



TALLAHASSEE TOWN AND GOWN Community Leadership Survey

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OPPENHEIM RESEARCH

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TALLAHASSEE TOWN AND GOWN COMMUNITY LEADERSHIP SURVEY INTRODUCTION

The Town and Gown Relations Project is a project of the Tallahassee Community College Foundation. It was conceived and initiated by project director, fundraiser and community activist Michael Pate. Oppenheim Research was retained by Michael Pate to develop a research approach and execute two surveys consisting of Tallahassee residents and community leaders. Oppenheim pre-tested the questions to be used for the community and leadership surveys by conducting a focus group and implementing the feedback from the focus group for the community and leadership surveys. Funding for the project was provided by the City of Tallahassee, Leon County, Florida State University, Florida A&M University, Tallahassee Community College and many other local organizations and businesses.

The Town and Gown Relations Project use a three phase approach and include:

- 1. A study of perceptions of town/gown relations in Tallahassee**
Surveying a randomly selected segment of the community by phone, including landlines and cell phones and conducting in-depth interviews with key leaders in the community to gain an understanding of exactly how the community perceives town/gown relations in Tallahassee.

- 2. Town hall forums to discuss the research and best practices**
Following the data collection and analysis from the surveys the results will be presented to the community to give them an opportunity to understand the findings and respond to them. In addition, a series of town hall forums will be held to present best practice examples from other communities that Tallahassee could implement to improve town/gown relations. The forums will be run by The Village Square and will be presented by representatives from other communities from around the country who will be identified as having a best practice that should be shared with the Tallahassee community.

- 3. Creation of a process to pursue excellence in town/gown relations**
Key stakeholders will come together to evaluate the data from the survey, input from the best practice forums and feedback from the community. From that information they will develop a process for Tallahassee that will help the community become a best practice example for other communities in the area of town and gown relations.

The leadership survey conducted between October 28 and November 24, 2010 addressed and explored in depth:

- How leaders from institutions and the community could involve citizens to play a greater role in economic development and diversification;
- How local, state and educational institutions can work together to achieve common goals;

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- Creating more opportunities for local and small businesses;
- Providing more opportunities for young professionals; and
- How to keep talent here.

The following report presents the findings of the Tallahassee Community Leadership Town and Gown survey.

EXECUTIVE SUMMARY

Community Leadership Survey

This portion of the study sought to gain the insight of relevant leadership from universities and colleges, local government and community groups. Leaders were asked the same questions that were part of the community survey but because the leadership interviews were conducted in person via a telephone interview there was opportunity to ask in depth questions and to probe for suggestions regarding the various topics.

Survey Findings

Leaders expressed very strong feelings that university, college, business, government, and community leaders should meet in a regular fashion in order to identify economic development opportunities. Their feelings about these meetings were more strongly expressed than those responding to the community survey.

When given the opportunity to express how they felt the various entities were working together to form meaningful relationships, leadership often differed from how the community viewed those same relationships. In considering how local universities and colleges are working together with community groups, leadership was less inclined than the community respondents to definitively say those relationships were working and twice as often saying the relationships were not working to form meaningful relationships. When considering how local government was working together with community groups the reverse was true in that leadership found those relationships more successful than the community respondents. Finally, when considering whether or not universities and colleges are working together with local governments, leadership clearly did not find that relationship as successful as the community respondents.

Overall leadership cited these relationships to be either very meaningful or somewhat meaningful the vast majority of the time as did the community respondents. There was some variation in that leadership did not stress the meaningfulness of the relationship between universities and colleges and the local governments to the same degree as community respondents did.

When considering the frequency of inclusion of citizens in discussions to form community relationships there was some difference depending on the entity being inquired about. The majority of leadership felt that universities and colleges included citizens only sometimes; this was slightly lower than the perception held by community respondents. When considering how often local governments include citizens in discussions, leaders were more likely than community respondents to say that local government was inclusive.

Not surprisingly, nearly all leadership respondents indicated that they had personally participated in discussions between universities and colleges and the community as well as those between local government and the community. Personal participation by community respondents was far lower. In spite of the level of participation, both leadership and community respondents indicated in mass that participation by citizens was very important, with leaders placing slightly more importance on participation than the community respondents.

Leadership was clear in expressing that the role of universities and colleges in facilitating economic growth is an important one. Community respondents expressed the same sentiment but to a lesser degree than the leadership respondents.

Leadership was asked about the quality of communication among the entities. When considering the quality of communication between universities and colleges and the community at large few leaders or community respondents rated it excellent and just over a third of leaders said it was good compared to nearly half of the community respondents. Nearly a quarter of leadership deemed the quality of communications poor. When considering the quality of communications between local government and the community at large, again few of either group said it was excellent but nearly half of leadership found it to be good while nearly half called it fair. Generally, the community respondents gave lower ratings than the leadership for local government communicating with the community at large. Finally, when considering the quality of communications between the universities and colleges and the local governments, leaders were fairly divided with only a few calling it excellent and a quarter calling it good. Over a third said it was fair and a quarter called it poor. Overall the community respondents rated the communication between universities and colleges and the local governments somewhat better than leadership.

Probing Leadership Opinions

Having rated the communication between the various entities, leadership was then asked their suggestions for improving communications. While the responses were varied, there were some reoccurring themes. Leadership felt there was a clear need for formal meetings where the various entities met face to face to better understand each other and find common ground. Numerous leaders stressed the need to find common goals and developing strategic plans. There were also a number of comments regarding the use of varying methods of communication such as some of the social media outlets and clear expression that some of the current methods of communication are ineffective.

Community leaders were asked what they would change to improve the working relationships between the universities and colleges, the local governments and the community. Communication was the overriding response. Some expressed communication very specifically by stating there should be a required number of meetings each year by the entities while some were more general but a great number of the leaders expressed using communication to find common ground, set common goals, and generally do more things jointly for the good of the community. There were several leaders who stated that the various entities operate without any interaction with the other entities in the community saying they operate in “silos”.

Leadership was asked to cite what benefits to the local economy they attribute to the universities and colleges. A variety of items were mentioned from the dollars brought to the community by students, the salaries from jobs, arts, research and technology, to helping in the ability to attract industry to Tallahassee. It is clear from the responses that community leaders view the universities and colleges as economic drivers to the community and an element that adds to the quality of life in the community.

Having considered the economic benefits leaders attributed to the universities and colleges they were then asked about other forces that promote economic prosperity. It is noteworthy that many of the comments were related to quality of life issues more than direct monetary issues, items involving recreation, entertainment, arts, sports, k-12 education, access to healthcare and positive housing markets were all listed as drivers. Generally, the focus was that creating or building a community that people will be attracted to living in may be more important to economic prosperity than relying on the government to bring jobs to the community. There was specific mention of maintaining the kind of community that would motivate graduates to stay in Tallahassee.

Qualitative Questions

Leaders were then posed with a series of questions to ascertain their knowledge of partnerships of specific entities, to ask about the success of those partnerships as well as opportunities to improve those partnerships. Leadership was given the opportunity to cite the general barriers to partnerships between the entities and what they felt the paths to overcoming those barriers were.

Universities and Colleges and Community Groups

When addressing partnerships between universities and colleges and local community groups, nearly all leaders were able to cite an example they were aware of. The examples were many and varied often based on the personal experience of the specific leader being asked. Some partnerships named were events such as Seven Days of Opening Nights, Tallahassee Film Festival, and the Black History Festival, others were organizations like the United Way, Jim Moran Institute, and Innovation Park, while still others were more such as FSU's Best Buddy Program, partnerships with local schools, and the School of Music's work with Art and autistic children in the community. Success of the partnerships was mixed with leaders feeling some worked well while others did not. Partnerships with student volunteers and interns along with campus events were perceived to be more successful while some other more formal partnerships such as Innovation Park were seen as less successful. Leaders most often felt that method of improving partnerships was communication and working together. Time and time again leadership stressed the need for meetings, forums, dialogs, sharing of information, whereby there is an improvement in formal and informal relations with shared goals and objectives.

In naming the primary obstacles to partnerships between universities and colleges and local community groups, leaders again pointed to communication and lack of common goals but also brought up egos, entities working in silos, and a general self-serving nature among entities. Time and funding were also frequently seen as obstacles for forming relationships. Leaders as expected saw the methods to overcoming these problems as improved communication and removal of barriers to developing common goals and priorities. Specific suggestions were informal and formal face to face meetings, making a direct effort to working together, and leadership focusing beyond their own turf.

Government and Community Groups

Most leaders were able to name partnerships between government and local community groups. Some of the ones cited were Blueprint 2000, the Homeless Shelter, cultural and arts programs as well as many others. Leaders generally felt the partnerships worked well but some felt they only worked sometimes and were of limited value. There was also an expression of the lack of citizen input in decisions as a limiter in the success of partnerships. Other obstacles included time and funding, egos, and a lack of awareness on the part of the community. As before, leaders felt the fuel for improving these partnerships was communication as well as outreach to the community.

Leaders saw primary obstacles to partnerships as two fold, partly blaming government for issues such as lack of time and funding for community programs as well as an attitude by government that it “knows best”. On the other hand leaders saw obstacles in that community involvement is low on the part of citizens who feel like they don’t have a voice. Egos were cited on both the government side as well as the community group’s side. Solutions again resided in communication as the main driver. Leaders saw a real need for active use of newer technologies (social media) to communicate with the community and for more meaningful ways for citizen input to be received. Community groups were also thought to need to consider a greater involvement with the entire community and not just a single agenda perhaps through various community groups working together among themselves.

Universities and Colleges and Government

Leaders were less likely to be able to name or describe a partnership between universities and colleges and the local governments but most were still able to name or describe one. Some examples were FAMU Way, Gaines Street project, football weekend, and race relations summits. Leaders opinions on the success of partnerships were mixed with some working and others not. Innovation Park was cited as not working while the development of FAMU Way was listed as an example of successful cooperation. When offering opportunities to improve partnerships, communication in some form was most often cited, ranging from leadership meetings to engagement of different entities to simple open and transparent communications. There were a number of comments aimed at the need to develop trust between entities as a first step in developing working relationships.

In naming primary obstacles to forming partnerships between universities and colleges with the local governments, leader’s comments enforced the notion of the various entities operating in their own silos, whereas they did not understand the other’s priorities, objectives, or goals. Other obstacles were egos, personality conflicts, and failure to get buy-in early on in the process of setting goals. Shortages of time and money were also cited. As before, leaders indicated communication in varying forms as the most often cited solution to overcoming obstacles. Suggestions of meetings, regular communication, and even “locking the parties in a room to make them talk” all focused on using communication to build better relationships. Several felt strong leadership needed to be the driver by making working relationships a priority for all entities.

Final Impressions

The overall impression of the study is that Tallahassee is a community made up of various educational, governmental and community entities who are not aware of each other's goals, missions, projects, and priorities. The fundamental breakdown is communication. Each is operating within its own walls and the barriers to communication are thick. There is also an underlying sense of distrust between the various entities, in that there is more concern about maintaining turf rather than considering what could be gained by building strong and lasting relationships within the community where students come to school and find a community worth staying in and employers see Tallahassee as place where employees will become members of a community with much to offer. Tallahassee as a community sits on great potential where the sum of its parts could be greater simply by those parts working together.

