



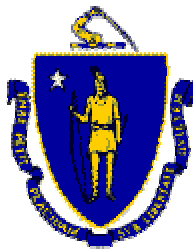
**UNIVERSITY OF MASSACHUSETTS
DONAHUE INSTITUTE**

Market Analysis of Coastal Management Training Programs in Massachusetts

Final Report

Prepared for:

**Executive Office of Environmental Affairs
Coastal Zone Management**



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Project Participants

Participants in Data Collection Protocols: Coastal management training providers in Massachusetts; selected sample of past participants in coastal management training in Massachusetts.

Duration of Market Analysis

June 2001 – November 2001

Organization of Report

Report Organization: The report is organized into five sections: Introduction, Methodology, Characteristics of training providers, Gaps and overlaps in current training efforts in Massachusetts, and Potential Coastal Training Program training partners and collaborators. Key findings will be integrated within each of the five sections. Graphs depicting survey results will be included, as appropriate, within the text of the report. The Appendix contains copies of protocol instruments and the Coastal Training Program (CTP) Training Providers Inventory.

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Executive Summary

In June 2001, the University of Massachusetts Donahue Institute (UMDI) was contracted to assist the Coastal Training Initiative (CTI)* in its goal to provide comprehensive, science-based training to coastal decision-makers in the Commonwealth of Massachusetts. The CTI is a federally funded, national effort being coordinated in Massachusetts through a partnership of three organizations – Massachusetts Office of Coastal Zone Management (CZM); Waquoit Bay National Estuarine Research Reserve (WBNERR); and the Woods Hole Oceanographic Institution Sea Grant Program (WHOI Sea Grant). Specifically, UMDI was engaged to design and conduct a market analysis of current training programs available to coastal decision-makers in Massachusetts.

Three research objectives for the market analysis were developed. They were: 1) create a statewide inventory of current training programs; 2) identify gaps and overlaps in available training services; and 3) identify potential training partners for CTP programming efforts.

The UMDI designed and administered four protocols to collect essential information for the market analysis. The four procedures were: 1) brief interview protocol; 2) structured interview protocol; 3) written survey of coastal management training providers; and 4) focus group of coastal management training providers.

Using information gathered from the interview protocols, independent research conducted by UMDI, and provider listings supplied by CTP partners, an inventory list of coastal management training providers was developed. A total of 134 Massachusetts-based coastal management training providers were found along with 9 out-of-state providers

A survey was designed and distributed to the 134 identified providers of coastal management training in Massachusetts. The purpose of the survey was to gather specific information relative to the research objectives of the project.

* NOTE: The name Coastal Training Initiative (CTI) was changed to Coastal Training Program (CTP) during the time of this market analysis. Some documents will reflect the terms CTI; others, including this final report, will use the project term CTP.

Once survey results were compiled, a focus group of coastal management training providers was held. The focus group provided the opportunity to gain more specific, qualitative input regarding the state of coastal management training in the Commonwealth.

Data about current training efforts was provided through the responses to the survey. Important information was collected relative to gaps and overlaps in coastal management training efforts in Massachusetts. In addition, potential collaborators and partners for future coastal management training initiatives were discovered. It is expected that the market information will assist the Massachusetts Coastal Training Program in its efforts to improve decision-making related to coastal resources management at the local and regional levels.

I. Introduction

In June 2001, the University of Massachusetts Donahue Institute (UMDI) was contracted to assist the Coastal Training Initiative (CTI)* in its goal to provide comprehensive, science-based training to coastal decision-makers in the Commonwealth of Massachusetts. The CTP is a federally funded, national effort being coordinated in Massachusetts through a partnership of three organizations – Massachusetts Office of Coastal Zone Management (CZM); Waquoit Bay National Estuarine Research Reserve (WBNERR); and the Woods Hole Oceanographic Institution Sea Grant Program (WHOI Sea Grant). Specifically, UMDI was engaged to design and conduct a market analysis of current training programs available to coastal decision-makers in Massachusetts.

After meeting with the CTP partners, three research objectives for the market analysis were determined. They were: 1) create a statewide inventory of current training programs; 2) identify gaps and overlaps in available training services; and 3) identify potential training partners for CTP programming efforts. All project protocols were designed to solicit responses that would inform the stated research objectives.

The data gathered in support of the research objectives will assist the CTP in its efforts to “improve coastal decision making by providing the best available science-based information, tools, and techniques to people whose decisions directly affect coastal resources”. For the purposes of this market study, *coastal decision maker* was defined as *a person who, in a professional or volunteer capacity, makes decision affecting the health of coastal resources*.

There were certain limitations imposed by the scope and focus of the study. One such limitation was confusion around the definition of training provided to both interviewees and survey respondents. Respondents indicated they do not provide training based upon the definition provided. In actuality, those respondents who indicated “No” may provide training. Further, respondents felt the definition did not include “informal training” that happens at monthly meetings or organized group meetings.

* NOTE: The name Coastal Training Initiative (CTI) was changed to Coastal Training Program (CTP) during the time of this market analysis. Some documents will reflect the terms CTI; others, including this final report, will use the project term CTP.

A further limitation was the fact that no two coastal management training providers are alike. Providers fall into several broad categories, such as colleges and universities, local planning boards or associations, small community organizations, state agencies, and the like. Some of these providers offer a great deal of training; others only offer a couple of trainings a year. Some organizations count training as a major portion of their organization's mission and a high priority; other organizations place training at a lower priority in their organization's mission. Categorization and analysis of providers was difficult at best.

Organizational capacity was also a limitation for some providers. Although an organization may be extremely interested in providing training, time and resources available may severely limit what organizations are able to do.

One final limitation was the low response rate to a number of the protocols. The coastal management training provider universe is small and is even smaller when the number of actual respondents is taken into account.

II. Methodology

The UMDI designed and administered four protocols to collect essential information in the market analysis (see Appendices A-D) . The four procedures designed and developed specifically for the project were: 1) brief interview protocol; 2) structured interview protocol; 3) written survey of coastal management training providers; and 4) focus group of coastal management training providers.

A brief interview protocol was used to begin to identify coastal decision making training providers. A population sample of 62 participants of past coastal management training was developed. Eighteen (18) of those individuals were interviewed as a way to identify providers of coastal decision-making training. An inventory listing of coastal management training providers was developed, using information gathered from these initial interviews. Further independent research conducted by UMDI combined with names submitted by the CTP partners added provider names to the listing. Through the combined sources, a total of 134 Massachusetts-based coastal management training providers were found along with 9 out-of-state providers (see Appendix E).

A structured interview protocol was designed and used to conduct more intensive, one-on-one interviews with a representative sample of coastal management training providers. Nine (9) providers of coastal management training (CMT) were interviewed for 45-60 minutes and were asked questions relative to CMT marketing, content, methodology, as well as length and location of training. The results of this interview process were instrumental in the development of the next protocol – the written survey.

A survey was designed and distributed to the 134 identified providers of coastal management training in Massachusetts. The purpose of the survey was to gather specific information relative to the research objectives of the project.

The 3½-page survey was designed as a mailed, self-administered questionnaire, consisting of 17 close-ended questions and 2 open-ended questions, for a total of 19 survey questions. Estimated time for completion of the survey was 20 minutes. Respondents were asked to either mail or fax the completed survey to the UMDI office within a two-week time window. A postcard was sent out to survey non-respondents reminding them to complete and send back the survey. An additional week of time was

provided to respondents for this purpose. Thirty-four training providers responded to the survey, yielding a 25% response rate.

The final protocol utilized was a focus group of coastal management training providers. Five respondents to the written survey participated in the focus group. Invitations to participate in the focus group were sent to representatives of the 18 organizations who said they provided coastal management training in Massachusetts over the last two years. The focus group provided the opportunity to gain more specific, qualitative input regarding the state of coastal management training in the Commonwealth.

III. Inventory of Coastal Management Training Providers

a) Coastal Management Training Providers by Region and by Organizational Type

Through the interview protocols, telephone and online research, and CTP partner generated listings, UMDI was able to identify 134 Massachusetts-based, and 9 out-of state, coastal management training providers. These providers were listed on a spreadsheet, detailing as much contact information as was available.

The inventory started with primarily Cape Cod based organizations supplied by WBNERR and WHOI Sea Grant. In an effort to build this base of providers, telephone calls were made to 62 past participants on coastal management training. Brief interviews were completed with 18 of these participants. Participants were asked to supply names of coastal management training providers that they were aware of and where they have been for training in the past 12 months, if any.

Next, detailed, structured interviews were done with 9 providers of coastal management training. As part of this interview, participants were asked if they could recommend other organizations that provide coastal management training in Massachusetts. Lastly, as part of the survey process, respondents were asked to supply the top three coastal management training providers that they benefited from.

Online research was conducted throughout the inventory development to supplement provider suggestions and uncover additional organizations. Out of state providers were listed for reference, as they were provided during the interviews, but may not be entirely applicable.

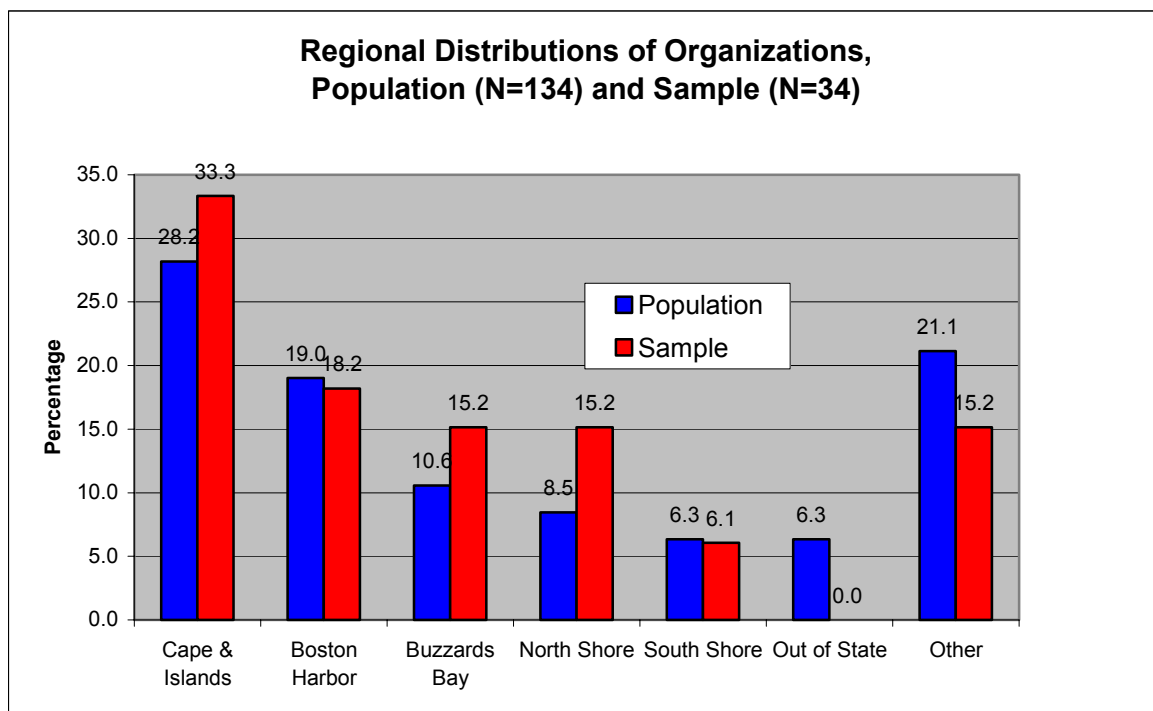
NOTE: It was determined that three of the 134 identified providers could not be found at the addresses stated. These three are: Compact of Cape Cod Conservation Trusts, Ecological Landscaping Association, and Save the Harbor/Save the Bay.

Coastal Region Designation

Every attempt was made to research and collect information on training providers in all coastal regions. Regions as established by the Massachusetts Office of Coastal Zone Management were used for regional designation: North Shore; Boston Harbor; South Shore; Buzzards Bay/Mt. Hope Bay; and Cape and Islands. Those training

providers that did not fall into a designated ‘coastal’ community are labeled ‘other’, referring to ‘non-coastal community’. Out-of-state providers are listed as such. The regional breakdown by provider (N=143) consisted of the following:

- 12 - North Shore
- 27 - Boston Harbor
- 9 - South Shore
- 15 - Buzzard’s Bay/Mt. Hope Bay
- 41 - Cape and Islands
- 30 – Other (non-coastal community)
- 9 – Out-of-state



Organizational Type

Coastal management training providers were organized according to the following categories: state or government agency; non-profit; local community; recreational; higher education, and for-profit. Fewer categories were used for easier organization.

As a group, ‘State agency’ included all Massachusetts departmental agencies (e.g., the *Massachusetts Department of Environmental Protection*). Governmental agencies would fall into this category if they were based in Massachusetts or if it was a local office of a national agency. The ‘Non-Profit’ group was probably the largest category. It includes small and large organizations like *Save the Bay* and the *Audubon Society*. The organizations are not considered for-profit businesses. ‘Local community’ is a small category that includes small organizations that work directly with a local town or city such as a *planning board*. Critical judgment was used in cases when determining what constituted a non-profit and what was considered a local community organization. Those falling into the ‘Recreational’ group were those organizations that provided educational instruction (lectures, activities, fieldtrips) for adults and children such as *museums and aquariums*. ‘Higher Education’ includes colleges, universities, community colleges and any smaller organizations affiliated with an *institution of higher education* such as *Barnstable County Cooperative Extension*. ‘For-profit’ includes *businesses* like consulting firms (e.g., Horsley and Whitten).

