Partnerships(%).

Survey question: What is your organization interested in receiving from a partnership? (Check all that apply)

Receiving from Partnership	Overall
Access to Presenters/Trainers	57.1
Facilities	53.1
Logistics	36.7
Program Development	46.9
Funding Agent	67.3
Marketing Assistance	61.2
Other (Appendix 7)	24.5

* 62% response rate

Table 21. Offering to Partnerships (%).

Survey question: What could you and/or your organization offer in a partnership?

Offering to Partnerships	Overall
Access to Presenters/Trainers	**80.4**
Facilities	**58.8**
Logistics	**41.2**
Program Development	**64.7**
Funding Agent	**25.5**
Marketing Assistance	**45.1**
Other (Appendix 7)	**21.6**

* 64.5% response rate

Resources and Gaps

Respondents believe that there is a great need to inform coastal decision-makers, including municipal officials and volunteers, CRMC council members, recreational boat owners, farmers, and public works departments, about the impact they have on the Bay and provide them with the techniques to influence the well-being of Narragansett Bay and its watershed (Appendix 5). Respondents would like to see more information and training on coastal issues including shoreline buffering, public access to the shore, hazardous material and shipping regulations. Many feel that best management practices for implementing smart growth techniques, storm water management, storm water utility districts, farming practices, non-point source pollution, and GIS skills and hardware should also be provided to coastal decision-makers. The private sector should be informed of its impact on the Bay and be provided techniques on how it could reduce these impacts. Respondents suggest that this information and/or technical training should be provided to these coastal-decision-makers using a diverse set of formats including site visits to the Bay and watershed, one-on-one conversations and workshops (Appendix 5).

Conclusions

The market analysis reveals that there are many opportunities for the CTP to partner with existing organizations on the training, education and educational materials of coastal decision-makers in Rhode Island and the Narragansett Bay watersheds. The CTP will determine its preferred audience, topic focus and/or means of presentation and then begin to approach some of these organizations with common interests to build strong partnerships to provide coastal decision-makers with the necessary tools and techniques to make better management decisions for the Bay, the watersheds and their communities.