COMMUNITY LEADERSHIP SURVEY FINDINGS

The Leadership Survey questions were adopted from the Community Survey and for each section of the survey several open-ended questions were asked. This first section of the report compares the responses from the Leadership Survey to Community Survey.

Leaders were first given the same definition of Town and Gown Relation that was used for the Community Survey:

A community that has good “Town and Gown Relations” will be one where local universities and colleges, local governments and the local community work together on issues that are of importance to the whole community.

They were then asked if community leaders should meet regularly to identify economic development opportunities. Almost all community leaders participating in the survey agreed that university, college, business, government and community leaders should meet regularly identifying economic development opportunities, with 90% of respondents strongly agreeing and 8% somewhat agreeing. Only one community leader disagreed.

- Compared to the community respondents, who also overwhelmingly agreed (65% strongly agreed and 30% somewhat agreed), community leaders felt even more strongly about having regular leadership meetings with the inclusion and representation of university, college, business, government and the community. As we will discuss later this sentiment was further amplified by a vast majority of leaders when several follow-up questions were asked.

Table 1: Do you agree or disagree that university, college, business, government and community leaders should meet regularly to identify economic development opportunities?

	Total Leadership	Total Community
Unweighted Base	51	814
Strongly Agree	46 90%	526 65%
Somewhat Agree	4 8%	246 30%
Somewhat Disagree	1 2%	18 2%
Strongly disagree	0 0%	11 1%
DK/NA	0 0%	13 2%

Next, they were asked three sets of questions addressing relationships between universities/colleges, community groups, and local governments mirroring the community survey. Several open-ended questions were added immediately after each set of questions to identify partnerships between entities, if those partnerships worked, identifying how partnerships could be improved, and identifying primary obstacles to forming relationships and how barriers to forming relationships could be overcome. These questions will be presented in a separate section of this report starting on page 27.

For the following section of this report we present the questions for each set in table format for both groups for comparison purposes.

UNIVERSITIES AND COLLEGES / COMMUNITY GROUPS / LOCAL GOVERNMENTS

At the beginning of each set of questions community leaders were asked their opinion about whether or not they thought local universities/colleges are working with community groups (such as youth groups, neighborhood associations, civic clubs, arts and culture groups, business organizations and the like) and local governments, to form meaningful relationships that benefit the whole community.

Compared to the citizen survey, community leaders were more than twice as likely to say universities and colleges are not working with community groups or local governments to form meaningful relationships.

Twenty-five percent of the leaders said “yes” universities/colleges are working with community groups to form meaningful partnerships, 43% said they “yes, sometimes” and 31% said they do not work together to form meaningful partnerships.

When asked if local governments are working with community groups to form meaningful relationships 53% answered “yes”, 37% “yes, sometimes” and 10% said “no” they do not work together.

Leaders said “yes” universities and colleges work with local governments to form meaningful relationships that benefit the whole community 20% of the time, 39% said “yes, sometimes” and 39% said “no” they do not work together.

- Seventy-four percent of the leaders felt that universities and colleges are only sometimes (leaders 43%, citizens 35%) or not at all (leaders 31%, citizens 14%) working with community groups compared to 49% of citizens. They were also more likely to say that universities and colleges and local governments are not working together or are only sometimes working together to form meaningful relationships (sometimes and no responses combined: leaders 78% compared to citizens 57%).
- However, community leaders were more likely to say that local governments are working with community groups to form meaningful relationships (leaders 53% compared to citizens 31%) while citizens were more likely to say that local governments are not

working with community groups to form meaningful relationships (citizens 19% compared to 10% of the community leaders).

The following table shows the percentages for the leadership and community surveys side by side.

Would you say our local **universities and colleges** are working together with community groups (*such as youth groups, Neighborhood Associations, civic clubs, arts and culture groups, business organizations and the like*) to form meaningful relationships that benefit the whole community?

Would you say our local **governments** are working together with community groups (*such as youth groups, Neighborhood Associations, civic clubs, arts and culture groups, business organizations and the like*) to form meaningful relationships that benefit the whole community?

In your opinion, are our local **universities and colleges** working together with local **governments** to form meaningful partnerships that benefit the whole community?

Table 2: Working together to form meaningful relationships

	Would you say our local universities and colleges are working together with community groups?		Would you say our local governments are working together with community groups?		In your opinion, are our local universities and colleges working together with local governments ?	
	Total Leadership	Total Community	Total Leadership	Total Community	Total Leadership	Total Community
Unweighted Base	51	814	51	814	51	814
Yes	13 25%	287 35%	27 53%	250 31%	10 20%	228 28%
Yes, Sometimes	22 43%	287 35%	19 37%	331 41%	20 39%	355 44%
No	16 31%	111 14%	5 10%	157 19%	20 39%	107 13%
DK/No opinion	0 0%	129 16%	0 0%	76 9%	1 2%	124 15%

The second question in each set ascertained how meaningful the relationships are between the entities and they were given a scale from very to not at all meaningful. Only those respondents who answered “yes” or “yes, sometimes” in the previous question were asked this follow-up question.

When asked how meaningful the relationships are between the universities/colleges and community groups 51% of the leaders felt they are very meaningful, 46% said somewhat meaningful, and 3% said not very meaningful.

- Leaders were more likely to say these relationships are very meaningful (51% compared to 44% of the citizens)
- Citizens were more likely to say these relationships are somewhat meaningful (citizens 52%, leaders 46%)

When asked how meaningful the relationships are between our local governments and community groups 30% of the leaders felt that they are very meaningful, 65% felt they are somewhat meaningful, and 4% felt they are not very meaningful.

- Leaders were less likely to say they are very meaningful compared to citizens (leaders 30% compared to 40% citizens) and more likely to say they are only somewhat meaningful (65% compared to 57% citizens)

Leaders felt that the relationships between universities/colleges and our local governments are very meaningful 40% of the time while 43% felt they are somewhat meaningful and 17% felt they are not very meaningful.

- Citizens were more likely to say the relationships between universities and colleges and local governments are sometimes meaningful (citizens 54% compared to leaders 43%)
- Leaders were more likely to say they were not very meaningful (17% compared to 5% of citizens).

The following table shows the percentages for both surveys.

Table 3: How meaningful are the relationships?

	How meaningful are the relationships between universities and colleges and community groups?		How meaningful are the relationships between our local governments are community groups?		How meaningful are the relationships between our local universities and colleges and local governments ?	
	Total Leadership	Total Community	Total Leadership	Total Community	Total Leadership	Total Community
Unweighted Base	35	575	46	581	30	583
Very meaningful	18 51%	254 44%	14 30%	231 40%	12 40%	231 40%
Somewhat meaningful	16 46%	299 52%	30 65%	332 57%	13 43%	317 54%
Not very meaningful	1 3%	17 3%	2 4%	16 3%	5 17%	31 5%
Not meaningful at all	0 0%	5 1%	0 0%	2 0%	0 0%	4 1%

Next, respondents were asked how often universities/colleges and governments include citizens in the discussion to form community relationships that benefit the whole community.

When leaders were asked how often local universities and colleges include citizens in the discussion to form community relationships only 4% felt they are always included, 14% felt they are frequently included, 75% felt they are sometimes included and 4% respectively felt they are never included or had no opinion.

- Leaders were much more likely to say citizens are included sometimes compared to citizens (75% compared to citizens 54%)
- Citizens were somewhat more likely to say they are never included (leaders 4% compared to citizens 9%).

When leaders were asked how often local governments include citizens to form meaningful relationships 8% felt they are always included, 53% felt they are frequently included and 39% felt they are sometimes included.

- Leaders were twice as likely to say citizens are frequently included (leaders 53%, citizens 25%)
- Citizens who were much more likely to say they are only sometimes included (leaders 39% compared to citizens 53%)

The following table shows the percentages for both surveys.

Table 4: In your opinion, how often do local universities and colleges (local governments) include citizens in the discussion to form community relationships that benefit the whole community?

	How often do local universities and colleges include citizens in the discussion to form community relationships...		How often do local governments include citizens in the discussion to form relationships...	
	Total Leadership	Total Community	Total Leadership	Total Community
Unweighted Base	51	814	51	814
Always	2 4%	46 6%	4 8%	61 7%
Frequently	7 14%	150 18%	27 53%	204 25%
Sometimes	38 75%	439 54%	20 39%	435 53%
Never	2 4%	6 9%	0 0%	66 8%
DK/NA	2 4%	110 14%	0 0%	48 6%

Nearly all leaders said they had participated in discussions between universities/colleges and community groups (86%) and local governments and community groups (92%).

- Citizens participated in discussions between universities/colleges and community groups far less (20%)
- 31% of the citizens claimed to have participated in discussions between local governments and community groups.

The following table shows the percentages for both surveys.

**Table 5: Have you ever participated in any discussions between local universities and colleges and the community?
Have you ever participated in any discussions between local governments and the community?**

	Have you ever participated in any discussions between local universities and colleges and the community?		Have you ever participated in any discussions between local governments and the community?	
	Total Leadership	Total Community	Total Leadership	Total Community
Unweighted Base	51	814	51	814
Yes	44 86%	163 20%	47 92%	252 31%
No	7 14%	651 80%	4 8%	562 69%

IMPORTANCE OF CITIZENS INCLUSION

Leaders overwhelmingly (86%) felt that it is very important for local governments to include citizens in the discussion to form meaningful plans for economic development while 12% felt it is somewhat important and 1% felt it is not very important.

- Both leaders and citizens overwhelmingly felt that it is very important to include citizens in discussions to form meaningful plans for economic development (leaders 86%; citizens 78%).
- Slightly more of citizens (20%) felt it is only somewhat important.

Table 6: How important is it for local governments to include citizens in the discussion to form meaningful plans for economic development?

	Total Leadership	Total Community
Unweighted Base	51	814
Very Important	44 86%	634 78%
Somewhat Important	6 12%	159 20%
Not very important	1 2%	11 1%
Not important at all	0 0%	5 1%
DK/NA	0 0%	5 1%

IMPORTANCE TO FACILITATE ECONOMIC GROWTH

Leaders felt that local universities and colleges have very important roles to facilitate local economic growth (78%) while 22% felt they are only somewhat important in facilitating economic growth.

- While both leaders and citizens felt that universities and colleges play very important roles in facilitating local economic growth (leaders 78%; citizens 65%) citizens were more likely to say they have somewhat important roles in facilitating economic growth (30%).

Table 7: How important are the roles of our local universities and colleges in facilitating local economic growth? Would you say:

	Total Leadership	Total Community
Unweighted Base	51	814
Very Important	40 78%	526 65%
Somewhat important	11 22%	247 30%
Neither (Volunteered)	0 0%	4 0%
Not very important	0 0%	18 2%
Not important at all	0 0%	8 1%
DK/NA	0 0%	11 1%

QUALITY OF COMMUNICATIONS

Leaders were also asked about the quality of communications between universities and colleges, the local government, and the local community.

In rating the quality of communications between the universities and colleges and the local governments, only 4% of leaders rated communications “excellent”, while 25% rated them “good”. On the negative side, 37% said communications were “fair” and 24% said they were “poor”. Respondents either did not know or did not offer an opinion 10% of the time.