The training provider breakdown by organizational type consisted of the following categorizations:

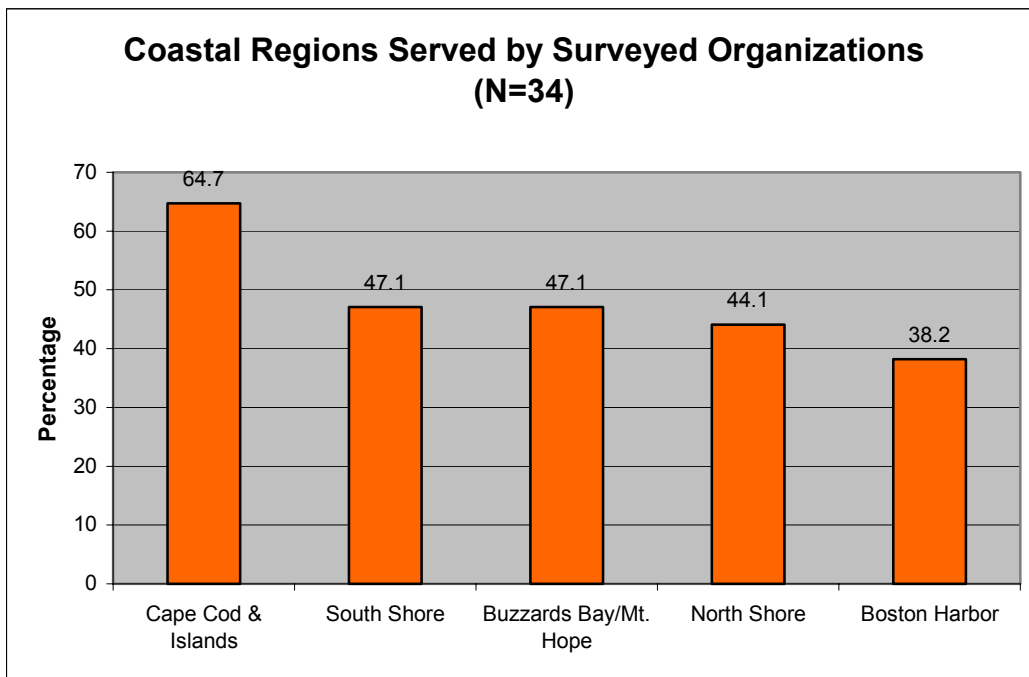
- 33 – State agency
- 53 – Non-Profit Organization
- 23 – Recreational Organization
- 13 – Higher Education
- 9 – For-Profit Businesses
- 3 – Local Community

b) Organizational Characteristics of Survey Sample

A total of 34 responses to the coastal management training survey were received by UMDI. Of these respondents, 18 work for organizations that provide coastal management training, accounting for 52.9% of all respondents. Sixteen respondents indicated that their organization did not provide coastal management training. Some respondents stated that their organizations provide training to more than one region.

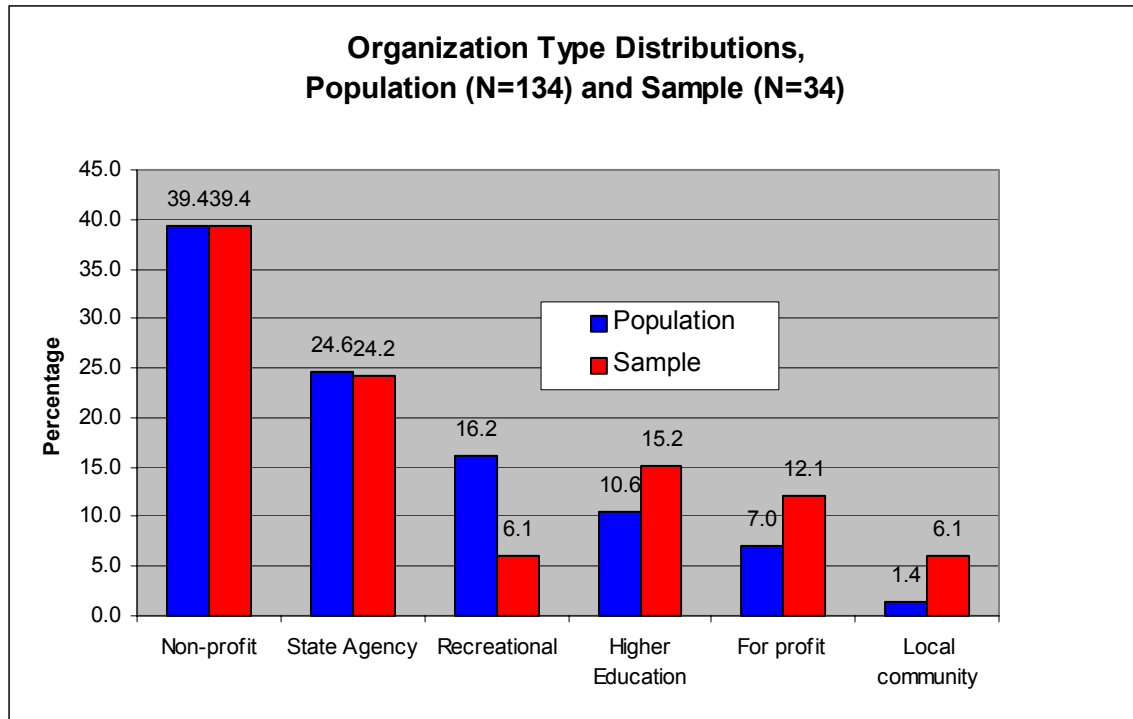
Hence, the breakdown by region exceeded 100%. The regional breakdown of survey respondents were as follows:

- 64.7% cover Cape Cod & the Islands
- 47.1% cover Buzzards Bay/Mt.Hope Bay
- 47.1% cover the South Shore
- 44.1% cover the North Shore
- 38.2% cover Boston Harbor



The training provider breakdown by organizational type was as follows:

- 13 were non-profit organizations
- 8 were state agencies
- 5 were institutions of higher education or higher education affiliates
- 4 were for-profit organizations
- 2 were recreational organizations
- 2 were local community organizations



Seventeen providers responded to the survey question relative to the centrality of coastal management training to their organization's mission. The results were as follows:

- 41.2% - coastal management training was very central
- 47.1% - coastal management training was somewhat central
- 11.8% - coastal management training was somewhat peripheral
- 0% - coastal management training was very peripheral

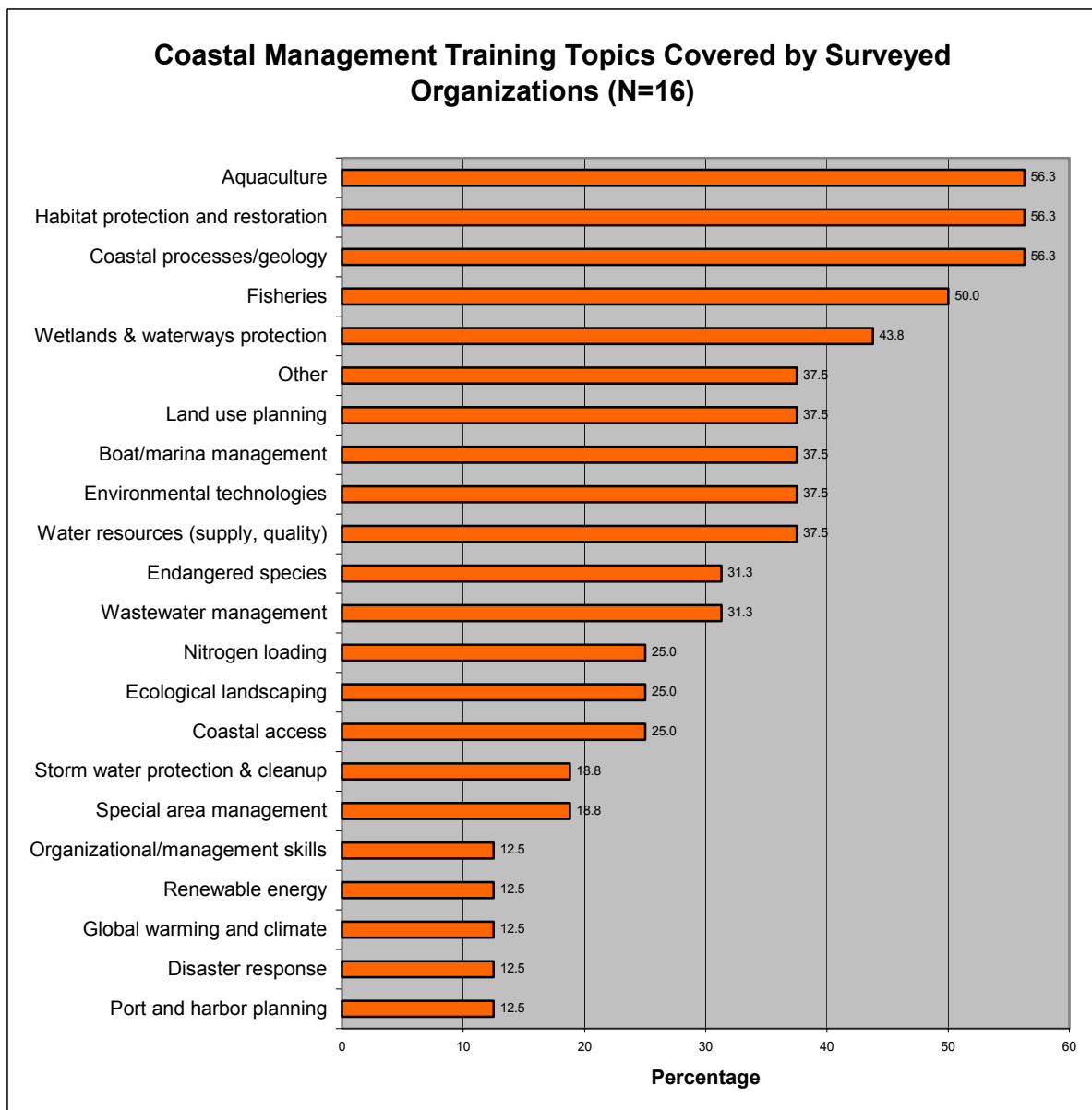
The percentage of training related to coastal management for 8 of the 17 respondents was 50% or more.

Of those providers that responded to the survey, 75% had 33.25 or less staff, 50% of respondents had an organizational size of 8 or less, and 25% of respondents had an organizational size of 2 people or less. The median staff size was 8.5.

Among respondents, the median number of coastal management training programs offered last year by these providers was 4. 75% of respondents offered 7

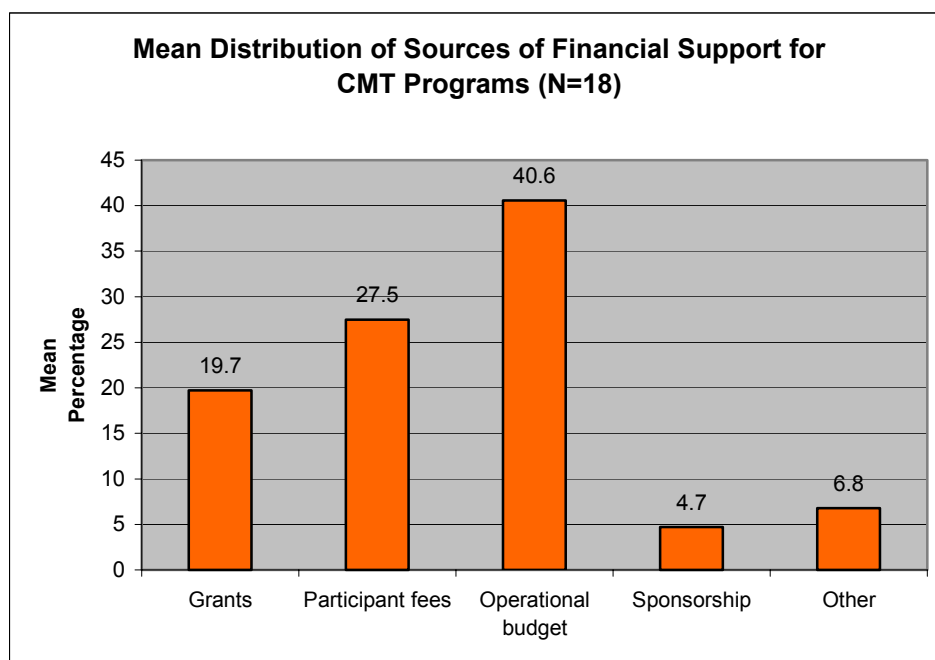
programs or less, 50% of respondents offered 4 programs or less, and 25% of respondents offered 3 programs or less.

In Survey Question 13, specific training provided by coastal management training organizations included the top topics of aquaculture, habitat protection and restoration, and coastal processes/geology (56.3%). These topics were followed by fisheries (50%), and then wetlands and waterways protection (43.8%). Additional topics offered by providers as “other” included water use planning, invasive species, coastal vegetation/revegetation, regulatory issues, GIS, soils as they relate to wetlands degeneration, degree program in Marina Management, and public health assessment and surveillance of threats to water.



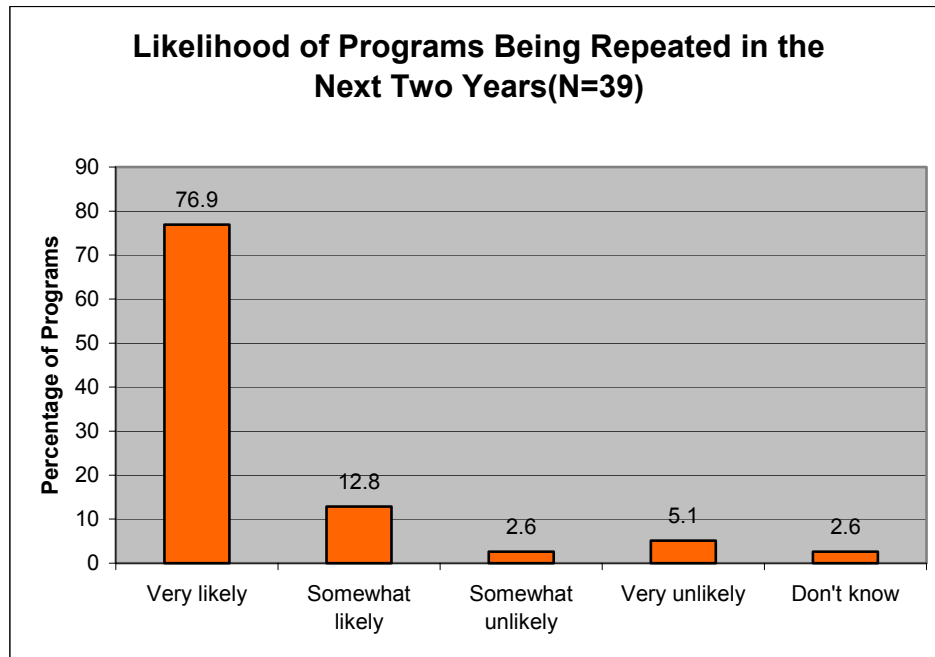
Among respondents, the median number of participants they served in the past year was 175. 75% of respondents had 287 or fewer participants, 50% of providers had 175 or fewer participants, and 25% of providers had 100 participants or less.