- Leaders were much more likely to rate the communications between universities/colleges and local governments as poor (leaders: poor 24%; citizens: poor 9%) and less likely to rate it as good (leaders 25%, citizens 43%)

Leaders rated the quality of communications between the local universities and colleges and the community at large slightly better with 2% saying the communications were “excellent” and 37% saying it is “good”. On the negative side 43% said communications are “fair” while 18% said they were “poor”.

- Citizens rated the quality of communications between universities and the community at large somewhat better than leaders

Leaders had a slightly higher opinion of the quality of communications between the local government and the community at large with 4% rating it as “excellent”, 47% rating it as “good”, 43% as “fair” and only 4% as “poor”.

- Citizens were more likely to rate the quality of communications between government and the community as poor (18%)

Table 8: Next, I would like to ask you some questions about the quality of communications between local universities/colleges, governments and the local community at large:

	Excellent		Good		Fair		Poor		DKNA	
	Leader	Comm	Leader	Comm	Leader	Comm	Leader	Comm	Leader	Comm
How would you rate the quality of communications between local universities and colleges and local governments? Would you say:	2 4%	38 5%	13 25%	346 43%	19 37%	258 32%	12 24%	75 9%	5 10%	96 12%
How would you rate the quality of communications between local universities and colleges and the community at large?	1 2%	59 7%	19 37%	343 42%	22 43%	273 34%	9 18%	86 11%	0 0%	52 6%
How would you rate the quality of communications between local governments and the community?	2 4%	41 5.0%	24 47%	302 37%	22 43%	295 36%	2 4%	145 18%	1 2%	30 4%

Making communications a priority and improving the quality of communications among all entities were the most frequently mentioned suggestions for improving the quality of communications. Other suggestions included establishing regular meetings perhaps quarterly or more frequently, working on short and long term goals, appointing one person to schedule and structure meetings among the communications experts for all entities and using a greater variety of communications media including electronic and social media resources.

Other responses are provided in the appendix (question 35).

CHANGE TO IMPROVE WORKING RELATIONSHIPS

When community leaders were asked what change they would make to improve the working relationships between the universities/colleges, the community and local governments there were two major topics leaders focused on.

The most frequently cited issue was communication. Some comments regarding communication were general while some were more specific with suggestions about required meetings or specific times for the various entities to sit face-to-face. Leaders clearly felt there was a lack of understanding by the various entities in terms of what the other entity's goals and objectives are.

Following communication there were a number of suggestions regarding creating a structure that included all entities. A number of suggestions pointed out the need for a structure of government that was inclusive such as a charter government, a governing board, or committee that would bring the various entities together to solve issues and develop common goals. There was even specific mention that some of the entities needed to realize that they are working in silos and need to see the necessity to work together for economic and community benefits.

Another common suggestion was access. There was the suggestion that campuses could provide greater access to the community in general. Leaders also suggested that improved accessibility to government was needed in the form of more town hall type meetings as well as greater opportunities for involvement by both citizens and the various entities.

Other changes suggested are included in the appendix (question 38).

BENEFITS FROM UNIVERSITIES/COLLEGES TO LOCAL ECONOMY

When asked what benefits they see from local universities/colleges to the local economy most leaders said that the economic engine has the potential to be phenomenal and the impact from universities and colleges can be seen in many aspects in our community; from jobs to salaries to intellectual benefits to developing capital for economic development. They were hailed to be "the life blood of our community" and are "business incubators".

Other responses are provided in the appendix (question 34).

OTHER FORCES THAT PROMOTE ECONOMIC PROSPERITY

Culture, the quality of life, art, recreation and sporting events, good clean industries and government, educational opportunities, good housing, creative talent, leveraging of resources, adequate health care and entertainment opportunities were primarily mentioned as other forces that promote economic prosperity. Other forces that promote economic prosperity mentioned included research coming from universities which fosters the incubator for intellectual properties, having job opportunities to retain graduates, promoting Tallahassee as a destination and selling the area to the country. As one leader summarized “prosperous communities have innovations, creativity and talent that require a degree of open mindedness”.

Other forces to promote economic prosperity are provided in the appendix (question 39).

IN DEPTH QUALITATIVE QUESTIONS

The next section of this report focuses on the in-depth qualitative questions asked after each set of questions. The follow-up questions were identical for each set and included the following questions:

1. Can you give me an example of a partnership in our community where local universities/colleges work with local community groups?
2. How have those partnerships worked?
3. Can you identify opportunities to improve these partnerships?
4. What are the primary obstacles to forming relationships between local universities and colleges and local community groups?
5. How can barriers to form local university and college relationships with the local community groups be overcome?

The answers are summarized in the section following and a complete list of answers for each question is provided in the appendix of this report.

UNIVERSITIES/COLLEGES AND COMMUNITY GROUPS

The first set of questions addressed the universities/colleges and local community groups.

Overall, most leaders cited partnerships they were familiar with either through personal involvements, being on committees or by close observation. Almost all of the leaders were able to give an example of a partnership.

Some leaders named the organization while others described the partnerships when they could not think of the name. While some of the partnerships named may not solely be between the two groups (universities/colleges and community groups) they were perceived as university/college and community partnerships. No one particular partnership stood out or was named more than once or twice.

When asked how those partnerships have worked opinions were mixed. Some leaders felt that some of the partnerships have worked very well while others have not worked so well or are still in the developmental stages. For example, the Knight Creative Community Initiative was cited several times as a partnership that has worked very well (“KCCI brings issues to focus. They provide funding and provide good data to make decision”) while Innovation Park was one of the examples cited that has not worked (“Innovation Park is an example of missed opportunity”). Programs involving student volunteers, events on campuses and those involving public schools, such as placement of student interns, were perceived as being very successful. Most leaders felt that the partnerships they mentioned were mutually beneficial to both, the community and the universities and colleges. However, as one leader put it “We need to meet - but should meet when not needed”.

Some of the negative remarks included “FSU and FAMU barely talk and when they do they argue”, “they (partnerships) have worked primarily for the university” and “TCC has had better

relationships with partnerships”.

When asked to identify opportunities to improve these partnerships some of the most mentioned opportunities were more and better dialogue, communications, more structured meetings and meeting around one table, identifying short and long term goals or missions, having informal and social gatherings to built trusting relationships, and breaking down dysfunctional structures. Other opportunities included developing the Airport for better access to the community, having top level leaders as well as mid level staff involvement to commit to partnerships and forming strategic alliances to have meaningful dialogue.

When asked what some primary obstacles are to forming relationships between universities and colleges and local community groups’ time, funding, operating in silos, establishing priorities, having a vision, politics, communications, and egos getting in the way were most frequently mentioned. Universities were often seen as self serving and uninterested in the community.

Most frequently mentioned solutions to overcome barriers to form university/college relationships with local community groups were structured and regular meetings, communications between universities and community groups, overcoming personality conflicts, identifying mutual interests and priorities, consensus building, leadership and collaboration.

GOVERNMENTS AND COMMUNITY GROUPS

The second set of questions addressed partnerships between governments and community groups.

1. Can you give me an example of a partnership in our community where local governments work with local community groups?
2. What are those partnerships?
3. How have those partnerships worked?
4. Can you identify opportunities to improve these partnerships?
5. What are the primary obstacles to forming relationships between local universities and colleges and local community groups?
6. How can barriers to form local university and college relationships with the local community groups be overcome?

Most leaders cited partnerships including FAMU Way, Downtown Redevelopment Commission, Social Services, Blueprint 2000, Innovation Park, Recycling, Digital Harmony, the Homeless Shelter, Sharing Tree, Goodwill, Tallahassee Film Festival, Brogan Museum, Challenger Learning Center, COCA and many more. Some described the partnerships when they could not think of the names.

Most of the leaders felt that the partnerships they cited have worked well in most cases. However, quite a few expressed that partnerships between governments and community groups work only sometimes and often have little value. One of the leaders said that these partnerships work when governments include citizens because “they come up with better solutions by

including citizens” and “if citizens are not included solutions can be overlooked since they come from a different perspective”. FAMU Way was cited as “a model of how things should be done”. Partnerships between governments and community groups worked particularly well when funding from government was involved but leaders suggested that there should be greater oversight and accountability of the community groups.

Opportunities to improve these partnerships included to hold more frequent meetings with community inclusion, using the feedback from citizens instead of ignoring it and letting government staff do as they want, letting citizens act as mediators, removing turf war, providing an open application process for citizens and educating citizens about the process. Other suggestions included better communications with community groups, celebrating potential collaborations, electing people to committees who understand business practices and having objectives for the process. More resources, time and getting better people elected and being creative in difficult times were also mentioned.

Primary obstacles mentioned were having enough government staff time and funding for community programs, personality conflicts, government tendencies that they have the solution and community input is not needed, community groups are egocentric and establishing priorities. One leader mentioned that “partnerships are purely a desire on the government side but they don’t really want those relationships because it makes their work more difficult”. Finding time, scheduling meetings regularly and “having an interest in the project and not just working on issues that are opposed” were also mentioned. Obstacles mentioned on the community side were that “people (and community organizations) are not getting involved”, “citizens feel that they don’t have a voice so they don’t try”, everybody has their own agendas and unwillingness to compromise. Trust, leadership, turf issues, developing an understanding and setting priorities were also frequently mentioned.

To form local government relationships with local community groups barriers such as not enough or objective communications delivered to the community (“we only hear what they government want us to hear”), bureaucracy, finding a way to engineer substantive opportunities for community input and not just superficial input, involvement from both groups, outreach on the part of the government to individual groups, getting someone in charge of doing it and bringing the right people together, funding or sharing resources of all kind, continuing dialog, stressing the importance of engagements and time were frequently mentioned. Governments could also use the internet and social media to communicate more and better (“talgov.com is doing a good job”), creating a shared agenda and educating the community about the process of getting involved.

Community groups should consider greater involvement with the entire community, government could help by “creating a simpler process or a one stop center to show citizens where you begin”, establishing community committees to find opportunities to form partnerships, establishing citizen work groups and building a mechanism by which citizens are made a part of in projects and establishing work groups between governments and community groups.

UNIVERSITIES/COLLEGES AND GOVERNMENT

The third set of questions addressed partnerships between universities/colleges and governments.

1. Can you give me an example of a partnership in our community where local universities and colleges work together with local governments?
2. What are those partnerships?
3. How have those partnerships worked?
4. Can you identify opportunities to improve these partnerships?
5. What are the primary obstacles to forming relationships between local universities and colleges and local community groups?
6. How can barriers to form local university and college relationships with the local community groups be overcome?

Leaders were least likely to name partnerships between universities/colleges and governments but most were still describing partnerships and naming some. Innovation Park, the National High Magnetic Field Laboratory (Mag Lab) and a Biomass plant were mentioned most frequently. Others included partnerships with TCC and FAMU such as healthcare initiatives and Workforce initiatives. FAMU Way was also mentioned as were transportation projects, seminars, planning initiatives for the area around FSU campus, Gaines Street and College Town.

Opinions about how well those partnerships have worked were mixed. Innovation Park was primarily mentioned as not having worked and “it is a mess right now and lost opportunity” but “with a new director getting better”. Gaines Street was mentioned as a partnership that has worked well but a College Avenue revitalization initiative “did not work because egos got in the way”. Also mentioned was “distrust between universities resulted in pulling out of partnership” and “university missions are typically not community oriented and have not worked”.

Some of the partnerships that have worked well were partnerships with businesses and the Mag Lab, between TCC and the City “City helped TCC in acquiring land for the a health center and saw the need to promote health care education”, and Downtown Get Downs.

When asked to identify opportunities to improve the partnerships between universities/colleges and governments communications, assessments of opportunities mutually beneficial, participation from top level officials “I think Barron is working very hard on it”, regular meetings, developing “symbiotic relationships”, and “combining resources to benefit all by inviting people to the process before the train leaves the station and making sure everyone has a seat on the train, too often the public or other stakeholders are asked for input after a decision has already been made”. Some of the leaders mentioned including students, developing trust, compromising, engaging mid level staff to promote partnerships and setting aside personal agendas and “creating an organization that brings together all entities to form an alliance to improve dialogue among all entities”.

Primary obstacles to forming relationships mentioned were recognizing where each entity is coming from, identifying priorities and common objectives, politics, getting the right people involved, insularity, egos and personality conflicts, putting away personal agendas and focusing

on strategic objectives, cooperatively working on solutions, and “having more conversations early on as we formulate ideas to create early buy-in”. Others mentioned politics, turf protection, lack of leadership, lack of communications, time, money and energy. Also mentioned was “I don’t think governments recognize that universities are partners not just big boys serving as tax base”.

Suggestions for overcoming barriers included to hold different types of meetings such as face to face meetings, locking them in together so that they have to talk to each other, social meetings/gatherings, facilitated meetings and regular scheduled meetings. Appointing someone to organize meetings was another option. Again, frequent communications were suggested as a key to form partnerships as well as raising the level of awareness of initiatives, programs and among entities, illustrating the benefits that partnerships have for the whole community and “leaving egos at the door”. One of the leaders suggested that “barriers can not be overcome because the two governments have different agendas”. Another suggested identifying the role for each entity using joint strategic planning sessions and working with a lobbyist to identify top priority issues for each entity. Strong leadership, collaboration, funding and reallocating resources were also suggested.

METHODOLOGY
TALLAHASSEE COMMUNITY LEADERSHIP SURVEY

The Town and Gown (TAG) Leadership Survey is based on an in depth personal telephone survey with a sample of 54 community leaders. Approximately 140 community leaders were identified by the TAG project committee and ultimately 84 were selected to participate in the survey. Of the selected leaders 54 completed the survey.

Leaders were contacted over a one month period (October 28 to November 24, 2010) and appointments were set to schedule a 20 minute interview at their convenience. Ultimately the interview took between 30 and 45 minutes depending on the answers they provided. All interviews were conducted by Anneliese Oppenheim, research analyst of Oppenheim Research.

Callback arrangements were made if respondents were not able to respond at the scheduled time and in many cases interviews were moved when necessary.

Survey respondents included university/college, government, non-profit and business leaders and included presidents, CEO's or city and county commissioners, vice presidents and managers. Except for two student government representatives and three retirees all were employed. Twenty of the leaders were employed in private business, 18 at local universities or colleges, seven in local government and four in public schools k-12. Most of them (37) had lived in Tallahassee over 10 years and their age ranged from 18 to over 65 years. About 25% were African American. Slightly over half had post graduate degrees and the rest had some college or completed a Bachelors degree. About half had graduated from a local college or university slightly more than half were male.

We would like to thank all participants for their time, their frank responses and their participation in this important research study.

**APPENDIX
QUESTIONNAIRE**

TG Stakeholders

Questionnaire # _____ (1-4)

Q.1 First, I would like to give you a definition of “Town and Gown Relations”. A community that has good “Town and Gown Relations” will be one where local universities and colleges, local governments and the local community work together on issues that are of importance to the whole community. Now I would like to ask you some questions about the relationships of our local universities and colleges, local governments and the community.

Q.2 Do you agree or disagree that university, college, business, government **and** community leaders **should** meet regularly to identify economic development opportunities?

[REQUIRE ANSWER]

- (5)
- Strongly Agree 1
 - Somewhat Agree 2
 - Somewhat Disagree .. 3
 - Strongly disagree 4
 - DK/NA 5

Q.3 Would you say our local **universities and colleges** are working together with community groups (such as youth groups, Neighborhood Associations, civic clubs, arts and culture groups, business organizations and the like) to form meaningful relationships that benefit the whole community?

[REQUIRE ANSWER]

- (6)
- Yes 1
 - Yes/ Sometimes .. 2
 - No 3
 - DK/No opinion 4

[S - IF THE ANSWER IS 3-4, THEN SKIP TO QUESTION 5]

Q.4 Would you say these relationships are:

[REQUIRE ANSWER]

- (7)
- Very meaningful 1
 - Somewhat meaningful .. 2
 - Not very meaningful 3
 - Not meaningful at all 4

Q.5 In your opinion, how often do local universities and colleges include citizens in the discussion to form community relationships that benefit the whole community? Would you say always, frequently, sometimes, or never?

[REQUIRE ANSWER]

- (8)
- Always 1
- Frequently ... 2
- Sometimes .. 3
- Never 4
- DK/NA 5

Q.6 Have you ever participated in any discussions between local universities and colleges and the community?

[REQUIRE ANSWER]

- (9)
- Yes .. 1
- No ... 2

Q.7 Can you give me an example of a partnership in our community where local universities/colleges work with local community groups?

IF YES: What are those partnerships?

RECORD ANY PARTNERSHIPS MENTIONED

[REQUIRE ANSWER]

- (10)
- Yes .. 1
- No ... 2

[S - IF THE ANSWER IS 2, THEN SKIP TO QUESTION 11]

Q.8 What are those partnerships?

RECORD EXAMPLE OF PARTNERSHIP VERBATIM

[REQUIRE ANSWER]

_____ (11-210)

Q.9 How have those partnerships worked?

[REQUIRE ANSWER] \

_____ (211-710)

Q.10 Can you indentify opportunities to improve these partnerships?

[REQUIRE ANSWER]

_____ (711-1210)

Q.11 What are the primary obstacles to forming relationships between local universities and colleges and local community groups?

(1211-1710)

Q.12 How can barriers to form local university and college relationships with the local community groups be overcome?

(1711-2210)

Q.13 Would you say our local **governments** are working together with community groups (such as youth groups, Neighborhood Associations, civic clubs, arts and culture groups, business organizations and the like) to form meaningful relationships that benefit the whole community?

[REQUIRE ANSWER]

(2211)

- Yes 1
- Yes, sometimes .. 2
- No 3
- DK/ No opinion ... 4

[S - IF THE ANSWER IS 3-4, THEN SKIP TO QUESTION 15]

Q.14 Would you say these relationships are:

[REQUIRE ANSWER]

(2212)

- Very meaningful 1
- Somewhat meaningful .. 2
- Not very meaningful 3
- Not meaningful at all 4

Q.15 In your opinion, how often do local governments include citizens in the discussion to form relationships that benefit the whole community? Would you say:

[REQUIRE ANSWER]

(2213)

- Always 1
- Frequently ... 2
- Sometimes .. 3
- Never 4
- DK/NA 5

Q.16 Have you ever participated in any discussions between local governments and the community?

[REQUIRE ANSWER]

(2214)

- Yes .. 1
- No ... 2

Q.17 Can you give an example of a partnership in our community where local governments work together with local community groups?

[REQUIRE ANSWER]

(2215)

Yes .. 1

No ... 2

[S - IF THE ANSWER IS 2, THEN SKIP TO QUESTION 21]

Q.18 What are those partnerships?

RECORD EXAMPLE OF PARTNERSHIP VERBATIM

[REQUIRE ANSWER]

(2216-2415)

Q.19 How have those partnerships worked?

[REQUIRE ANSWER]

(2416-2915)

Q.20 Can you indentify opportunities to improve these partnerships?

[REQUIRE ANSWER]

(2916-3415)

Q.21 What are the primary obstacles to forming relationships between local governments and local community groups?

(3416-3915)

Q.22 How can barriers to form local government relationships with the local community groups be overcome?

(3916-4415)

Q.23 In your opinion, are our local **universities and colleges** working together with local **governments** to form meaningful partnerships that benefit the whole community?

[REQUIRE ANSWER]

(4416)

Yes 1

Yes/ sometimes .. 2

No 3

DK/No opinion 4

[S - IF THE ANSWER IS 3-4, THEN SKIP TO QUESTION 25]

Q.24 Would you say these relationships are:

[REQUIRE ANSWER]

(4417)

Very meaningful 1

Somewhat meaningful .. 2

Not very meaningful 3

Not meaningful at all 4

Q.25 Can you give an example of a partnership in our community where local universities and colleges work together with local governments?

[REQUIRE ANSWER]

(4418)

Yes .. 1

No ... 2

[S - IF THE ANSWER IS 2, THEN SKIP TO QUESTION 29]

Q.26 What are those partnerships?

RECORD EXAMPLE OF PARTNERSHIP VERBATIM

[REQUIRE ANSWER]

(4419-4618)

Q.27 How have those partnerships worked?

[REQUIRE ANSWER]

(4619-5118)

Q.28 Can you indentify opportunities to improve these partnerships?

[REQUIRE ANSWER]

(5119-5618)

Q.29 What are the primary obstacles to forming relationships between local universities and colleges and local governments?

(5619-6118)

Q.30 How can barriers to form local university and college relationships with the local governments be overcome?

(6119-6618)

Q.31 How important is it for local governments to include citizens in the discussion to form meaningful plans for economic development?

[REQUIRE ANSWER]

(6619)

Very Important 1

Somewhat Important . 2

Not very important 3

Not important at all 4

DK/NA 5

Q.32 How important are the roles of our local universities and colleges in facilitating local economic growth? Would you say:

[REQUIRE ANSWER]

(6620)

Very Important 1

- Somewhat important ... 2
- Neither (Volunteered) .. 3
- Not very important 4
- Not important at all 5
- DK/NA 6

Q.33 What benefits do you see from universities and colleges to the local economy?
[REQUIRE ANSWER]

(6621-6820)

Q.34 Next, I would like to ask you some questions about the quality of communications between local universities/colleges, governments and the local community at large:

[REQUIRE ANSWER]

	Excellent	Good	Fair	Poor	DK/NA
How would you rate the quality of communications between local universities and colleges and local governments? Would you say:	1	2	3	4	5 (6821)
How would you rate the quality of communications between local universities and colleges and the community at large?	1	2	3	4	5 (6822)
How would you rate the quality of communications between local governments and the community?	1	2	3	4	5 (6823)

Q.35 Do you have any suggestions on what these entities can do to improve their quality of communications?