Among respondents, the highest percentage for source of financial support (Question 15) for coastal management training programs was the organization's operational budget (40.6%). This percentage was followed by participant fees (27.5%) and grants (19.7%). "Other" categories provided by survey respondents were: partners, book sales, and raffles.

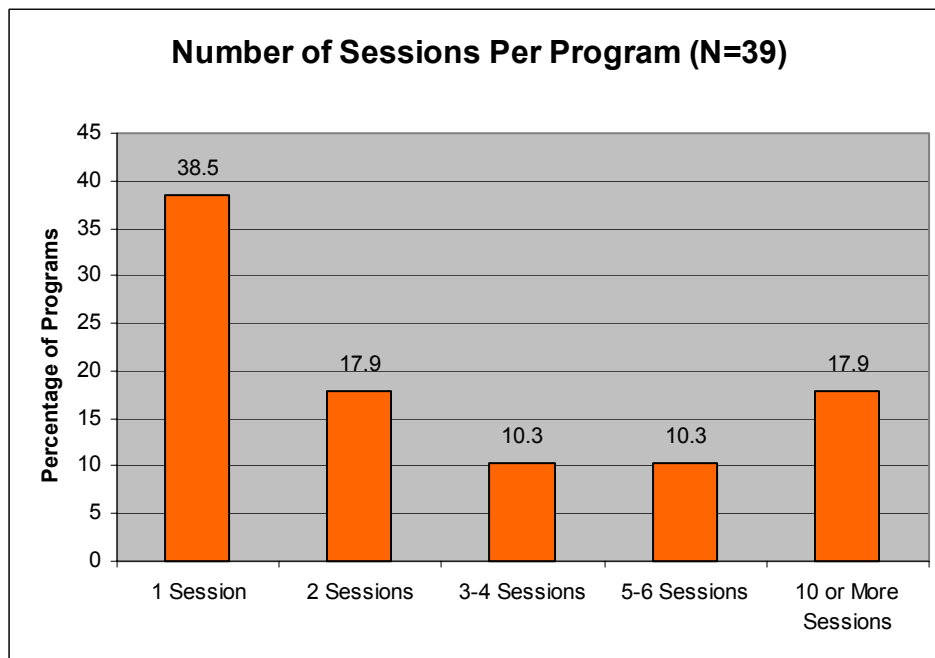


c) Survey Sample of Coastal Management Training Programs

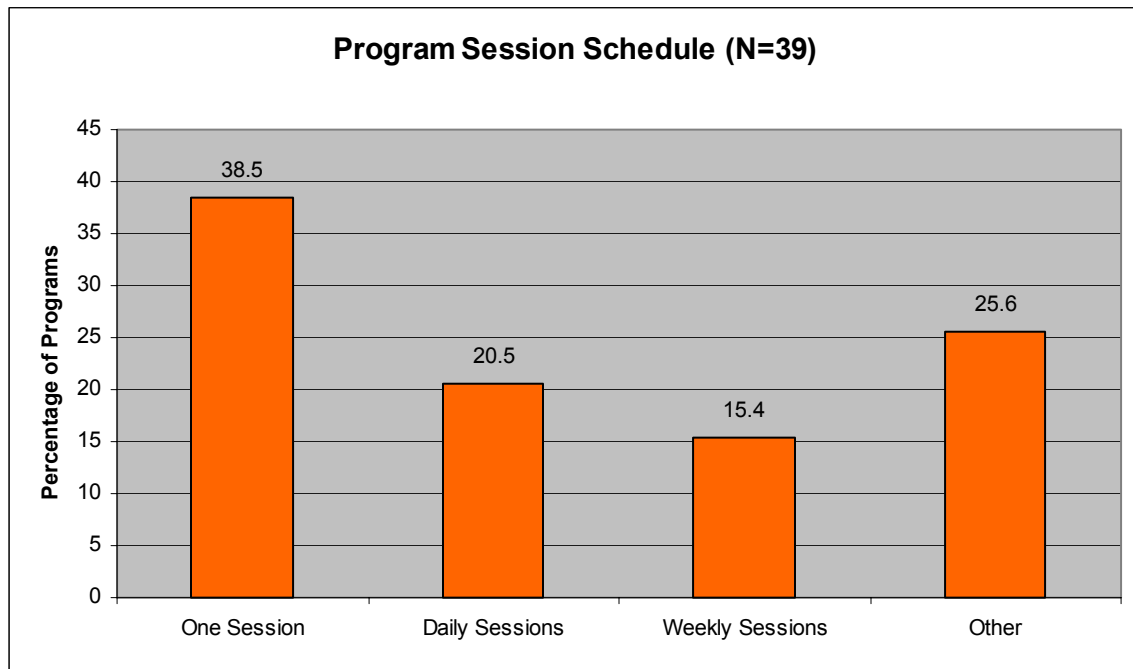
A review of the top three coastal management training programs offered by provider respondents over the past two years yielded the following information from the various parts of Question 14 on the survey. The total number of top training programs that respondents supplied information on was 39. The median number of times one of their top training programs was offered in the past two years was 2. The likelihood that the programs would be offered in the next two years was 'very likely' at 76.9%.



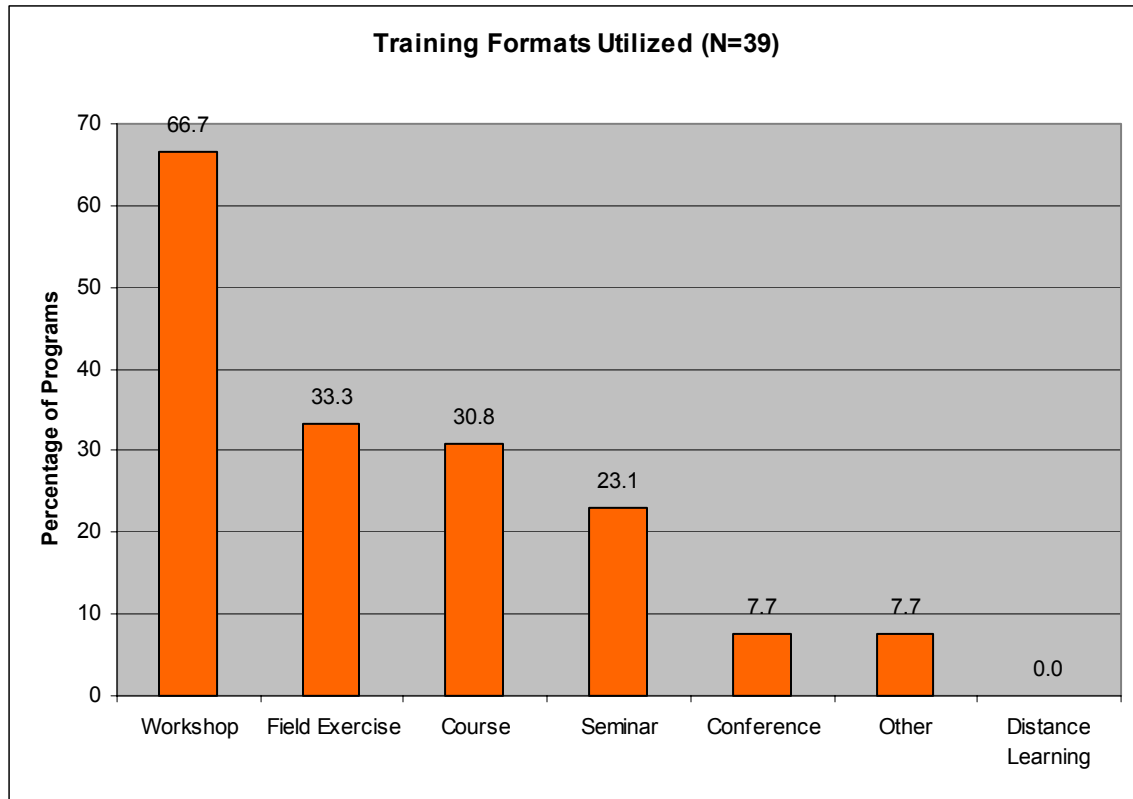
The median length of the training programs offered was 7 hours, with the number of hours ranging from 2 hours for a workshop to 2400 hours for an academic program. The median number of training sessions per program was 2, with the average being 4.81 sessions. Fifteen (15) of the programs were offered in one session.



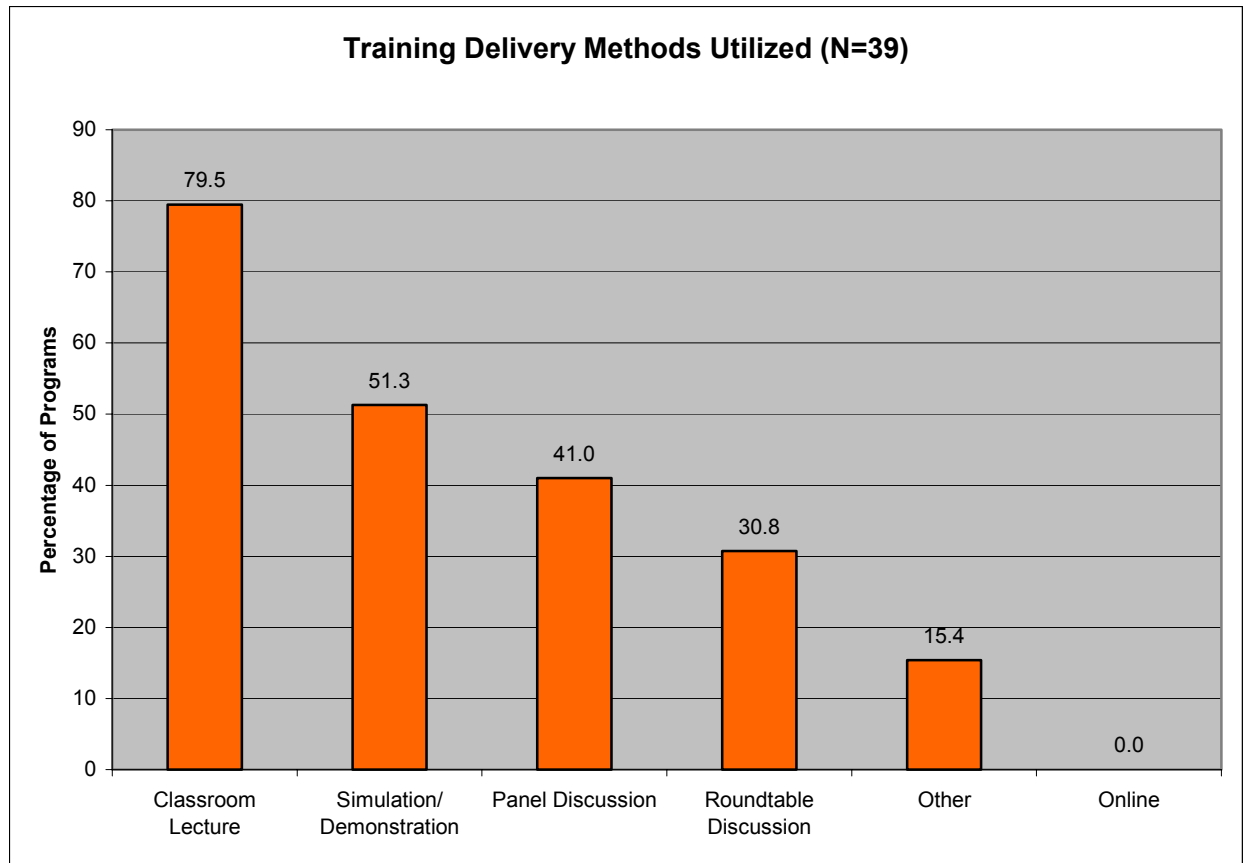
When the training involved more than one session, 8 of the programs offered it daily, 6 offered it weekly, and 10 were offered in some other time variation, including bi- or tri-weekly, bimonthly, and annually.



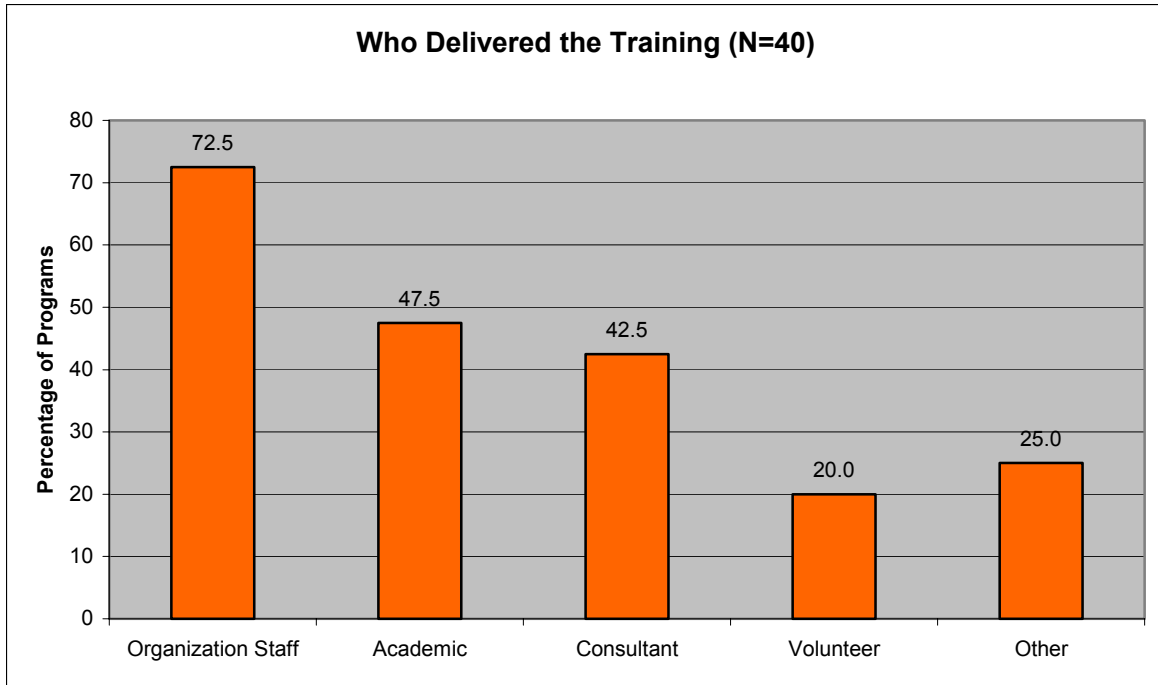
The most frequently cited training format among respondents was the workshop. 66.7% of programs utilized a workshop format in their coastal management training. 33.3% indicated they used field exercises, 30.8% employ courses, 23.1 % offer seminars, 7.7 % responded that the conference format was used, and 7.7% used still some other format (e.g., laboratory, poster sessions, open house). No program selected distance learning as a format being utilized.