[REQUIRE ANSWER]

(6824-7023)

Q.36 Thinking about Town and Gown Relations, please tell me for the following issues if you think the issue is very important, somewhat important, not very important or not at all important:

[REQUIRE ANSWER] [READ ANSWERS IN RANDOM ORDER]

	Very important	Somewhat important	Not very important	Not at all important	DK/NA
Public Transportation	1	2	3	4	5 (7024)
Shopping	1	2	3	4	5 (7025)
Entertainment opportunities	1	2	3	4	5 (7026)
Sporting events	1	2	3	4	5 (7027)
Traffic Issues	1	2	3	4	5 (7028)
Economic development partnerships	1	2	3	4	5 (7029)
Noise in the neighborhood	1	2	3	4	5 (7030)

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Public safety issues	1	2	3	4	5 (7031)
Using university research to create jobs and new businesses	1	2	3	4	5 (7032)
How local government can encourage starting new businesses	1	2	3	4	5 (7033)
Environmental partnerships between the universities and the community	1	2	3	4	5 (7034)
How planning and zoning affects resident and student populations	1	2	3	4	5 (7035)
How universities communicate with residents	1	2	3	4	5 (7036)
Retaining students to stay after graduation	1	2	3	4	5 (7037)
Living together, students and residents in the same neighborhoods	1	2	3	4	5 (7038)
Getting students engaged in the Tallahassee community	1	2	3	4	5 (7039)
Student volunteers	1	2	3	4	5 (7040)
Getting residents engaged in the university communities	1	2	3	4	5 (7041)
Encouraging startup companies to use university research	1	2	3	4	5 (7042)
Recreation	1	2	3	4	5 (7043)

Q.37 Of the issues you felt are very important (all those that received very important ratings are repeated), please tell me which one is **most** important, second most important and third most important to you?

[READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 36]

	Most Important	Second most Important	Third most Important
Public Transportation	1	2	3 (7044)
Shopping	1	2	3 (7045)
Entertainment opportunities	1	2	3 (7046)
Sporting events	1	2	3 (7047)
Traffic Issues	1	2	3 (7048)
Economic development partnerships	1	2	3 (7049)
Noise in the neighborhood	1	2	3 (7050)
Public safety issues	1	2	3 (7051)
Using university research to create jobs and new businesses	1	2	3 (7052)
How local government can encourage starting new businesses	1	2	3 (7053)
Environmental partnerships between the universities and the community	1	2	3 (7054)
How planning and zoning affects resident and student populations	1	2	3 (7055)
How universities communicate with residents	1	2	3 (7056)

Retaining students to stay after graduation	1	2	3 (7057)
Living together, students and residents in the same neighborhoods	1	2	3 (7058)
Getting students engaged in the Tallahassee community	1	2	3 (7059)
Student volunteers	1	2	3 (7060)
Getting residents engaged in the university communities	1	2	3 (7061)
Encouraging startup companies to use university research	1	2	3 (7062)
Recreation	1	2	3 (7063)

Q.38 If you had the power to create any change you wanted in order to improve the working relationships between the universities/colleges, the community and local governments what change would you make?

[REQUIRE ANSWER]

_____ (7064-7563)

Q.39 Now, thinking about economics in our community, in addition to jobs, what are some other forces that promote economic prosperity?

[REQUIRE ANSWER]

_____ (7564-7763)

Q.40 The last few questions are for statistical purposes only. What is your age?

[REQUIRE ANSWER]

(7764)

- 18-24 1
- 25-34 2
- 35-44 3
- 45-54 4
- 55-64 5
- 65+ 6
- Refused .. 7

Q.41 How long have you lived in Tallahassee?

[REQUIRE ANSWER]

(7765)

- Less than 1 year .. 1
- 1-2 years 2
- 2-3 years 3
- 3-4 years 4
- 4-5 years 5
- 5-10 years 6
- Over 10 years 7
- All my life 8

Q.42 Are you employed?

[REQUIRE ANSWER]

(7766)

Yes .. 1
No ... 2

[S - IF THE ANSWER IS 2, THEN SKIP TO QUESTION 46]

Q.43 Are you employed in:

[REQUIRE ANSWER]

(7767)

State government 1
University/College 2
Education k-12 3
Private Business 4
Unemployed/Retired .. 5
Other 6

[S - IF THE ANSWER IS 5, THEN SKIP TO QUESTION 46]

[OTHER, SPECIFY - CHOICE OR SUB-QUEST. 6]

Q.44 Other

[REQUIRE ANSWER]

(7768-7792)

Q.45 What is your position or title?

[REQUIRE ANSWER]

(7793)

CEO/President/Owner .. 1
Vice President 2
Manager 3
Assistant 4
Other 5

Q.46 What is your race or ethnic origin?

[REQUIRE ANSWER]

(7794)

White 1
African American .. 2
Hispanic 3
Other 4
Refused 5

Q.47 What is the highest grade or year of formal education that you have completed? READ CHOICES IF NEEDED

[REQUIRE ANSWER]

(7795)

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- Less than High School 1
- Completed High School 2
- Some College, Technical Degree, AA Degree 3
- Bachelor's Degree 4
- Master's Degree, Law or similar degree (not PhD) .. 5
- PhD, MD or other degree beyond Master's 6
- Refused 7
- DK/NA 8

[S - IF THE ANSWER IS 1-2 OR 7-8, THEN SKIP TO QUESTION 49]

Q.48 Did you graduate from a local college or university?
[REQUIRE ANSWER]

(7796)

- Yes .. 1
- No ... 2

Q.49 What was your total annual household income before taxes for 2009? Would you say:
PROBE: THIS IS FOR CLASSIFICATION PURPOSES ONLY
[REQUIRE ANSWER]

(7797)

- Less than \$15,000 1
- \$15,000 to \$35,000 ... 2
- \$35,000 to \$50,000 ... 3
- \$50,000 to \$75,000 ... 4
- \$75,000 to \$100,000 . 5
- More then \$100,000 .. 6
- Refused 7
- DK/NA 8

Q.50 What is your Zip Code?
[REQUIRE ANSWER]

_____ (7798-7802)

Q.51 That completes our survey. Thank you for your time and help.
DO NOT ASK: Gender

[REQUIRE ANSWER]

(7803)

- Male 1
- Female .. 2

Q.52 Telephone Number _____ (8000-8015)

Q.53 Date _____ (8016-8024)

OPEN-ENDED QUALITATIVE RESPONSES

Q.35 Do you have any suggestions on what these entities can do to improve their quality of communications?

- More and better communications with other entities
- Establish quarterly meetings and involve university in formulation of local government policies
- Entities need to be working on specific things and objectives and sitting down face to face identifying why they have what they have
- Sometimes universities have to listen more and have more dialogue with other entities
- Frequent meetings with a focus on understanding what each entity does
- Other forms of communications that can be exploited with a willingness to solicit input including social media so that responses from the community can be incorporated when opportunities are offered
- Biggest problem is for each entity to understand what the other entity can offer, they all can turn out a product that benefits everyone and is better than one by itself
- Incorporating a process to cut through the clutter, meetings of key players and departments or council of presidents in a tier like structure, planning the calendar so major events don't conflict
- Formal meetings between groups, university should appoint single community based coordinator and the city could do same thing
- Decide joint time together and include the Chamber to do things
- Regular meetings and broadening subjects not just saying economic impact but including other issues
- They need to work on common short and long term goals and understanding who benefits, there is an interdependency among groups
- If there is a way for more electronic media to give information to citizens, the newspaper is not a very good source of detailed information for citizens and does not have the reach
- Have one communications expert to incorporate all entities communications
- We should do a better job on promoting issues
- Find more ways like social media
- I think they can be more innovative, the newspaper is not the best information source, under utilization of multi media and social media
- Working with the 'not usual' suspects offering engagement to those not usually included
- Town hall concept forum to present concepts for sharing information
- University communications people do not see community as primary audience- it is not about donors and benefactors- talk to key leaders to facilitate relationships and fostering social relations helps with communications
- Listen more, learn more about each other
- Use variety of mode of communications- bill boards - website -etc
- I think the two governments have to communicate more
- Often community suggestions are seen as a waste of time, how much is it worth
- Make it a priority
- To improve communications among themselves and out growth will be to the community

- First communications has to become a priority- then come up with a strategic plan and create plan for feedback from all entities
- There has to be a commitment that communications takes place with the right tools, the right message and audience using traditional media and social media, it can't be the same method for everyone
- Creating opportunities to educate, creating awareness with community on key decisions that have to be made
- Have better communications and informed staff
- Concise, focused message and not having different people deliver the message
- Identity short and long term goals, create a forum for communication, the leaderships from these entities need to take the lead
- We must hold elected officials responsible and meet on a quarterly basis to identify what initiatives we can approach together
- Holding community workshops annually with stakeholders
- There needs to be a strategic planning session with all entities and a common set of strategic goals
- It's a relationship thing- everyone is so protective of their own turf, they are not working on the big picture
- Comes back to repairing relationships- building trust
- Learn to use social media, messages are not creatively delivered so it does not grab you
- Meeting more often, "we are islands"

Q.38 If you had the power to create any change you wanted in order to improve the working relationships between the universities/colleges, the community and local governments what change would you make?

- Some sort of community resource to enable economic development
- Change attitude, we can get it done, doing it requires focus, understanding and vision
- Structure to work together
- Would eliminate the bureaucracy for sponsored research
- Require six meetings a year to talk about the three most important issues identified in this study
- Do away with football team
- Sit down over breakfast with all entities to discuss common goals and understanding each entities needs
- Reassess the purpose of Innovation Park
- Find more resources to provide more services to citizens
- Formalize exchanges between relationships and charge the Mayor (or someone) to convene regularly with different entities
- Have better understanding of all entities and what their goals and missions are, they are often missing and are not understood
- Forming an alliance to form a group to organize and get people involved and engaged from all entities
- I would seek to make campuses more accessible to community either electronically or physically

- I think accessibility to encourage dialogue and building of relationships is critical, increase opportunities for town hall meetings
- Communication
- Quality of elected officials
- Provide more opportunities for joint initiatives
- I think government and university administrators have to recognize and see easy ways to engage community members in the process
- More frequent dialogue and meetings between businesses to find out what we need to do to retain graduates, how to prepare them to stay in town and what businesses need from our grads, do we have enough businesses to accommodate our graduates to employ them
- Consolidate the two local governments
- Frequency of communications
- Have an entity with specific purpose to make change or collaborations to work together to benefit the whole community
- Make a change in some of the elected officials
- Have a small steering committee that works with all entities with transparency for common goals
- I would create a charter government that would include universities and local governments as one integral component with a separation that build on the executive branch of government with oversight from some community groups
- I would say that academic and local government got to realize that they are not working in silos; they need to work together to create jobs, retain businesses and grow the quality of life in our community
- Establishing a strong communications plan and we all stick to it
- Communication between entities for better relations so they understand issues and create working relations
- I would like to see all entities together with their resources; most important to make that happen is to focus on 2 - 3 issues with top administrators of these entities not just sitting there but to agree to make that happen
- Mandate the golden rule; consider needs of all entities; create a constructive forum to evaluate long and short term objectives
- Set up governing board made up of presidents, County, City and school board; meet regularly and form dialogue on issues to tackle issues together
- Create inter local council between schools; coordinate activities and events, conferences and entertainment for local college kids so they are a voice; right now they are less heard and are not respected compared to the amount of power they have in terms of their political astuteness; local officials should be accountable too them; so far the relationship remains condescending
- Give those entities equal status in decision making and having a stake in making decisions
- I would have them (all three entities) create a goal to focus on, work on it one step at the time and step outside their own turf
- Stronger City manager

- Leadership of local governments should have working relationships by spending time together and develop a strategic economic plan where everyone gets together to decide what is important
- Create a committee with key people from all entities to talk about local issues
- Merge FSU/FAMU
- Maybe more opportunities to get together to talk about opportunities and finding common grounds
- I would establish a regular meeting schedule between all entities

Q.33 What benefits do you see from universities and colleges to the local economy?

- Universities tap into natural resource and take care of it; partner with it, jobs, student population shops and businesses benefit from them, all services industries benefit from it, they all spent \$\$, universities are a natural resource for our community
- Huge from a stability stand point and what their derivatives are to our economy, they make up at least 25 % of the economy, potential and harnessing technology opportunities is huge, huge potential for the future if fostered properly
- Providing a trained workforce, employment
- Staggeringly, close the universities and see how local economy will do, land lords and all businesses benefit from them
- Clearly produce cash for us, student spending part of economic engine
- Benefits are higher learning in our back yard and developing carriers for economic prosperity
- Bring in 1000nds of students to use our resources, commerce is driven by student spending which keeps our economy stable
- High paying jobs
- Keeping talent in town - cultural - entertainment- start and grow businesses- getting university people engaged with local people
- The impact is extraordinary, with out them economy would be lost
- The Mag Lab and their grant opportunities bring in jobs for people
- As universities grow they make their institutions a great experience to make people want to live here
- Universities are major purchasers and students as well
- They provide brains that are driving business - universities are idealized- a world we want to live in but we support them in a different way- we hire their students – there needs to be a better connect
- Economic development - support from community for university programs- student needs such as housing
- Obviously the number of students and money they bring to local economy, research from university can be incubator and have access to latest thinking
- Provide resources academic and scientific and provide labor force
- The more grants they can generate the broader the tax base
- There is a fountain of intellectual assets
- People want to live in Tallahassee and their children want to live here because of them
- Vital and huge economic impact, employees, major workforce driver, major

consideration for job creation, workforce development, they add to the quality of life culturally and with the arts from the university

- University provides center of knowledge for the community
- Huge economic engines and they have to be included in economic development
- Community Colleges are more involved with the community than the universities and they are huge and significant benefits originating from the operation of universities, TCC has direct input of workforce since most TCC grads stay in the community
- Economic stimulus, we provide opportunities, three universities have students and a market that needs to be housed and entertained
- Moving research into local economy, purchase and power is critical to working with community with EDC on community development
- Higher average salaries
- They are our economic engines, they bring people to the community, bring businesses to town like Danfoss Turbocor, workforce comes from universities, huge resource not just as education but also for businesses
- Universities have cutting edge technology to contribute and share with other entities
- Football games- stimulates economy
- Attract industries and universities are major employers, they make major contributions with contracts and grants, talents and bringing businesses here
- Provide business incubation- having academic research to benefit the local businesses

Q.39 Now, thinking about economics in our community, in addition to jobs, what are some other forces that promote economic prosperity?

- Arts on campus has a big economic impact as well as sports
- Opportunities to create a bigger manufacturing sector here
- Using research from university in the market place
- Companies come to where education (k-12) is good
- Capital investment expansion
- Transportation, state policies and working on human capital
- Good housing opportunity
- Creating jobs for certain jobless people in certain areas
- Quality of education
- Whole social recreation and place we live in
- Opportunities for citizens to be entertained, engaged and educated
- Air service and diversification of capital resources
- Reduction in regulations in order to have economic development, coordinate university to form economic base and providing the access to education beyond training
- Intellectual intercourse (did someone really say that ? ☺) and interaction with all people
- Innovation
- Culture and arts are critical to the quality of life as are transportation and education, promote brain train and keep students here
- Technology resources
- Job training, we have the resources at Lively Tech and Workforce Plus
- External funding from Federal Government and grants

- Diversity is critical
- Safety and cultural diversity
- Disposable income
- Reducing drop outs and keeping kids in schools to educate them
- Decreased government bureaucracy to allow new companies who want to come here or want to expand
- Identifying and building on a market sector or picking market sectors to work together to create synergy and making community attractive to students to want to stay and work here
- Access to services, ease of access to air transportation would increase opportunities for growth of business and industries
- Vibrant art and education components are essential economically, we already have a sustainable and growing education system
- Retaining and growing small businesses, universities have an opportunity to provide continued education to bring community back into academic environment
- Collaboration
- Create positive economic development
- We are under achieving entertainment that the night time dollar generates, there is a disconnect between night time economy and how to attract people is out of whack
- Need to start encouraging adult education because a large section of the community is not educated and on unemployment and welfare
- Government loves to regulate and its not helpful for anything
- Quality of workforce and workforce development
- Good transportation and good roads
- Small businesses are a way the local community appreciates quality of life and what makes people want to live here
- Greater private sector involvement and a larger private sector
- If local governments would realize what their role is and promote business to work by reducing bureacracy
- Beauty of our environment, our location, beaches, history, cultural environment and small city with much going on, there is a sense of caring among people
- Better housing market and lower mortgage rates
- Not retaining students but welcoming them back after they have gained knowledge and experience to enrich our community

QUALITATIVE FOLLOW UP QUESTIONS:

UNIVERSITIES/COLLEGES AND COMMUNITY GROUPS

Can you give me an example of a partnership in our community where local universities/colleges work with local community groups?

- Leon County Health Advisory Board - worked on infant mortality with FSU and FAMU
- Economic Development Council
- FSU- had a best buddy program- providing college students to community groups as volunteers
- Student internships and teaching
- Artism- School of Music - research to work with Autism children in the community
- Meetings with FCRR at FSU- Reading research
- United Way
- KCCI-
- Seven Days of Opening Nights
- Innovation Park
- Leon County School Foundation
- Maglab
- Workforce Initiative
- Manufacturing Association- to develop manufacturing center
- Life Community
- Collegia Study- retention of student study
- Tallahassee Film Festival
- Black History Festival
- Partnerships with local schools
- Frenchtown discussion groups
- Engagement by organizations (FAMU) to gather information on priorities and important issues
- Medical programs at FSU
- Nursing programs at TCC and FAMU
- Boy/Girls Club
- Brogan Museum
- Challenger Learning Center
- Second Harvest
- The new downtown - the Boosters are doing community projects
- Articulation agreement- students maintain dialogue and dual enrollment - collaboration with superintendents and university
- Energy discussion about energy costs
- Cultural projects and sports events
- City using university recreation facilities
- A forum was put on by student government with the Mayor's office and included community partners, government officials and students
- Jim Moran Institute

- Youth Leadership Development program- Upward Bound
- College housing issues - juvenile crime issues - economic issues
- Job fairs
- Jointly working with FSU and community - College of Medicine residency program - including private medical practices - TCC partnership and health programs
- Neighborhood development to get students to stay here - economic development discussions
- Tallahassee Chamber of Commerce

How have those partnerships worked?

- Yes - but I think a lot could be done to benefit all, everyone works in silos
- Yes – they worked well especially the athletic department with student athletes volunteering with elder care
- They worked relatively well - groups were open to input but I am not sure that feedback from the community is very strong. There needs to be follow-up and many projects do not get completed
- The relationship has gotten stronger in last couple of years (EDC) with the technology they bring in - but egos get in the way - everyone protects their own turf
- They offered no solution (Leon County Health Advisory Board)-lack of participation worked against it

Can you identify opportunities to improve these partnerships?

- Both entities typically have their own best interest at heart- which creates no energy
- Innovation Park- board should focus on what is the real deal- missing opportunities that benefit all players and for all partners- making it easier for businesses to start up their business not just collecting rent
- I think finding the time to get formal dialogue is an opportunity and also a deterrent as well
- County Commission agrees to bring leadership and at the universities and colleges we recognize that we share interests- want to bring a lobbying team for each school to understand issues - to share life force to maintain relationships
- Major opportunity to share info with community and colleges/universities to talk about it in the same room
- More dialogue
- Meeting before students come for internships- dialogue to match student with teachers
- EDC working with Research Dept to try to commercialize research- having some success- TCC also helping Workforce Development for 6 targeted industries- and curriculums for manufacturing
- Very high level of leadership ought to be establish at the Vice Presidential level - county level etc. (not elected officials) and initiatives have to be led from the top- top down initiative- university and city should work with high level officials-

- Internal to university first- more communication between colleges- regular partnerships have to be beyond economic development and include research more globally
- Better communications between organizations and community-parking-working with the private sector
- Biggest problem is that there is a lot of great knowledge that we have at the universities that should be shared with the community- for example: law school bringing speakers in and I heard about it just a few hours before the event- events are not communicated to community-
- Better participation by universities at Innovation Park, have quarterly meeting with community leaders and university leaders
- I think that universities do not have a tie to the local community- TCC more closely tied to local community
- Events and ideas - community dialogue
- I think on the economic development side opportunities to involve universities and colleges to be more meaningful and substantive -TCC at the head of the class in terms of balance
- Students in training programs
- They need to start talking- Innovation Park is an example of missed opportunity
- Right now working together to develop new jobs in the community
- I think they would need to look at more comprehensive long term strategies versus short term strategies- look more regional to bring in stake holders from a broader area
- Yes- I think we ought to have a formalized town and gown group to meet quarterly with membership focusing on universities, government and community relations
- Lots of opportunities - I think it is a perennial issues- the value of sports activities for example is an institutional issue not a community issue- university is getting the benefit and they are not a community asset
- Communication is key for improving partnerships
- I think it comes down to communications- success depends on if staff level has done a good job but overall it could be better
- Communications, better key leadership roles, establishing shared priorities with stakeholders
- There needs to be more work between local businesses and university moving university research into private business sector
- International business development and bringing hi tech to Tallahassee- opportunities are with Tallahassee leadership and the Chamber
- Identify opportunities through regular meeting times, and leadership with universities to find common interests
- Work with them when you don't have to
- Expanding beyond their usual reach - same for funding - creating committees - expanding with invitations for devolvement

- Regularly scheduled forums a way to open up dialogue between institutions-
- Getting students more involved with internships in local businesses- using academics to help in problem solving- such as Star Metro were a faculty member with expertise helped with routes and urban planning
- Identify budget areas that allow for community initiative funding
- Smaller groups of decision makers
- There is a lot of turn over in student government and local government - we have to have someone in place to reach out to the community and community leaders need to reach out to student government - organize meetings or forums- communications between groups or entities
- Engagement with community- opportunities for business development
- Bringing more resources to the table- engage stakeholders
- Some kind of ad hoc committees or advisory groups to the university
- I think there are quite a few people who look at university as donor rather than a partner- community does not encourage partnerships with universities but looks at it as a donor
- At Job Fairs university has to require for students to provide student ID- they should have a gate keeper to make sure employers are matched with qualified students
- We could form more formalized engagements like university and government and integrate the community- community should come first
- For economics - universities are in southwest quadrant and should develop the airport so people have better access to come here to use university research, to develop research and further economic development
- For example: local artist series brings in significant concerts from private sector and FSU did not have the time so the event was unsuccessful- we need to identify what the objectives are for and coming together - indentifying opportunities together-
- KCCI is an example how different organizations can come together - a strategic focus has to be present and identifying long and short term goals
- Social gatherings between university presidents - social opportunities- neighborhood gatherings

What are the primary obstacles to forming relationships between local universities and colleges and local community groups?