Classroom lecture was the most selected training delivery method at 79.5%. Simulation or demonstration was the next most popular method at 51.3% among respondents, followed by panel discussions at 41%, roundtable discussion at 30.8%, and ‘other’, including field trips, labs, discussions, and hands-on, at 15.4%. Among respondents, no one utilized online learning as a training delivery method.



Among respondents, training was delivered predominantly by organization staff (72.5%). Academics were the next most utilized trainer, followed by consultants (42.5%), volunteers (20%), and then ‘other’ (25%). “Other” included government staff, such as federal and state agency personnel, MA. Criminal Justice Training, partner agency staff, and local public health officials.



The single largest cost for the training offered a varied number of responses (N=35). The largest cost for providing training was staff time (31.4%), followed by food (22.8%), then equally by salaries and honorariums for speakers (20%) and training materials (20%). Among respondents, the next highest cost was for facilities or space (11.4%). Three respondents stated that there was no cost involved (8.6%). The remaining percentages were small and distributed among a consultant, publishing proceedings, and equipment.

IV. Gaps and Overlaps in Coastal Management Training

“What would you perceive as the gaps in coastal management training in Massachusetts” was a question specifically asked of individuals both in the structured interview and in the written survey. The initial response during the structured interviews to this question was “I don’t know what you mean.” After providing some specific categories (such as training topics, audiences served, locations, etc.), interviewed individuals were more forthcoming with responses. On the written survey, this question received a high number of non-responses, perhaps due again to individuals not understanding the question (despite descriptors being provided). Specific survey results follow.

Although there was uncertainty relative to the question on gaps in training, some common themes did surface. The focus group discussion supported these themes as well. The themes included: 1) more of a focus on training at the local level, ‘one size training does not necessarily fit all’, and let there be a ‘less top approach to training from the state’; 2) more interaction between trainers and trainees, including more time for questions and answers; 3) more volunteer training needed, especially with municipal boards; 4) more of an attempt to get the right audience to attend the training; and 5) more consolidations of the confusing myriad of federal, state, and local programming efforts.

The findings suggest the need to get more focused training at the local level. A common suggestion that surfaced throughout the project was the formation of an advisory council/committee that includes local officials or one that is formed at the local level. This advisory committee was one suggested feedback mechanism that could be used to inform the CTP of training needs. A collective view among respondents was the need ‘to empower local communities’ and ‘provide funds locally’.

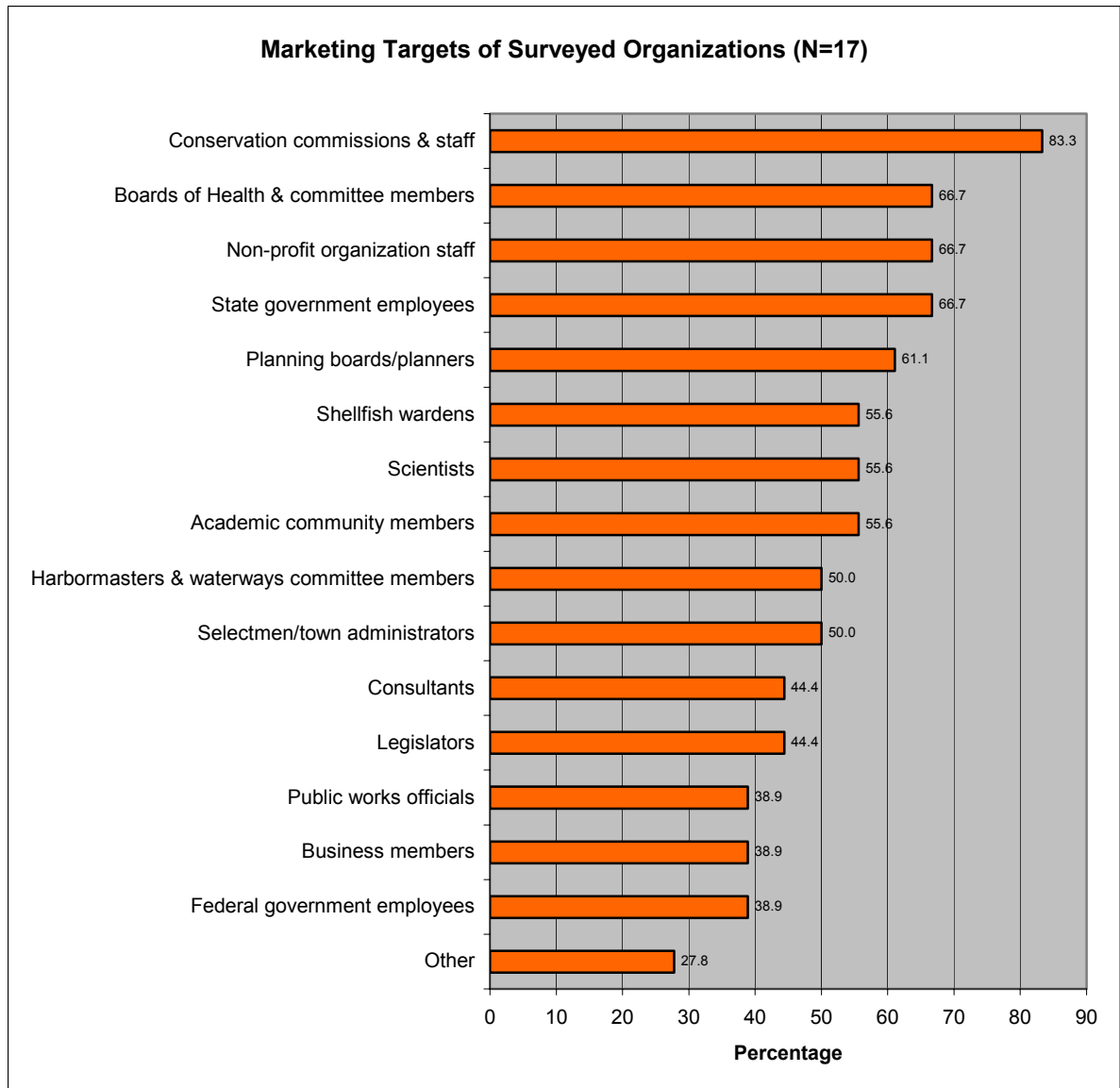
a) Survey Results: Gaps in Coastal Management Training in Massachusetts

Gaps (N = 34)	Frequency
No response	12
Short courses/short-term training for local elected and appointed officials	11
Too many overlapping and dated programs with unclear missions and/or mandates	3
Effect of people and boat traffic on coastal environment	2
More collaboration by agency staff working on the same programs	2
Planning coastal communities	1
Cumulative impact on coastal environment	1
Management decision-making process	1
Preparing coastal zone for climate change	1
Geographical Information System (GIS) Training and utilization of other computer technology	1
Good conferences but too expensive to attend	1
Coordinated statewide approach to providing training (e.g., better coordination between shellfish industry & beach water quality issues)	1
More training in the winter and less in the fall	1
Grant writing training	1
Resource delineation training	1
Dredging training	1
Coastal Pond Restoration	1
More overall training to fishermen	1
Watershed management training	1
Local oil spill training	1
Serve the Islands	1

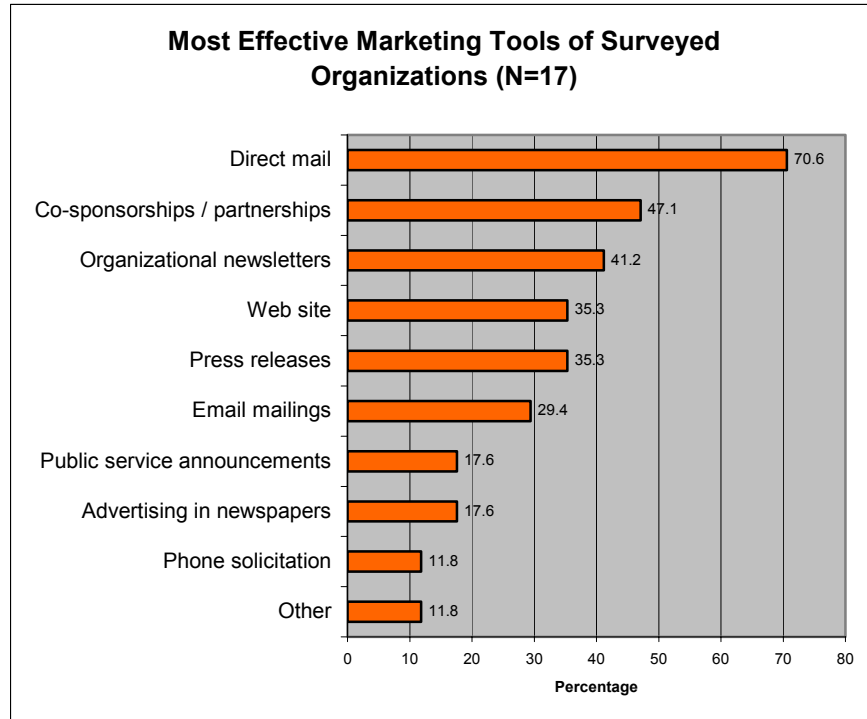
b) Effect of Marketing on Gaps and Overlaps in Coastal Management Training

The marketing questions in the survey provided insight into the populations being targeted. The question is raised as to the effectiveness of the marketing to potential participants. This market analysis did not address that particular question. However, the results reflect the need to ask additional questions with regard to potential participants in the training. Is the targeted population the right one? Are we reaching the right audience? Do targeted individuals feel they do not need the training? How can we use the survey results to inform both the marketing efforts and the training needs of the state?

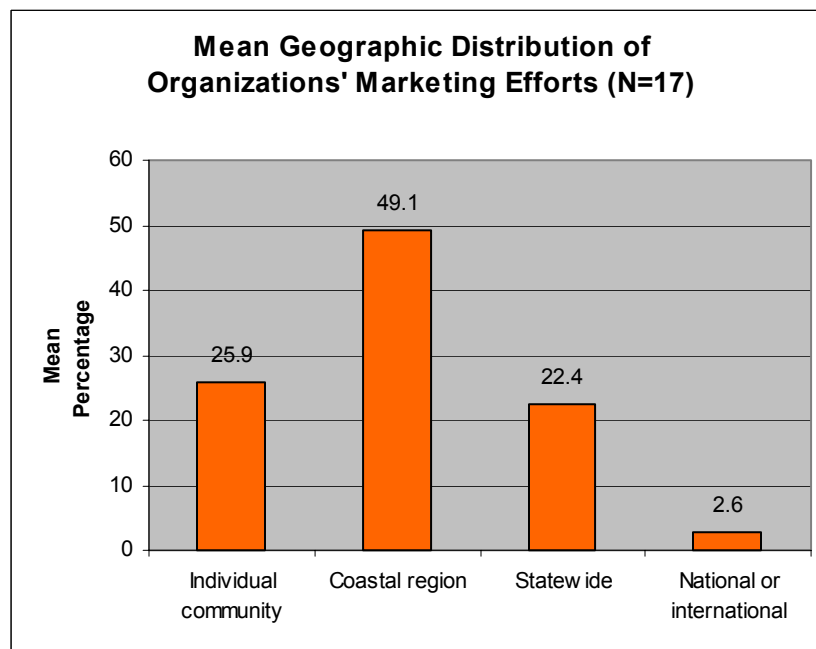
In Question 10, survey results indicated the most highly marketed population was conservation commissions and their staff (83.3%). The next three populations that were marketed reflected common percentages (66.7%) and were Boards of Health and their committee members, non-profit organization staff, and state government employees. The third highest targeted population was local planning boards and planners (61.1%). Additional marketing targets mentioned by respondents under “other” included public applicants, the general public, health care professionals, and regional coastal managers.



The most effective marketing tool of responding training provider organizations was direct mail (70.6%), followed distantly by partnerships/co-sponsorships (47.1%), and organizational newsletters (41.2%). “Other” tools mentioned by respondents included television, site visits, and meetings.



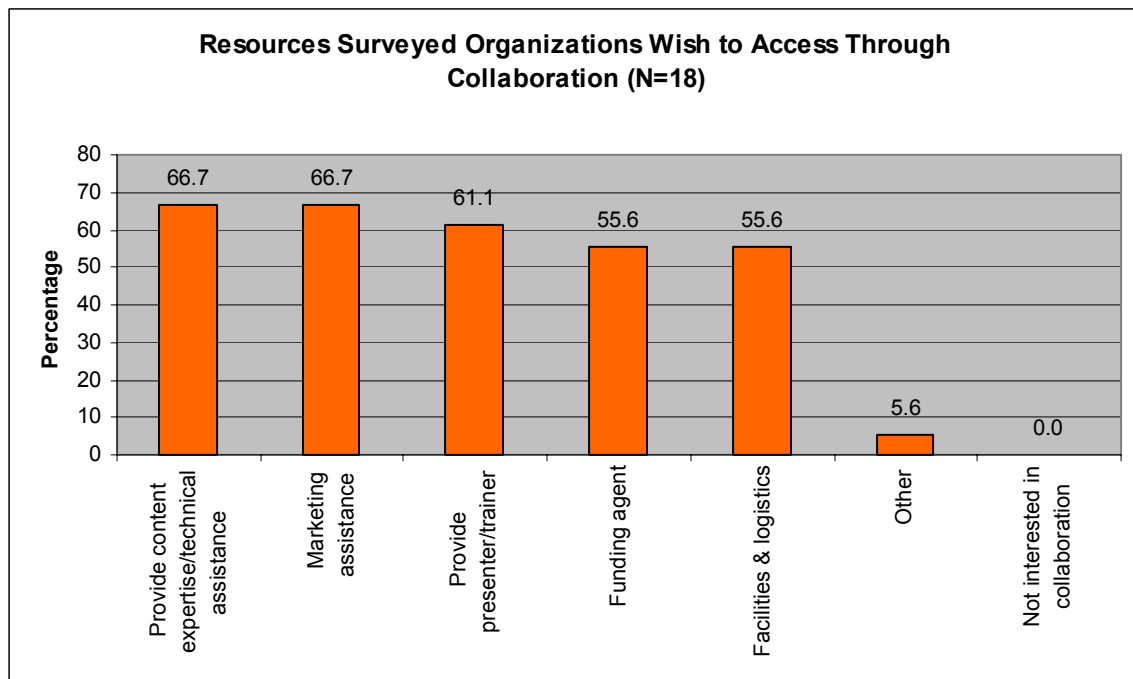
Geographically, the most highly marketed efforts by respondents were by coastal region (49.1%), followed by individual community (25.9%), and then statewide (22.4%). National or international marketing efforts by respondents were comparatively low (2.6%).



V. Potential Training Provider Collaborations and Partnerships

a) Collaborations

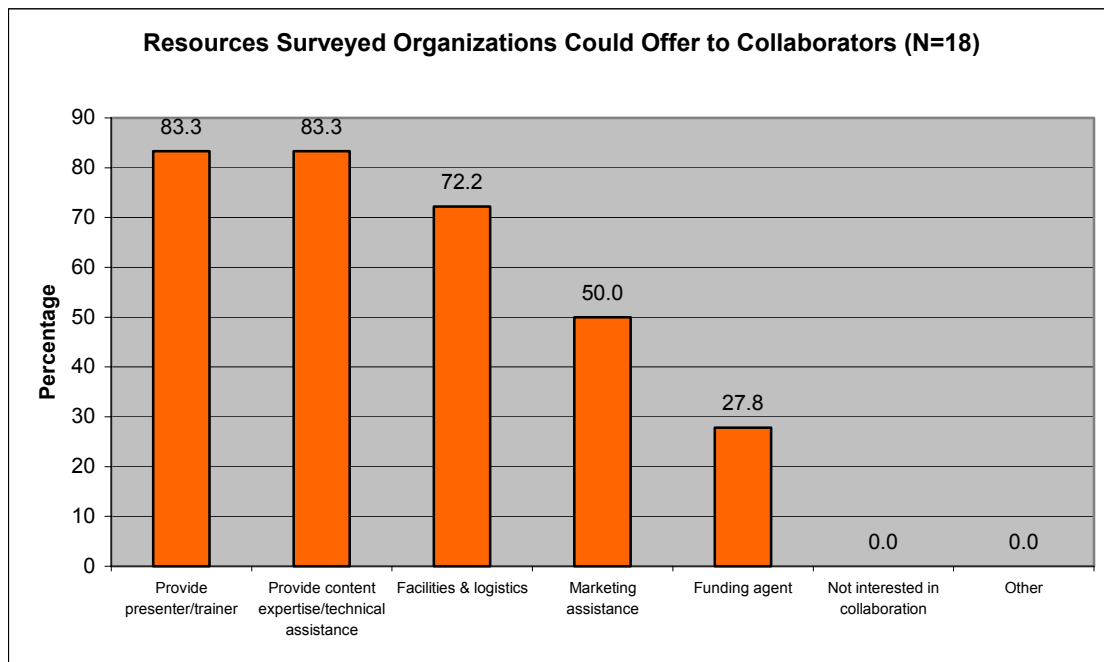
The survey questioned providers as to what they would access through a collaboration. Survey respondents equally sought content expertise/technical assistance and marketing assistance in the provision of training programs to coastal decision makers (66.7%). Respondents next sought access to a presenter/trainer for their training (61.1%). The third resource sought by organizations in a collaboration was shared equally by i.) funding agent and ii.) facilities and logistics (55.6%). An additional reply offered by respondents and listed under 'other' was that they were just 'not sure'.



These findings were consistent with the findings from the structured interview protocol in which organizations talked about the nature of past collaborations. The top three focal points for a collaboration were: co-sponsorship, lecturers/speakers, and content/technical expertise. The focus group discussion similarly supported the three focal points as well as confirming the need for partnering at some level, perhaps even regionally or locally among communities.

All respondents were interested in collaboration on some level. This theme resonated throughout the responses of all the protocols used in the analysis.

Survey respondents were also asked what they could offer in a collaboration. All respondents indicated they could offer some resource to a collaboration. The highest percentages were recorded for providing a presenter/trainer and providing content expertise/technical assistance (83.3%). These resources were followed by providing facilities and logistics (72.2%) and marketing assistance (50%).



b) Partnerships

The focus group discussion offered the suggestion that a number of different kinds of partnerships could be pursued. Those mentioned included: geographic partnerships, topic-specific partnerships, financial partnerships, and networking partnerships. The nature of the partnership would depend on the nature of the training being provided.

Additionally, a specific survey question asked respondents to name the top three providers of coastal management training that they benefited from in the past. If training provider respondents feel that an organization has been a viable provider of training for them, then perhaps that organization could be explored as a potential training partner with the CTP. Specific results of the survey question follow.

c) Survey Results: Top Three CMT Providers

Top Three Providers of CMT (N = 34)	Frequency
No response	8
WHOI Sea Grant (Woods Hole Oceanographic Institution)	7
WBNERR (Waquoit Bay National Estuarine Research Reserve)	5
EPA (Environmental Protection Agency)	5
MA. CZM (MA. Coastal Zone Management)	4
NOAA Coastal Services Center	3
DEP (Department of Environmental Protection)	2
National Meetings (e.g., World Aquaculture Society)	2
NMFS (National Marine Fisheries Service)	2
MIT (MA. Institute of Technology, e.g., Sustainability Conference)	2
Cape Cod Commission	2
Division of Marine Fisheries	1
MA. Association of Planning Directors	1
SEMAC (Southeastern MA. Aquaculture Center)	1
Coalition of Buzzards Bay Citizen Monitoring	1
Riverways Program for Stream Team Assistance	1
Ocean Conservance Seminar	1
MDC (MA. District Commission)	1
DEM (Department of Environmental Management)	1
MWRA (MA. Water Resources Authority)	1
MA. Bays Program	1
Cape Cod Museum of Natural History	1
Association of Wetland Scientists	1

Top Three Providers of CMT (continued) (N = 34)	Frequency
MA. Lobstermen Association	1
Stellwagon Bank Sanctuary	1
Individual sessions with coastal managers	1
Project WILD in MA.	1
SMAST (School of Marine Science & Technology) at UMass Dartmouth	1
SRPEDD (Southeastern Regional Planning and Economic Development District)	1
Mass. Audubon Society	1
Gulf of Maine Council on the Marine Environment	1
AMWS (Arcata Marsh and Wildlife Sanctuary)	1

e) Further Analysis

Analysis of the data from all the protocols suggests additional questions that were not within the scope of this market assessment. These questions include:

- Is there enough coastal management training in the state of Massachusetts?
- What is the demand for coastal management training?
- Are there enough training providers available to offer coastal management training for decision makers?

It must be reiterated that the low response rate to the four protocols limits the market analysis' findings and their applicability to the general population of training providers. Nonetheless, important information was gathered and should prove useful to the CTP in their goal to improve decision-making related to coastal resources management at local and regional levels.

APPENDIX A
BRIEF INTERVIEW PROTOCOL

CTI Past Participant Interviews

Key Information / Interview Summary

Date of Interview
Profile of Respondent
Name
Title
Organization
Organization location
Paid or volunteer staff (as pertains to Coastal Management Training)
Past Training (Related to Coastal Management Decision Making)
Training received in past two years (content)
Provider(s)
Format(s)
Length/Duration
Location(s) of program(s)
Contact name for program info
Contact address, phone

Other Training Resources
Other organizations known to offer Coastal Management Training
Contact name for program info
Contact address, phone
Other Comments

APPENDIX B
STRUCTURED INTERVIEW PROTOCOL

Structured Interview Protocol

Training Providers of Coastal Management Training

In Massachusetts

This protocol is designed to gather information to assist in the development of a survey instrument to be distributed to coastal management training providers in Massachusetts. It is also designed to learn more about existing coastal management training providers.

Definitions:

Coastal Training Initiative (CTI): Coastal Training Initiative (CTI) is being undertaken by the 25 National Estuarine Research Reserves around the country to formalize training to coastal decision-makers. The goal of the CTI is to improve the decision-making related to coastal management at local and regional levels through in-depth science-based training. The Massachusetts CTI is being created by a partnership of the Massachusetts Office of Coastal Zone Management, the Waquoit Bay National Estuarine Research Reserve, and the Woods Hole Oceanographic Institution Sea Grant Program.

Coastal Decision-Maker (CDM): Person who, in a professional or volunteer capacity, makes decisions affecting the health of coastal resources.

Training: A learning experience designed for coastal decision-makers and intended to enable them to make more informed decisions on issues affecting the health of the coasts. Events or products solely for recreational or informational use are excluded. The target audience must be coastal decision-makers and must meet at least two of the following criteria: 1) increase knowledge or skills of CDMs; 2) enable an interaction with an expert; 3) enable a participant to tap into a network of professionals.

Examples of Coastal Management Issues:

Massachusetts Coastal Zone Management: Ports and harbors, coastal hazards, coastal access, habitat protection and restoration, ocean resources, water quality, and special area management.

Waquoit Bay National Estuarine Research Reserve: Global Warming and Climate Change, Wetlands Protection, Water Quality Monitoring, Shoreline Dynamics and Changes, Renewable Energy, Ecological Landscaping, Wastewater Management, Nitrogen Loading, Impacts of Docks and Boating, Endangered Bird Monitoring.

Woods Hole Oceanographic Institution Sea Grant Program: Fisheries and Aquaculture, Environmental Technologies, Estuarine and Coastal Processes, Public Outreach, Education and Human Resources.

Basic Interview Information:

Date of Interview: _____

Interviewer: _____

Profile of Provider:

Name of Interviewee: _____

Title/Position of Person Interviewed: _____

Name of Organization: _____

Contact Information (Address, Telephone, Website): _____

Coastal Region: a) North Shore _____ b) Boston Harbor _____ c) South Shore _____

d) Buzzards Bay/Mt. Hope Bay _____ e) Cape Cod & Islands _____

Organization Mission: _____

Organization Staff: Total _____

Number of staff that provide coastal management training as one of their duties _____

Training Content and Focus [NOTE: In this context, program refers to training as defined on Page 1, and includes a workshop, seminar or similar type training opportunity.]

What top three (3) focus areas/issues is your organization best known for providing training?

Approximately what proportion of your organization's training is related to coastal management?

What specific training programs did you offer in the past year related to coastal management (list up to three)?

Why did you choose to offer these specific training programs this past year?

What additional coastal management training topics would your organization like to address and why?

What is the likelihood that your organization will offer each of these or any of them in the next two years?

High _____

Medium _____

Low _____

What are the barriers to providing training on these topics?

Coastal Management Training: Delivery and Instruction

Using your top three coastal management training programs as a guide, please respond to the following questions:

a) What training delivery methods did you utilize (e.g., classroom lecture, field exercise, online, other)? Include as many as apply.

b) What was the length of the training programs you offered (e.g., single session, day-long, multi-day, weekly, semester, other)? Include as many as apply.

c) Who did you use to deliver the training? Include as many as pertain.

Organization staff _____ Consultant _____ Academic _____ Volunteer _____ Other _____

Coastal Management Training: Target Audiences

Approximately how many individuals (overall number) did you provide coastal decision-making training for in the past year? Double count individuals who attended more than one training.

To which audience(s) does your organization market its coastal management training?

What marketing strategies have you utilized? Which have been most successful and why?

How much of your marketing focus is on (approximate percentage):

a) individual town/city _____ b) region _____ c) statewide _____

Who actually attends the coastal management training programs sponsored by your organization (coastal decision-maker group, title or position, other)?

Training Costs

Which of the following sources support your coastal management training programs (approximate percentage):

a) grants _____ b) participants _____ c) training budget _____ d) combination _____ e) other _____

What drives the cost of the coastal management training programs to the provider organization? Please explain.

Training content _____ Training format _____ Facilitator/Instructor used _____

Participant attending (price differentials for different groups) _____ Other _____

From which organizations have you been able to receive grant support to provide coastal management training?

Openness to Collaboration (cooperation with other providers of coastal management training)

Who are some of your organization's past and current collaborators for coastal management training?

Describe the nature of the collaborations (co-sponsor, funding agent, other)?

Would you be interested in collaborating with additional organizations with similar interests?
Any organization in particular?

What are the barriers to collaboration for your organization?

What are the benefits to collaboration for your organization?

Gaps in Available Training

What do you perceive as the gaps in coastal management training in Massachusetts, including gaps in training topics, audiences served, locations, timing of training, other?

What would help your organization better determine the types of coastal management training programs it should strive to provide in Massachusetts?

Referral to Other Providers

Can you offer the names of other organizations that provide coastal management training that we should contact?

Are there other coastal management training resources in the Commonwealth that you think are particularly helpful and should be noted?

Wrap-Up

As the next step, we will be developing and administering a survey to all identified providers of coastal management training in Massachusetts (including you). Its purpose will be to create a statewide inventory of current training programs, to identify gaps and overlaps in available training programs, and to identify potential training partners for programming efforts. What would you suggest is the most important question we ask training providers in this survey?