- Time constraints - especially with all the budget cuts
- Different objectives - serving self above all
- They are too busy getting work done - they don't give high priority to work with community groups
- Physiological barriers - there is the ability to partner but universities are seen as donors and givers as opposed to be a partner - financial barrier- they have not thought through strategically where opportunities are
- There is a general lack of understanding by the community about what is going on campuses and how that may be used as benefit overall for the

community

- Communications- entities have different or mixed or diverse missions- space and access- parking spaces for easy access by community
- Budgets, personalities, politics
- Biggest problem is getting people to buy into it for the betterment of all
- I think lack of communication- perception is that FSU is the only university- not including FAMU- understanding good things about both universities- parking is a real issue to give community better access to campuses
- I don't think university is yet attuned to working with local businesses
- Red tape- hoop jumping through bureaucracy- grant \$\$ should be divided for sponsored research-
- Neighborhoods and young adults working together building relationships -
- For me time- day to day work- it is difficult to get time
- Truth, sharing, keeping focused on the issue - not letting focus shift and move into other issues- presenting issues where both entities are wanting to work together-leaders did not want to work together- bring new mediators into the discussion
- Tallahassee is not a true community- in some ways mirrors the problems of Florida- both are like before Garibaldi - more of an idea than a reality
- Egos
- Probably venture capital- FSU improved on communicating over the last few years
- Communications for multiple entities- they are not aware of the value they bring to each other
- People operating in their own silos- more work than they can do- work overload- sometimes they have not seen the benefit that the effort yields
- Time is a deterrent and resources - right now every one is very strapped- resources are a major focal point
- Lack of desire to do that- afraid of relinquishing current project or as more people get involved creating more work for them
- Difficult because universities are not politicians
- Time is the major one
- Focus on the initiatives- may not be the same priority of the community- identify priorities and how to collaborate with each other
- Mid level officials should not be involved- high level officials need to be involved in making decisions that help entire community- Mayor- county administrators, presidents, CEO's
- Time and multiple commitments
- There is a challenge of why community wants to be involved with universities- similar challenge is helping staff at mid level positions to understand community involvement- institutions primary focus not necessarily focused on community- nationwide community colleges have ears directed more towards the community- not so much the case with universities here
- Time- for meetings - planning-

- Different agendas within universities and community groups
- Intimidation- stuffiness- time and there seems to be a sense of the university being apart from community
- Time- getting stakeholders together frequently enough to work on projects
- There are no inherent problems just the one that would be created
- Competing goals can be an obstacle- funding and competition
- Citizens must understand issues, often it is an issue of trust and not understanding one another and a loss of vision- understanding value that the different groups are offering- lack of education, each on various plans
- Very different priorities for both groups- consensus building for projects of mutual interest
- Not having shared identified priorities
- Hospital has relationships with universities
- Having consistent participation- same people and consistent message
- Looking at long term objective and where they overlap is very important too - most organizations work in silos
- Time-
- Everybody going in their own orbit and are not communicating, each university has its mission and own agenda- operating in a vacuum and they are isolated – there is no central leadership-
- Lack of time and money-
- Insular - university people live in their own world- not much interaction with community groups
- It does not seem important to the universities to communicate speakers or events to the community - no gate way to universities
- Not sure- a matter of needed forums/discussions to get initiatives started
- Time and energy- a vision- still work in silos
- Universities want the cake and eat it too-
- Each entity works on their own- egos
- Everyone has their own stake at heart- they are self serving - what is in it for me- and not for the whole community- lets agree on a mission and work on the goals
- I don't think there are any
- Unpleasant interaction between entities leaving with chip on there shoulders- personality conflicts
- Silos - community has been operating in silos - not unique to Tallahassee- sometimes it is hard to break down walls - entities operate in their own micro cosmos
- Leadership

How can barriers to form local university and college relationships with the local community groups be overcome?

- At one time I suggested to have a community advisory group – it would be

- valuable to talk on a higher level with the community
- Lack of communication - having an open dialogue and being flexible to use empirical data to form policies
- Having quarterly meetings
- If we work on concrete proposals and maybe a little more frank discussions could remove barriers
- Frankly, a little bit more mixing - socially and by participating and engaging in joint projects
- We need more parking at the universities and colleges and more activities with more diverse groups- we need better/more leadership involvement and with the right leadership
- Ignorance- personalities - politics- budgets
- Got to start with talking to one another- a few people should get started and once they talk each person respectfully they can talk to their own entity to get more people in their organization involved
- More communication- working on parking issues on all campuses- have community days to invite community groups to campus
- There needs to be a joint task force in place - depends on the issues- the Chamber and university have worked together on research and it worked well
- With leadership from the top they can be overcome
- Power struggle between city/county/ and universities- leaderships needs to identify opportunities
- Leadership needs to embrace opportunities
- Bringing citizens in- bring real decision makers to meetings- not proxies
- Different communities have to interact with each other- they are now all their own communities (individual communities)
- Leadership - sitting down over coffee to talk about opportunities- building trust and working together
- Venture capital and having risk capital available
- Relationships - create committee that has multiple representatives from different organizations to research opportunities that benefit all entities
- We could create structured and formal engagements so that the universities and community groups are brought together to communicate – for economic development the EDC could serve as facilitator
- Identifying needs of all parties - bringing something to the table and taking something back
- Communications
- Continue to create opportunities to interact
- Schedule regular meetings - have presidents and vice presidents involved and follow through with commitments
- Collaboration- focusing on the priorities- how each group can help the other-
- The desire may be there but the city and county don't work together- they don't know how to break down barriers between community and other entities- some with TCC, FSU and FAMU on big issues- they need someone to engage like trustees or they have to see something in it for themselves

- All need to make a concerted effort to work together
- It is going to take initiatives like Town & Gown to work persistently by bringing groups together to address these issue
- Planning in advance- district activities - avoiding conflict- summer meetings would be good to plan for the coming year for public schools
- Business leaders can work this out and the universities can help- In Tallahassee the two governments fight each other and can't agree on which businesses to accept or bring to Tallahassee
- Communications- community leaders need to reach out to university leaders
- The governments need to have a great emphasis on working with local groups and vise versa
- I don't think there are barriers- the problems are personality based - make an active effort to work together
- By inviting more people to the table to define common goals while respecting the individual groups and individual goals for each group- creating more employment opportunities to keep graduates in the community
- Issue of communication and relationship building, having a marketing plan directed both ways- we need a mechanism for a two way communication process
- By having commitments and to see to it that it is an achievable goal with the right stakeholders - to feel included and have a voice is of great importance and equal value- the process needs to be transparent
- Leadership and relationship building

- Getting the consistent cooperation from the President of universities and top staff
- Barriers are not by intent- they need to look at each other and find a blend of opportunities- every one is caught on free standing initiatives and they have to look at how opportunities fit with other short and long term objectives
- The best way to make sure that barriers are overcome is to set up quarterly meetings with open agenda and with community access
- Communication and coordinated effort - area Chamber has tried to be a facilitator with the annual Chamber conference- it is an excellent opportunity to build relationships- but it is still not a designated source to become a force for the community
- We need to have facilitators or panels and participants need to be prepared for the meetings
- Opportunities are out there but university people are not interested or encouraged to interact with the community
- Relationship building will take a lot of time and work- universities have to change how it thinks about Tallahassee- there is no recognition of what could be accomplished- there are too many silos that are very busy and people don't feel part of FSU, FAMU or TCC
- One entity needs take responsibility to get initiatives started by using or establishing annual meetings-

Tallahassee Town and Gown Community Leadership Survey

- We need someone with a vision to bring groups together
- Through personal relationships - reach out- inviting others and communicating
- Persistence
- Personal relationship building would help- let's make something happen - being realistic and finding the right solution- more time with leadership- James Amons is finding time and is participating to built relationships and it is a real example of how to get involved
- I think universities have to reach out
- Communications and wanting to help each other- at the end of the day making each other stronger
- I think creating more opportunities to talk about issues that are substantive and beneficial to all parties
- Yes- by identifying people to lead the effort to form strong relationships

GOVERNMENTS AND COMMUNITY GROUPS

Can you give me an example of a partnership in our community where local governments work with local community groups?

- Open testimony- signed up to speak on an ordinance issue
- Adoption Ministries
- 100rds of them with citizens all the time- Sustainable Community- Growth Management Summit- Mayor Summit
- Challenger Museum- United Way
- Downtown Redevelopment Commission
- EDC
- FAMU Way
- Chamber of Commerce- health fair on campus-
- Social Services - United Way
- Cultural plan- community wide plan was established- the tree protection on Gaines Street (art competition) to show public art
- Celebrate America
- Innovation Park
- City of Tallahassee, schools and County working together to solve childhood obesity issues
- Blueprint 2000
- Many- Canopy Road - all kinds of citizens groups
- CICEFT
- Non-profits -arts and cultural organizations- transportation-
- CHSP- Capital Human Services Process- were community operates as grantors and evaluating programs for funding
- Seven Days of Opening Nights
- Tallahassee Museum, Jubilee event
- Working with Neighborhood Associations
- We had a gang task force with city about 10 years ago- Leon County schools and city and citizens groups worked together in different parts of the city
- Charter Commission- housing
- Council on Neighborhoods- association has forced city and county to work with them simply because they are so outspoken that city and county have to work with them-
- I have knowledge of partnerships engaged with juvenile justice programs
- City to provide residents with help of resources for Apalachee Ridge Initiative
- Open forums and open meetings for citizens
- Permitting process
- Issues more than partnerships- Coal plant- roads- Gaines Street- Blueprint 2000 great example of merging with political forces
- Performing Arts Center
- Design of FAMU Way road
- County and City worked with Hospital on funding for trauma center
- Binge drinking- pedestrian issues on campus-

- Recycling- Citizen Review Committee
- Digital Harmony- Apalachee Ridge
- Permitting
- City works with businesses of mid-town to make a better living and working community
- Neighborhood Health- Blueprint 2000
- Blueprint 2000- conversation with mayor -FAMU Way
- Homeless Shelter- Second Harvest- cultural organizations
- I has been retired and used to participate in a Science Government Committee
- KCCI
- Again, the Sharing Tree and Goodwill with Leon County Government working together on initiatives
- Film Festival-
- Leon County Library
- United Way- there is constant dialogue between groups about the airport and growth management- Chamber of Commerce has dialogue with government
- Permitting groups
- Cultural Arts Committee
- Blueprint 2000
- Challenger Learning Center- COCA- Brogan Museum

How have those partnerships worked?

- From a distance- otherwise no
- Involvement in social options- private driven - worked very well and led to significant accomplishments and programs
- Exchange ideas- sit around table to talk about issues
- Fine- mixed visions
- FAMU Way is a model of how things should be done
- Not as effective as they could be
- Worked ok but problem with politicians injecting politics to often
- Worked well- but we needed better air transportation for access
- Fair
- Parks and Recreation, the Heath Department and Leon County schools providing staff and resources to create a community action plan
- They could be better
- Worked very well- was collaboration between university, the EDC and local government
- Worked well with funding from city to provide cultural experiences that city needs
- CHSP has a structured relationship and has been regarded as a model how these relationships should work- each partner has vested interest particularly the community
- Local governments worked together to bring it all together- kids voting also worked well cooperatively
- Worked well when giving options- city staff does not offer help so they do not out reach as much
- Some give and take, no one gets their way all the time, energy conservation contest with neighborhood association

- Worked well- organized town meetings from those partnerships to increase awareness of gang activities
- They (associations) are so big that others have to work with them
- Not wonderful
- Apalachee Ridge been a good one
- They have to advertise
- I think mediocre
- I don't know exactly how it worked- still ongoing
- Relatively well
- Very well when utilized- they come up with better solutions by including citizens- if citizens are not included solutions can be overlooked since they come from different perspective
- Worked well- got a grant of 1.2 million
- Not very well- staff makes decisions and dept don't communicate and don't know what the other dept is doing- regulations
- Yes- they are working -this one is in the works
- Depends on partnerships
- City speaking to community and what citizens wanted to happen- city created a process to engage community.
- In some cases yes- personal relationships have to be built- and are often not nurtured-
- Has worked in the past
- Everyone is bringing something to the table and everyone is taking something to the community
- They have worked on a limited basis with limited value
- Have not worked- very little substance- has relationships but they are of little benefit to community and they (governments) still do what they want to do- no recommendations are followed or there are complications with the system
- Was very successful- developed plan
- Very well-taxed ourselves
- Yes they have worked- funding provided by city and county for cultural grant process
- Challenger Learning Center- COCA- Brogan Museum

Can you identify opportunities to improve these partnerships?