APPENDIX C
WRITTEN SURVEY

September 28, 2001

NAME
ORGANIZATIONADDRESS
CITY, STATE, ZIP

Dear NAME:

Ensuring that the people who make decisions that affect our coastal resources have current, credible, and critical training is a necessity here in Massachusetts. Please help us in taking the first step towards improving coastal management training by completing the enclosed survey. Your feedback will contribute to the development of a national program called the Coastal Training Initiative, or CTI. We have sent you this survey based on the key role you, or your organization, plays in training efforts in Massachusetts.

The Massachusetts CTI is a partnership of the Waquoit Bay National Estuarine Research Reserve (WBNERR), the Woods Hole Oceanographic Institution Sea Grant Program (WHOI Sea Grant), and the Massachusetts Office of Coastal Zone Management (CZM). The main objective of the CTI is to improve coastal decision-making by providing the best available science-based information, tools, and techniques to people whose decisions—in both a professional or volunteer capacity—directly affect coastal resources.

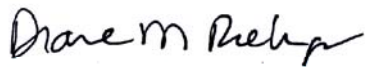
Who is a “coastal decision-maker”? Coastal-decision makers include town or state officials, volunteer board members, state and federal agency employees, legislators, and some not-so-obvious people, like landscapers, realtors, and many others.

How will the information you provide be used? The information gained from this market analysis—together with the data gathered during training needs assessments to be conducted starting this winter—will help us design the CTI in a way that allows us to fill gaps in training while avoiding duplication of efforts. We will also use the data from this market analysis to explore potential partnerships with organizations such as yours.

The survey should take approximately 20 minutes to complete and includes questions related to the topics of your training, the audience that you are trying to reach, where and when you provide training, and your perceptions of training gaps. Please complete the survey by **OCTOBER 12th** and return it in the enclosed envelope to our independent research team, the University of Massachusetts Donahue Institute, or fax it to 1-617-367-1434.

On behalf of my partners at WHOI Sea Grant and CZM, thank you for your time. Please feel free to contact me at (508) 457-0495, ext. 103, or by e-mail at Diane.Rielinger@state.ma.us, should you have any further questions.

Sincerely,



Diane M. Rielinger, Research Translator

Survey of Coastal Management Training Providers in Massachusetts

This survey will provide information that will help in the design of the Massachusetts Coastal Training Initiative (CTI). The Massachusetts CTI will provide current, credible and critical training to coastal decision makers. Please review the enclosed definition sheet prior to answering the questions.

Information about your Organization

Today's date: _____ Name of Organization: _____

Your Title/Position: _____

1. Which coastal region(s) does your organization cover? (choose all that apply):

- ☐ North Shore ☐ Boston Harbor ☐ South Shore
☐ Buzzards Bay/Mt. Hope Bay ☐ Cape Cod & Islands

2. What is the primary mission of your organization? (please be brief) _____

3. What is your organization's total staff size? _____ people

4. Does your organization provide coastal management training?

- ☐ Yes ☐ No (please skip to question 18)

5. Relative to your organization's mission, how central is providing coastal management training?

- ☐ Very central ☐ Somewhat central ☐ Somewhat peripheral ☐ Very peripheral

6. Roughly what percentage of your organization's training is related to coastal management? _____%

7. How many coastal management training programs did your organization conduct last year? _____

8. How many of your staff provide coastal management training as one of their duties? _____ people

Coastal Management Training: Target Audiences

9. Approximately how many individuals did you provide coastal management training for in the past year? (double count individuals who attended more than one training) _____ people

10. To which audiences does your organization market its coastal management training? (choose all that apply)

- | | |
|---|--|
| <input type="radio"/> state government employees | <input type="radio"/> Boards of Health & committee members |
| <input type="radio"/> federal government employees | <input type="radio"/> conservation commissions & staff |
| <input type="radio"/> academic community members | <input type="radio"/> planning boards/planners |
| <input type="radio"/> non-profit organization staff & members | <input type="radio"/> selectmen/town administrators |
| <input type="radio"/> scientists | <input type="radio"/> harbor masters & waterways committee members |
| <input type="radio"/> business organization members | <input type="radio"/> shellfish wardens |
| <input type="radio"/> legislators | <input type="radio"/> public works officials |
| <input type="radio"/> consultants | <input type="radio"/> other _____ |

11. Of the following marketing tools, which three do you find most effective for your training programs?

- | | |
|--|--|
| <input type="radio"/> direct mail | <input type="radio"/> web site |
| <input type="radio"/> phone solicitation | <input type="radio"/> email mailings |
| <input type="radio"/> public service announcements | <input type="radio"/> co-sponsorships/partnerships |
| <input type="radio"/> press releases | <input type="radio"/> organizational newsletters |
| <input type="radio"/> advertising in newspapers | <input type="radio"/> other _____ |

12. What is the approximate distribution of the focus of your marketing efforts? (estimate percentages)

individual community _____ %
coastal region _____ %

statewide _____ %
national/international _____ %

Training Content and Strategies

13. For what coastal management topics is your organization best known for providing training?

(choose all that apply)

- ☐ Port and harbor planning
- ☐ Coastal processes/geology
- ☐ Coastal access
- ☐ Habitat protection and restoration
- ☐ Disaster response
- ☐ Water resources (supply, quality)
- ☐ Global warming and climate change
- ☐ Wetlands & waterways protection
- ☐ Aquaculture
- ☐ Renewable energy
- ☐ Ecological landscaping
- ☐ Wastewater management

- ☐ Nitrogen loading
- ☐ Endangered species
- ☐ Fisheries
- ☐ Environmental technologies
- ☐ Organizational/management skills
- ☐ Special area management
- ☐ Boat/marina management
- ☐ Storm water protection & cleanup
- ☐ Land use planning
- ☐ Other _____
- ☐ Other _____
- ☐ Other _____

14. List what you consider to be the three most important coastal management training programs offered by your organization in the past year. Please answer the following questions about these programs:

	Program 1:	Program 2:	Program 3:
Program description			
How many times did you provide it in the past two years?	_____ times	_____ times	_____ times
How likely are you to offer it in the next two years?	<input type="checkbox"/> very likely <input type="checkbox"/> somewhat likely <input type="checkbox"/> somewhat unlikely <input type="checkbox"/> very unlikely <input type="checkbox"/> don't know	<input type="checkbox"/> very likely <input type="checkbox"/> somewhat likely <input type="checkbox"/> somewhat unlikely <input type="checkbox"/> very unlikely <input type="checkbox"/> don't know	<input type="checkbox"/> very likely <input type="checkbox"/> somewhat likely <input type="checkbox"/> somewhat unlikely <input type="checkbox"/> very unlikely <input type="checkbox"/> don't know
What training formats did you utilize? (choose all that apply)	<input type="checkbox"/> course <input type="checkbox"/> seminar <input type="checkbox"/> workshop <input type="checkbox"/> distance learning <input type="checkbox"/> conference <input type="checkbox"/> field exercise <input type="checkbox"/> other _____	<input type="checkbox"/> course <input type="checkbox"/> seminar <input type="checkbox"/> workshop <input type="checkbox"/> distance learning <input type="checkbox"/> conference <input type="checkbox"/> field exercise <input type="checkbox"/> other _____	<input type="checkbox"/> course <input type="checkbox"/> seminar <input type="checkbox"/> workshop <input type="checkbox"/> distance learning <input type="checkbox"/> conference <input type="checkbox"/> field exercise <input type="checkbox"/> other _____
What training delivery methods did you utilize? (choose all that apply)	<input type="checkbox"/> classroom lecture <input type="checkbox"/> roundtable discussion <input type="checkbox"/> panel discussion <input type="checkbox"/> simulation/demonstration <input type="checkbox"/> online <input type="checkbox"/> other _____	<input type="checkbox"/> classroom lecture <input type="checkbox"/> roundtable discussion <input type="checkbox"/> panel discussion <input type="checkbox"/> simulation/demonstration <input type="checkbox"/> online <input type="checkbox"/> other _____	<input type="checkbox"/> classroom lecture <input type="checkbox"/> roundtable discussion <input type="checkbox"/> panel discussion <input type="checkbox"/> simulation/demonstration <input type="checkbox"/> online <input type="checkbox"/> other _____

	Program 1:	Program 2:	Program 3:
What was the length of the training program you offered?	total # of hours _____ total # of sessions _____ If more than one session, were they: <input type="radio"/> daily <input type="radio"/> weekly <input type="radio"/> other _____	total # of hours _____ total # of sessions _____ If more than one session, were they: <input type="radio"/> daily <input type="radio"/> weekly <input type="radio"/> other _____	total # of hours _____ total # of sessions _____ If more than one session, were they: <input type="radio"/> daily <input type="radio"/> weekly <input type="radio"/> other _____
Who did you use to deliver the training? (choose all that apply)	<input type="checkbox"/> organization staff <input type="checkbox"/> consultant <input type="checkbox"/> academic <input type="checkbox"/> volunteer <input type="checkbox"/> other _____	<input type="checkbox"/> organization staff <input type="checkbox"/> consultant <input type="checkbox"/> academic <input type="checkbox"/> volunteer <input type="checkbox"/> other _____	<input type="checkbox"/> organization staff <input type="checkbox"/> consultant <input type="checkbox"/> academic <input type="checkbox"/> volunteer <input type="checkbox"/> other _____
What was your single largest cost in providing this training program? (please write-in)			

Training Resources and Collaborators

15. What is the approximate distribution of the sources of support that your coastal management training programs receive? (estimate percentages)

- | | |
|------------------------------|------------------------|
| a) grants _____% | d) sponsorship _____% |
| b) participant fees _____% | e) other _____% |
| c) operational budget _____% | (please specify) _____ |

16. The Coastal Training Initiative partners are interested in forming collaborations with a variety of coastal management training providers. What are you and/or your organization interested in receiving from a collaboration? (choose all that apply)

- | | |
|--|---|
| <input type="checkbox"/> marketing assistance | <input type="checkbox"/> provide content expertise/technical assistance |
| <input type="checkbox"/> facilities & logistics | <input type="checkbox"/> not interested in collaborating |
| <input type="checkbox"/> funding agent | <input type="checkbox"/> other _____ |
| <input type="checkbox"/> provide presenter/trainer | |

17. What could you and/or your organization offer in a collaboration? (choose all that apply)

- | | |
|--|---|
| <input type="checkbox"/> marketing assistance | <input type="checkbox"/> provide content expertise/technical assistance |
| <input type="checkbox"/> facilities & logistics | <input type="checkbox"/> not interested in collaboration |
| <input type="checkbox"/> funding agent | <input type="checkbox"/> other _____ |
| <input type="checkbox"/> provide presenter/trainer | |

Gaps and Resources of Available Coastal Management Training in Massachusetts

18. What do you perceive as the gaps in coastal management training in Massachusetts, including gaps or unmet needs in training topics, audiences served, locations, timing of training, other?

19. Please identify the top three providers of coastal management training that you benefited from over the last couple of years?

Thank you for your participation!

Please return by October 12, 2001 to: University of Massachusetts Donahue Institute, Organizational Development Group, 10 Tremont Street, 4th floor, Boston, MA 02106 OR Fax: 1-617-367-1434

Coastal Training Providers Survey

Definition of Terms

Coastal Training Initiative (CTI): Coastal Training Initiative (CTI) is being undertaken by the 25 National Estuarine Research Reserves around the country to formalize training to coastal decision makers. The goal of the CTI is to improve the decision-making related to coastal management at local and regional levels through in-depth science-based training. The Massachusetts CTI will be created in partnership with several organizations, including the Massachusetts Office of Coastal Zone Management, the Waquoit Bay National Estuarine Research Reserve, and the Woods Hole Oceanographic Institution Sea Grant Program.

Coastal Decision Maker (CDM): Person who, in a professional or volunteer capacity, makes decisions affecting the health of coastal resources.

Training: A learning experience designed for coastal decision makers and intended to enable them to make more informed decisions on issues affecting the health of the coasts. Events or products solely for recreational or informational use are excluded. The target audience must be coastal decision makers and the training must meet at least two of the following criteria: 1) increase knowledge or skills of coastal decision makers; 2) enable an interaction with an expert; 3) enable a participant to tap into a network of professionals.

Examples of Coastal Management Issues

Ports and harbor planning; coastal processes/geology; coastal access; habitat protection and restoration; disaster response; water resources (supply, quality); global warming and climate change; wetlands and waterways protection; aquaculture; renewable energy; ecological landscaping; wastewater management; nitrogen loading; endangered species; fisheries; environmental technologies; organizational/management skills; special area management; boat/marina management; storm water protection and cleanup; land use planning.

APPENDIX D
FOCUS GROUP PROTOCOL

Coastal Training Initiative

Focus Group

November 20, 2001 / UMASS Donahue Institute

- 1) Demographics (to get a sense of our audience here today)
 - Which coastal region are you from?
 - Primary mission of your organization?
 - For how many people (approximately) did you provide Coastal Management training in the past year?
 - What type(s) of audience? (page 1 on the survey)
 - What Coastal Management topics is your organization best known for? (page 2 on the survey)
- 2) Overall, what are the trends you see in Coastal Management Training?
- 3) What do you perceive as the “gaps” in Coastal Management Training?
(These can be in the areas of training topics, audiences served, location & timing, etc.)
- 4) Is there a need for more partnering in the delivery of Coastal Management Training? Why or why not? What form(s) should that partnering take? Who needs to be partnering with one another? Who is willing?
- 5) Any other advice or input for the Coastal Training Initiative team?

APPENDIX E
INVENTORY OF
COASTAL MANAGEMENT TRAINING
PROVIDERS

CTP Training Providers Inventory

First Name	Last Name	Organization Name	Address	City	State	Zip	Phone #	Web Site	Region	Comments
Darlene	Johnson-Morris	Americorps - Cape Cod	Box 427 Superior Courthouse	Barnstable	MA	02630	508-375-0130	www.nationalservice.org/state/profiles/ma_intro.html	Cape and Islands	
Maggie	Geist	Assn. For the Preservation of Cape Cod	PO Box 636	Orleans	MA	02653	508-255-4142	www.apcc.org	Cape and Islands	
Robin	Reiner	Assn. Of Mass. Wetland Scientists	PO Box 168	Billerica	MA	01821	978-667-4340	http://amws.org	N/C	
Bill	Burt	Barnstable County Cooperative Extension Service	PO Box 367	Barnstable	MA	02630	508-375-6702	www.umass.edu/umext	Cape and Islands	Dale Leavitt also a contact
Director		Battleship Massachusetts	Battleship Cove	Fall River	MA	02721	508-678-1100	http://www.battleshipcove.com/	Buzzards Bay/Mt. Hope Bay	Provider may be recreational
Director		Boston Society of Civil Engineers	The Engineering Center, One Walnut Street	Boston	MA	02108	617-227-5551	http://www.engineers.org/bsces/bsce.htm	Boston Harbor	
Jelle	Atema	Boston University Marine Program	Marine Biological Laboratory, 7 MBL Street	Woodshole	MA	02543	508-289-7499	http://www.bu.edu/bump/contents.html	Cape and Islands	
Director		Botanical Club of Cape Cod and the Islands	Box 423	Woodshole	MA	02543		http://members.aol.com/_ht_a/bccci/page/	Cape and Islands	The club's mission is to care for the MBL Herbarium and other educational projects /research re: conservation of native plant species
Director		Bristol County Natural History Center	Bristol County Agricultural High School, 135 Center Street	Dighton	MA	02715	508-669-6744		Buzzards Bay/Mt. Hope Bay	Provider may be recreational
Dr. Joe	Costa	Buzzards Bay National Estuary Program	2870 Cranberry Highway	E. Wareham	MA	02538	508-291-3625 ext 19	http://www.buzzardsbay.org/	Buzzards Bay/Mt. Hope Bay	
David	Janik	Buzzards Bay Watershed Team	20 Riverside Drive	Lakeville	MA	02347	508-946-8990	http://www.state.ma.us/envir/mwi/buzzardsbay.htm	N/C	Affiliated with EOEa
Megan	Amsler	Cape & Islands Self - reliance	PO Box 3203	Waquoit Bay	MA	02536	508-457-7679	www.reliance.org	Cape and Islands	
		Cape Ann Historical Museum	27 Pleasant Street	Gloucester	MA	01930	978-283-0455	http://www.cape-ann.com/historical-museum/	North Shore	Provider may be recreational
Director		Cape Cod & Islands Association of Realtors, Inc.	22 Mid-Tech Drive	West Yarmouth	MA	02673	508-957-4300	http://www.cciaor.com/	Cape and Islands	
Claudia	Staniszewski	Cape Cod Center for Sustainability	244 Willow Street	Yarmouth Port	MA	02675	508-362-6313	http://www.umass.edu/umext/envstew/ccs_sustain.htm	Cape and Islands	
Steve	Tucker	Cape Cod Commission	3225 Main Street, PO Box 226	Barnstable	MA	02630	508-362-3828	www.capecodcommission.org	Cape and Islands	Another contact: Heather Mackelroy
Mary Jane	Curran	Cape Cod Community College	2240 Iyanough Road	W. Barnstable	MA	02668	877-846-3672	http://www.capecod.mass.edu	Cape and Islands	
William	Clark	Cape Cod Cooperative Extension Service	PO Box 367	Barnstable	MA	02630	508-362-6690	http://www.barnstablecounty.org/dept.htm#exten	Cape and Islands	William Clark is the director

CTP Training Providers Inventory

Lindsey	Counsell	Cape Cod Land Bank	Open Space Committee, 1183 Old Stage Road	Centerville	MA	02632		http://www.capecodcommission.org/landbank/home.htm	N/C	No central office location, many local contacts across the Cape
Nancy	Church	Cape Cod Museum of Natural History	PO Box 1720, 869 Rt. 6A	Brewster	MA	06631	508-896-3867	www.ccmnh.org	Cape and Islands	
Sue	Haley	Cape Cod National Seashore	99 Marconi Station Site Road	Wellfleet	MA	02667	508-349-3785	www.nps.gov/caco	Cape and Islands	Sue is in the Salt Pond Visitors center
Peter	Borelli	Center for Coastal Studies	59 Commerical Street	Provincetown	MA	02657	508-349-2615	www.coastalstudies.org	Cape and Islands	
Michael	O'Leary	Citizens for the Protection of Waquoit Bay (CPWB)	PO Box 3021	Waquoit Bay	MA	02536	508-540-1948		Cape and Islands	Do not offer training, group meets every other month. Spoke with Tom Abbott, 7/26/01
Director		City Solicitors and Town Counsel Association	115 North Street, Suite 3	Hingham	MA	02043	781-749-9922	www.masslaw.com/cstcaan.htm	South Shore	
Mark	Rasmussen	Coalition for Buzzards Bay	17 Hamilton Street	New Bedford	MA	02740	508-999-6363	www.savebuzzardsbay.org	Buzzards Bay/Mt. Hope Bay	
Ed	Mackenzie	Coast Guard Auxillary	4 Birch Meadow Road	Merrimac	MA	01860		http://www.flotilla38.homestead.com/index.html	N/C	Ed will be the Commodore and is an appropriate contact for survey. Spoke w/ Dolly, 9/27
Peter	Boardman	Coast Guard Group Boston	408 Atlantic Avenue	Boston	MA	02110	617-223-8214	http://www.uscg.mil/d1/	Boston Harbor	Provider suggested from structured interviews
Vince	Oliver	Compact of Cape Cod Conservation Trusts	90 Rt. 6A, Unit #1	Sandwich	MA	02563	508-833-9131	www.compact.cape.com	Cape and Islands	
Director		Custom House Maritime Museum	25 Water Street	Newburyport	MA	01950	978-462-8681	http://www.essexheritage.org/custom_house.htm	North Shore	Provider may be recreational
Director		Department of Fire Safety, Massachusetts Firefighting Academy	Box 1025	Stow	MA	01775		http://www.state.ma.us/dfs/mfa/mfahome.htm	N/C	
Director		Ecological Landscaping Association	4 Centervale PK	Dorchester	MA	02124	617- 436-5838	http://www.ela-ecolandscapingassn.org/	N/C	
Victoria	Boundy	Eight Towns and the Bay	c/o Merrimack Valley Planning Commission, 160 Main Street	Haverhill	MA	01830	978-374-0519	http://www.thecompass.org/8TB	N/C	
Stan	Humpries	ENSR	2 Technology Park Drive	Westford	MA	01886	978-589-3000	www.ensr.com	North Shore	
Ralph	Spagnolo	Environmental Protection Agency (EPA)	EPA New England, Region 1, Suite 1100, One Congress Street	Boston	MA	02114	888-372-7341	www.epa.gov	Boston Harbor	Ralph is a contact for region 3 which is not New England. Need to locate N England contact. UPDATE - refused delivery of survey, 10/15.
Lee	Cunningham	Essex County Community Foundation	49 Salem Road	Topsfield	MA	01983	l.cunningham@eccf.org	http://www.eccf.org/	N/C	Not a coastal trng provider, 10/15, per letter following survey.

CTP Training Providers Inventory

Director		Essex Shipbuilding Museum	Box 277, 66 & 28 Main Street	Essex	MA	01929	978-768-7541	http://www.essexshipbuildingmuseum.com/	North Shore	Provider may be recreational
Priscilla	Geigis	Executive Office of Environmental Affairs, Community Preservation Institute	251 Causeway Street, 9th floor	Boston	MA	02114	617-626-1131	http://www.state.ma.us/envir/	Boston Harbor	Priscilla Geigis was added as a contact from the Partner's structured int. provider list.
Director		Expedition Whydah Sea Lab	16 Macmillan Wharf, PO Box 493	Provincetown	MA	02657	508-487-8899	www.whydah.com	Cape and Islands	Provider may be recreational. Website not currently working, 8/9/01
Daniel	McElhinney	Federal Emergency Management Agency	JW McCormack Post Office and Court Bldg, Room 442	Boston	MA	02109	617-223-9540	www.fema.gov	Boston Harbor	Regional MA office in Framingham - Stephen McGrail, Director
Director		Food and Drug Administration (FDA), Dept of Public Health	One Montvale Avenue	Stoneham	MA	02180	617-983-6749(?)		N/C	
Director		Friends of Boston Harbor Islands	349 Lincoln Street, Bldg 45	Hingham	MA	02043	781-740-4290	http://www.fbhi.org/	South Shore	
David	Palmer	Friends of Mashpee National Wildlife Refuge	PO Box 1283	Mashpee	MA	02649	508-495-1702		Cape and Islands	Palmer is the Sr. coordinator
Carol	O'Dell	Friends of Pleasant Bay	PO Box 845	S. Orleans	MA	02662			Cape and Islands	
Director		Friendship Salem Maritime Historic Site	174 Derby Street	Salem	MA	01970	978-740-1650	http://www.essexheritage.org/salem_maritime.htm	North Shore	Provider may be recreational
Director		Garden Club Federation of MA	219 Washington Street	Wellesley Hills	MA	02481			N/C	
Mary	Beers	Green Briar Nature Center	6 Discovery Hill Road	E. Sandwich	MA	02537	508-888-6870	http://www.thorntonburgess.org/Green%20Briar.htm	Cape and Islands	Mary's direct dial - 508-888-6870
Sue	Phelan	GreenCAPE	PO Box 631	West Barnstable	MA	02668	508-362-5172	www.greencape.org	Cape and Islands	A non-profit. Alliance for pesticide education.
Susan	Snow-Cotter	Gulf of Maine Council on the Marine Environment	CZM, 251 Causeway Street, Suite 900	Boston	MA	02114	617-626-1202	http://www.gulfofmaine.org/	Boston Harbor	Provider suggested from structured interviews
Phyllis	Anderson	Harvard University Institute for Cultural Landscape Studies	The Arnold Arboretum, 125 Arborway	Jamaica Plain	MA	02130	617-524-1718, ext. 175	http://www.icls.harvard.edu	N/C	
Sunnee	Spencer	Heritage Plantation of Sandwich	67 Grove Street	Sandwich	MA	02563	508-888-3300	www.heritageplantation.org	Cape and Islands	
Dan	Santos	Horsley and Whitten	90 Route 6A	Sandwich	MA	02563	508-833-6600		Cape and Islands	Scott Horsley may also be a contact. Santos was added as a contact from the Partners' structured int. provider list.
Director		Hull Lifesaving Museum	1117 Nantasket Avenue	Hull	MA		781-925-5433	http://www.bostonharborheritage.org/main.htm	South Shore	Provider may be recreational
Sue	Phelan	League of Women Voters Lower Cape Cod Chapter	PO Box 2347	Orleans	MA	02653	508-362-5172		Cape and Islands	

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Wendi	Buesseler	League of Women Voters of Falmouth	11 Old Colony Place	Falmouth	MA	02540	508-548-5266		Cape and Islands	
Michelle	Thompson	Lincoln Institute of Land Policy	113 Brattle Street	Cambridge	MA	02138	617-661-3016	www.lincolnst.edu	Boston Harbor	
Gregory	Horner	Manomet Observatory for Conservation Sciences	Box 1770	Manomet	MA	02345	508-224-2345	http://www.manomet.org/	N/C	Call for Education Director name
Pamela	Clapp-Hinkle	Marine Biological Lab	7 MBL Street	Woodshole	MA	02543	508-548-3705	http://www.mbl.edu/about/index.html	Cape and Islands	Alternate contact(s) Dale Levitt; Kelly Holdsworth, x7340
Director		Marine Museum at Fall River	70 Water Street	Fall River	MA		508-674-3533	http://www.marinemuseum.org/home.html	Buzzards Bay/Mt. Hope Bay	Provider may be recreational
Roger	Stern	Marine Studies Consortium	83 Chapel Street	Needham	MA	02492	781-444-3643	http://www.brandeis.edu/marinestudies/	N/C	
Director		Maritime Museum	4 Elm Street	Cohasset	MA	02025	781-383-1434		South Shore	Provider may be recreational
Sheryl	Waddick	Mass Ass. Of Conservation Commissions	10 Juniper Road	Belmont	MA	02478	617-489-3930	www.maccweb.org	Boston Harbor	Waddick was added as a contact from the Partner's structured int. provider list.
Director		Mass Audubon Society	208 South Great Road	Lincoln	MA	01773	800-audubon	http://www.massaudubon.org/	N/C	Spoke with Lucy Gertz on 7/26/01 re: contact for education. She directed me to CZM's website.
Paula	Jewell	Mass Bay Program (National Estuary)	251 Causeway Street, Suite 900	Boston	MA	02114	617-626-1230	www.state.ma.us/massbays	Boston Harbor	Jan Smith may also be a contact. Jewell was added as a contact from the Partner's structured int. provider list.
Thomas	Broadrick, Chapter President	Mass Chapter of the American Planners Association	Duxbury Town Hall, 878 Tremont Street	Duxbury	MA	02332	781-394-1114		South Shore	
Director		Mass Port	One Harborside Drive, Suite 200S	East Boston	MA	02128	617-568-3100	http://www.massport.com/	Boston Harbor	Provider suggested from structured interviews
Bob	Biagi	Mass. Aquaculture Association	PO Box 236	West Chatham	MA	02669	508-247-9122		Cape and Islands	
Director		Mass. Assn. Of Health Boards	56 Taunton Street	Plainville	MA	02762	508-643-0234	http://www.mahb.org/	N/C	Provider suggested from structured interviews
Director		Mass. Attorney General's Office	One Ashburton Place	Boston	MA	02108	617-727- 2200	www.ago.state.ma.us	Boston Harbor	
Tim	Purinton	Mass. Audubon Society, North Shore	346 Grapevine Road	Wenham	MA	01984	978-327-1122	http://www.massaudubon.org/	N/C	
Melissa	Low	Mass. Audubon Society, Wellfleet Bay Wildlife Sanctuary	PO Box 236, 291 State Highway Route 6	S. Wellfleet	MA	02663	508-349-2615	www.wellfleetbay.org	Cape and Islands	Melissa's direct dial - 508-349-2615
Director		Mass. Board of Building Regulations and Standards	One Ashburton Place, Room 1301	Boston	MA	02108	617-727-7532	www.state.ma.us/bbrs	Boston Harbor	

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Andrea	Cooper	Mass. Coastal Zone Management (CZM)	State Fish Pier	Gloucester	MA	01930	978-281-3972	http://www.state.ma.us/czm/czm.htm	North Shore	Cooper added as a contact from the Partner's structured int. provider list
Jim	Turenne	Mass. Community Assistance Partnership (MassCAP)	15 Cranberry Highway	W. Wareham	MA	02576	508-295-5151		Cape and Islands	Marc MacQueen suggested Jim Turenne as a potential contact when called re: structured interview
Nancy	Lin	Mass. Dept. of Environmental Protection (DEP)	One Winter Street, 9th floor	Boston	MA	02108	617-338-2255	www.state.ma.us/dep	Boston Harbor	Nancy Lin added as a contact from the Partners' structured int. provider list
Director		Mass. Dept. of Public Health	250 Washington Street	Boston	MA	02108	617-624-6000	http://www.state.ma.us/dph/dphhome.htm	Boston Harbor	
Wayne	MacCallum	Mass. Division of Fisheries and Wildlife	251 Causeway Street, Suite 400	Boston	MA	02114	617-626-1590	http://www.state.ma.us/dfwele/dfw/dfw_toc.htm	Boston Harbor	Provider supplied through structured interviews. Wayne is the Director in Boston. There are 5 other offices in the state.
Director		Mass. Division of Solid Waste, Dept. of Environmental Protection	One Winter Street, 7th floor	Boston	MA	02108	617-292-5960, ext 557		Boston Harbor	
Joan	Roche	Mass. Emergency Management Agency	400 Worchester Road	Framingham	MA	01702	508-820-2000	http://www.state.ma.us/mema/	N/C	Additional contact - Jude Sartori
Michelle	Vaillancourt	Mass. Executive Office of Environmental Affairs, Office of CZM	251 Causeway Street	Boston	MA	02114	617-626-1218	http://www.state.ma.us/czm/czm.htm	Boston Harbor	CTI Partner
Dawn	Sibor	Mass. Health Officers Association	PO Box 1644	Wakefield	MA	01880	781-740-2442	http://people.ne.mediaone.net/mhoa/index.htm	N/C	Dawn is the executive director
Judy	Pederson	Mass. Institute of Technology (MIT) Sea Grant	E38-300, 292 Main Street	Cambridge	MA	02139	617-253-7041	http://web.mit.edu/afs/athena.mit.edu/org/s/seagrant	Boston Harbor	Judy Pederson added as contact from the Partners' structured int. provider list
Eileen	Milanette	Mass. Maritime Academy	101 Academy Drive	Buzzards Bay	MA	02532	508-830-5000	http://www.mma.mass.edu/maflash.html	Buzzrds Bay/Mt. Hope Bay	Cam Gifford may also be a contact. Milanette was added from the Partner's structured int. provider list
Director		Mass. Municipal Association	60 Temple Place	Boston	MA	02111	617-426-7272	www.mma.org	Boston Harbor	
Alan	Marcy	Mass. Shellfish Officers Association	PO Box 1419	South Dennis	MA	02660	508-760-6123		Cape and Islands	
Cheryl	Alston	Mass. Water Resources Authority	Charlestown Navy Yard, 100 First Avenue	Boston	MA	02129	617-788-1170	http://www.mwra.state.ma.us/	Boston Harbor	
Director		Mass. Water Watch Partnership	Blaisdell House, University of Mass., Box 30820	Amherst	MA	01003	413-545-5531	www.umass.edu/tei/mwwp	N/C	
Sam	Cleaves	Metropolitan Area Planning Council	60 Temple Place	Boston	MA	02111	617-451-2770	http://www.mapc.org/	Boston Harbor	
Director		Metropolitan District Commission (MDC)	Commissioner's Office, 20 Somerset Street	Boston	MA	02108	617-727-5114	http://www.state.ma.us/mdc/mdc_home.htm	Boston Harbor	

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Wes	Tiffney	Nantucket Field Station, Univ. Of Mass.	180 Polpis Road	Nantucket	MA	02554	508-228-5268		Cape and Islands	
Andrea	Langhauser	Narragansett Bay/ Mount Hope Bay Watershed	20 Riverside Drive	Lakeville	MA	02347	508-946-2878	http://www.state.ma.us/envir/mwi/mthopenarragansett.htm	N/C	Affiliated with EOE A
Director		National Endowment for the Humanities, Mass. Foundation for the Humanities	One Woodbridge Street	S. Hadley	MA	01075	413-536-1385	http://www.mfh.org/	N/C	
Christopher	Mantzard	National Marine Fisheries Service	One Blackburn Drive	Gloucester	MA	01930		http://www.nero.nmfs.gov/ro/doc/nero.html	North Shore	
Sally	Riggs	National Marine Life Center, Inc.	120 Main Street	Buzzards Bay	MA	02532	508-743-9888		Buzzards Bay/Mt. Hope Bay	Provider may be recreational
Director		National Resources Conservation Service	451 West Street	Amherst	MA	01002	413-253-4350	www.nrcs.usda.gov	N/C	
Candace Lee	Heald	New Bedford Whaling Museum	18 Johnny Cake Hill	New Bedford	MA	02740	508-997-0046	http://www.whalingmuseum.org/	Buzzards Bay/Mt. Hope Bay	Provider may be recreational
Director		New Bedford Whaling National Historical Park	33 William Street	New Bedford	MA	02740	508-996-4095	http://www.whalingmuseum.org/g/park.htm	Buzzards Bay/Mt. Hope Bay	Provider may be recreational
William	Spitzer	New England Aquarium	Central Wharf	Boston	MA	02110	617-973-5200	www.neaq.org	Boston Harbor	Provider may be recreational
Director		New England Fishery Management Council	The Tannery - Mill 2, 50 Water Street	Newburyport	MA	01950	978-465-0492	http://www.nefmc.org/	North Shore	Provider suggested from structured interview
Director		New England Wild Flower Society	180 Hemenway Road	Framingham	MA	01701	508-877-7630	www.newfs.org	N/C	
Paula	Boyce	North and South Rivers Watershed Association (NSRWA)	PO Box 43	Norwell	MA	02061	781-837-2428	http://eco37.mbl.edu/nsrwa/	South Shore	
Larry	Gil	North Coastal Watershed Basin Team, Saugus River Watershed Council	PO Box 1092	Saugus	MA	01906	781-233-5046	http://www.saugusriver.org/srwc.htm	N/C	
Teri	Frady	Northeast Fisheries Science Center, Woods Hole Laboratory of the National Marine Fisheries Service	166 Water Street	Woods Hole	MA	02543	508-495-2000	www.nefsc.nmfs.gov/nefsc/woods_hole/	Cape and Islands	
Charles	Thomsen	Orleans Conservation Trust	PO Box 1078	E. Orleans	MA	02643	508-255-2658		Cape and Islands	
Director		Peabody Essex Museum	East India Square	Salem	MA	01970	978-745-9500	http://www.pem.org/	North Shore	Provider may be recreational

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Liz	Lodge	Plimoth Plantation	1627 Pilgrim Village, PO Box 1620	Plymouth	MA	02362	508-746-1622	http://www.plimoth.org/index.html	South Shore	Provider may be recreational
Karen	Young	Salem Sound 2000	201 Washington Street, Suite 9	Salem	MA	01970	978-741-7900	www.salemsound.org	North Shore	
Director		Sandy Bay Historical Society and Museum	40 King Street	Rockport	MA		978-546-9533		North Shore	Provider may be recreational
Bruce	Berman	Save the Harbor/ Save the Bay	25 West Street	Boston	MA	02111	617-451-2860	http://www.savetheharbor.org/home.html	Boston Harbor	
Mary Kay	Taylor	Schooner Adventurer	PO Box 1306	Gloucester	MA	01930	978-		North Shore	Provider may be recreational
Greg	Swanzy	Schooner Ernestina	89 North Water Street, P.O. Box 2010	New Bedford	MA	02741-2010	508.992.4900	http://www.ernestina.org/	Buzzards Bay/Mt. Hope Bay	A schooner, may be recreational
Kevin	Chu	Sea Education Association	PO Box 6	Woods Hole	MA	02543	800-552-3633	http://www.sea.edu/	Cape and Islands	Undergraduate maritime, oceanography, and nautical science studies program done at sea
Director		Seaman's Bethel	15 Johnny Cake Hill	New Bedford	MA	02740	508-992-3295		Buzzards Bay/Mt. Hope Bay	N/A - memorial to New Bedford Whalemens, and fisherman
George	Zoto	South Coastal Watershed Team	20 Riverside Drive	Lakeville	MA	02347	508-946-2739		N/C	Zoto is team leader
Joan	Reid	South Shore Natural Science Center	Jacobs Lane, PO Box 429	Norwell	MA	02061	781-659-2559	http://www.ssnsc.org/	South Shore	
Dale	Leavitt	Southeastern Mass. Aquaculture Center (SEMAC)	Mass. Maritime Academy c/o Hurley Library 101 Academy Drive	Buzzards Bay	MA	02532	508-830-6478	http://semac.mma.mass.edu	Buzzards Bay/Mt. Hope Bay	Dale Levitt also given as a contact
Anne	Smrcina	Studds-Stellwagen Bank National Marine Sanctuary	175 Edward Foster Road	Scituate	MA	02066	781-545-8026	http://www.sanctuaries.nos.noaa.gov/oms/omsstellwagen/omsstellwagenmanag.html	South Shore	
Patrick	Rogers	Taunton River Watershed Alliance (TRWA)	PO Box 146, 20 Scotland Park, Suite 2A	Bridgewater	MA	02324	508-697-5700	http://tauntonriver.tripod.com/index2.htm	N/C	
Mark	Mello	The Llyod Center for Environmental Studies	PO Box 87037, 430 Potomska Road	S. Dartmouth	MA	02748	508-990-0505	http://www.umassd.edu/SpecialPrograms/Lloyd/LloydCenter.html	Buzzards Bay/Mt. Hope Bay	
Vanessa	Salvucci	The Nature Conservancy	205 Portland Street, Suite 400	Boston	MA	02114	617-227-7017	http://nature.org/	Boston Harbor	Based in Arlington, VA
Mary	Beers	Thorton W. Burgess Society	6 Discovery Hill Road	E. Sandwich	MA	02537	508-888-6870	http://www.thorntonburgess.org/	Cape and Islands	
Paul	Kirshen	Tufts University, Watershed Center	Dept of Civil and Environmental Engineering, 200 College Avenue, Anderson Hall, Room 113	Medford	MA	02155	617-627-5548	http://www.tufts.edu/watershed/	N/C	

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Rich	Delaney	UMASS Boston, Harbor Campus, Urban Harbors Institute	Healey Library 11-29, 100 Morrissey Boulevard	Boston	MA	02125	617-287-5570	http://omega.cc.umb.edu/~uhi/web/	Boston Harbor	
Mark	Altabet	UMASS Dartmouth (SMAST)	706 South Rodney French Blvd	New Bedford	MA	02744	508-999-8193	http://www.cmast.umassd.edu/	Buzzards Bay/Mt. Hope Bay	Was the Center for Marine Science and Technology, it is now the School for...(SMAST)
Director		US Army Corps of Engineers	696 Virginia Road	Concord	MA	01742	978-318-8220	http://www.usace.army.mil/	N/C	Mark Burlas given as NJ contact person
Deborah	Hutchinson	US Geological Survey (USGS)	10 Bearfoot Road	Northborough	MA	01532	508-490-5000	http://www.usgs.gov/	N/C	Potential contacts: Robert Oldale, retired, 508-457-2267; Beth Shoresman, moved to RISE, 508-540-5432
Wendy	Kroll	USDA Natural Resources Conservation Service	451 West Street	Amherst	MA	01002	413-253-4351	http://www.nrcs.usda.gov/	N/C	
Director		USS Constitution Museum	PO Box 1812	Boston	MA	02129	617-426-1812	http://www.ussconstitutionmuseum.org/	Boston Harbor	Provider may be recreational
Gay	Gillespie	Westport River Watershed Alliance (WRWA)	Wing Carriage House, 1151 Main Road, PO Box 3427	Westport	MA	02790	508-636-3016	http://www.wrwa.com/	Buzzards Bay/Mt. Hope Bay	
Diane	Rielinger	Waquoit Bay National Estuarine Research Reserve	PO Box 3092	Waquoit	MA	02536	508-457-0495	http://www.waquoitbayreserve.org/	Cape and Islands	CTI Partner
Tracey	Crago	WHOI Sea Grant Program	193 Oyster Pond Road, MS #2	Woods Hole	MA	02543	508-289-2997	http://www.whoi.edu/	Cape and Islands	Dale is also a contact. Leavitt is a contact for WHOI, SEMAC, and Barnstable Cooperative Extension. His pager # is 508-899-5910
Lenore	Clark	Wildflower Meadow Council of Cape Cod	33 Lakeway Lane	Harwich	MA	02645	508-432-4188	http://www.newfs.org/chapters.html	Cape and Islands	
Bruce	Tripp	Woods Hole Coastal Ocean Institute (Research Center)	PO Box 296	Woods Hole	MA	02543	508-540-9900	http://www.whrc.org/globalwarming/warmingearth.htm	Cape and Islands	
Director		Woods Hole Group, Marine Environmental Solutions	81 Technology Park Drive	E. Falmouth	MA	02536	508-540-8080	http://www.whgrp.com/whgindex.htm	Cape and Islands	
OUT OF STATE PROVIDERS										
		Chesapeake Bay Program - Maryland								

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		Coastal Services Center in S. Carolina								
		Friends of the Waterfront	PO Box 932	Newport	RI	02840	401-847-1355	http://newportwaterfront.org/		
		International Marina Institute			FL					Provider supplied from structured interviews
		National Oceanographic and Atmospheric Ass. (NOAA)		Washington	DC	20230	202-482-6090	www.noaa.gov		
		Save the Bay (Explore the Bay)	434 Smith Street	Providence	RI	02908	401-272-3540	http://www.savebay.org/explorethebay/index.htm		Explore the Bay is the education division of Save the Bay
		US Fish and Wildlife Service	USFWS, National Conservation Training Center, Rt 1, Box 166	Shepherdstown	WV	25443	304-876-7475	http://www.fws.gov/		
Dr. Donald	Abt	UPENN and Cornell University					508-457-7969			
		Univ. Of Rhode Island	Graduate School of Oceanography, URI, South Ferry Road	Narragansett	RI	02882	401-874-6246			