- Have a dialogue to accomplish objectives- to be proactive to bring new businesses to our area
- Mayor summit was well attended
- More frequent meetings - gathering ideas and getting there - meetings are often not focused
- Outreach- governments outreach to solicit opinions from the community and universities also need to reach out to community
- Communications is a key- potential collaborations should be celebrated- annual chamber event is an example
- Structure is generally in place that are needed- staffing commissions - work in relationships - identifying new initiatives to work on initiatives with structured approach

- Putting heads together in one room- needs some brain storming- within government they have their own constraints- good ideas but have to consider constraints and discuss opportunities- but they have to have identifiable goals
- We need to study other communities to find examples that have worked- test new things- consolidation should be brought back to the table to eliminate duplication of efforts
- I think participation with EDC would be opportunity to improve them
- Remove turf war- everyone has a different procedure and cant get past it- include citizens to act as mediators
- Eating and drinking together to from relationships
- Funding- business owners involvement in government budgeting and making them understand how government budgeting process works
- Increasing communications, funding and find ways of how organizations can work with each other
- More resources- among service organizations greater cooperation and with other organizations to better serve community
- Fall through- follow up is needed for improvement
- Open application process so community groups have better chance of getting included
- Most important thing is to continue them, not too many opportunities to interact with other entities
- Early involvement- regular news letters between organizations
- Concerted effort to make it a high priority on the list
- Key opportunity is development of long term planning process involving city and other entities to form these partnerships
- More public awareness
- There needs to be a focused effort to put the people together to form these partnerships
- Just make sure when city has new imitative to include community
- To examine city infrastructure- explore needs that affect the hospital including emergency electricity
- Placing citizens on various committees and making sure that they are included
- Opportunity to ensure that diversity of this community is reflected- stakeholders are indentified- continually demonstrate that input is appreciated and implemented
- Ongoing communications- identifying shared priorities and where we fit in
- Communication between staff and different departments
- More of them and broader base
- Homelessness- veterans affairs- they work in silos - who is going to hire a grant writer- the need to get around the same mindset
- Policies move forward - we add ad-hoc committees on as needed basis- citizens have opportunity to speak at any city meetings
- Local groups have to be more accountable to those providing funds or support
- Leon co was extremely unfriendly to form partnerships with - now it is somewhat better
- No- specific- time when they can be helpful to each other
- Forums that would establish interaction between local commissioners, should meet more often
- Again, time and vision- need to involve all community groups- need to serve youth and elderly better

- It takes persistence- unless you are persistent it does not happen
- Have to have the desire for input
- Comes down to attitude of government- what are we doing with info - mostly for political cover- elect better people to office- very few sharp people want to do it for the right reason
- I still think we need to go the route of economic development
- Going forward with other types of Blueprint tax for cultural opportunities is as important as Blueprint 2000
- Greater involvement of staff- effort of upper management in getting staff involved

What are the primary obstacles to forming relationships between local governments and local community groups?

- Gaines Street- staff recommendation was against it but they do it anyway
- Regulations- capital funding
- People are too busy- time is a huge factor
- History often low - involvement is often low
- The turnover in elected officials
- History- Tallahassee was racially segregated which impacts decisions - there are also a lot old time Tallahassee families influencing decision making
- Has to do with time involved- can't be done expediently, involves great deal of involvement and not everyone has the time, without solicitation it will not happen
- Most of it is government people on given side so that community people cant help with the problems
- There is a willingness on government's part but little communication- time and money is a problem, there is much opportunity but it they need focus and collaboration on projects
- Elections- open it up to citizens prior to initiatives and they hold negative tone on some initiatives-
- Ever present knowing who to talk to, citizens don't know where to go or how to start- understanding those constraints for each organization
- Duplication of efforts- study other communities- politics primarily- limited resources-job security
- There is an inherent tension with leadership- see to it that relationships grow
- Time and money- Government staff short right now and cant afford time and resources to do problem solving
- It's a southern thing
- Grant support and funding sources from government to local community groups
- Communications -not knowing and not encouraging partnerships
- How much should government be involved- how much should private sector pull levers
- Everybody is very egocentric for their own organization which can keep cooperation from happening
- Most government agencies are too busy to bring groups together
- Someone to be responsible to put communications in place- not enough extra time for people to do right now- time and resources have to be available
- Knowing how to get involved, the process and how it works
- Egos-

- Appreciation and knowledge what each has to offer
- Lack of awareness on behalf of public groups- ways of engaging groups with governments- lack of time and resources to reach out and engage community
- Trying to figure out what the local community is willing to accept and having the guts to move forward
- Personality based or staff not making the effort
- Numerous subjects- in hospital we look for partnerships to elicit actions for employment in hospital and community as a retention tool for hospital
- Including citizens
- Establishing a schedule to work with time crunch
- Depends- if the community thinks like government there is no problem- business and government don't agree and that presents obstacles- bring the baseball team to Tallahassee is an example- government staff made the decision and said no but it was not what the community wanted
- The different organizations operate on different mindsets and need to work on initiatives that benefit the whole community -not operating at same mindset- working in silos- we all benefit from the outcomes when there is no overlap
- History is a barrier- no historic presence
- Taking on initiatives - it's a matter of convenience and setting up a time to meet with various groups
- In some cases the organizational structure and assigning right people to projects
- I don't think they give the market what it needs

How can barriers to form local government relationships with the local community groups be overcome?

- More inclusion and sense that they are listened to (citizens)
- Time and energy - socialization- having mixed (racially) communities meetings
- FAMU Way project implemented town meetings- new technology like Facebook and Twitter could be used and may be used by some entities- why not everyone over 40 can do it-need to educate public about new technology- online surveys etc.
- Communications- need to listen - parties need to have to be willing to participate
- Got to come together as a community- get rid of negatives
- Yes- with social media and do something more with it
- Utilize people- diversification of economy-
- Yes- part of it would be citizen participation and understanding the balance between growth and sustainability
- Leadership- problem has to be significant- solution has to be an advantage to all at the table- requires how message is delivered- people sitting around the table-not putting all the burden on one organization
- Barriers - ironically and most importantly they need to eat and drink together - talking follows
- Input from leaders from all entities-exchange with business leaders
- Better communications with the community would build greater support for organizations- projecting impact from what they are doing to explore new ones for expansion and feedback

- Prioritize desire to work together
- Could do a community forum where people can present ideas and decide how they want to engage
- if it does not create more work for staff they would be more inclined to get engaged
- Better funding- or sharing existing resources
- Communication- advertising
- Village square- example of partnership that worked well- tapped into a good group of citizens for policy issues- chamber needs to focus more on policy issues- art of negotiation would benefit all
- Leadership
- Town & Gown project can help with relationship building- step into community to be seen as unbiased organization- the will of the public and governments to grow- TG can help promote opportunity to engage and convene meaningful relationships
- Public announcement that your vote counts from all communities
- Not under the current government structure (2 governments)
- Communication - political leadership should initiate things
- Yes- they have to want to do it- staff has to make the effort- communications have to be made
- By planed regular interaction
- Has to come down from leadership
- Follow rules- don't let staff make decisions- Gaines street is a staff decision- Tennessee street- staff input not citizens input-should have had more input from citizens- there is no leadership
- Better communications and more consistent participation - using the same people to deliver same message
- Engaging with each other-
- By specific and create a time guideline for meetings
- Create a track record - stop confrontations- communication and having sensitivity for citizens -create a paradime
- Better accountability- low attendance records have to be overcome- we need more local community involvement-
- Time and effort
- Takes persistence- if there is an object of interest it would be helpful
- Maybe different elected officials
- Its going to take key people - taking private sector in government to foster the paradime relationship- they have to change how they do business
- Goes back to leadership to pull people together
- By following successful examples like Blueprint- need staff assistants
- Better participation and operations of community groups

UNIVERSITIES/COLLEGES AND GOVERNMENT

Can you give me an example of a partnership in our community where local universities/colleges work with local governments?

- Articulation agreements
- Binge drinking and safety issues
- Biomass plant - FSU and city
- Gaines Street project - stormwater discussions- transportation projects-
- CICEFT
- City works with universities - if we want to do a building we have to get approval from the city
- County city and university work together on county civic center partnership
- County commissioners worked with FAMU to raise \$\$ to form alliance for band funding
- Dental school at FAMU reaching out to build the dental school that will benefit the whole community
- EDC- commercializing research from FSU - approving grant - in collaboration with city and state government- also with FAMU and pharmaceutical companies
- FAMU Way going on working with city of Tallahassee to come to an agreement with university and government
- Football weekend
- FSU and city planning around university
- Gaines Street- College Town
- Master plan process
- Innovation park (10)
- Mag lab (2)
- Local traffic - construction coordination- urban planning area
- Master planning- transportation
- Negotiation to bring businesses to community- strong belief that there was little effort for by city and county
- Race relations summit
- Re-development projects
- Renovation of College Avenue
- Seminars
- Special Olympics program- carry over between local law enforcement and kids
- TCC major initiative is the Ghazini center for health care education
- TCC more active- workforce development-
- TCC is working with city on comp plan- permitting
- Traffic and safety initiatives, some economic development collaborations, innovation park, joint work with EDC
- Transportation area- traffic issues
- Transportation- star metro- trying to assist with students- from student housing area to other places in town
- Work with community and cultural groups

How have those partnerships worked?

- More recently better - selected a new director (innovation Park)
- They have worked on some level
- I think somewhat well
- Worked fairly well
- Sort of well
- Some have worked some have not worked and some are in beginning stages
- I guess- not specifically
- Did not work and is a mess right now (Innovation Park)
- The partnership was very beneficial for all 3 entities- business growth and success from university spinoff and from intellectual community for business development (CICEFT-Mag Lab),
- Government and university are partners and that has worked well
- We can better maximize process and parameters- government has a vested interest and providing incentives to create university interest -land locked campus for example has parking issues and parking has to be offered but takes both city and university to agree
- Relatively well- the Jim Moran institute would not consider in the past to work with small businesses but now they are starting to work with them- need more community dialogue and outreach
- Had to re-name all streets on campus and there was a good reason for it- city or county initiated that initiative because they needed to have unique identifiers for the fire department to go by
- Outside perspective- any partnership is meaningful when they work cooperatively
- Distrust between universities- pulling out of relationships- they have not worked
- Much better now
- Some have worked- university mission are typically not community oriented and have not worked
- Somewhat
- Football games
- Working on relationships to work with FAMU to establish dental school that will benefit the whole community
- Did not work- they should work but don't always work - had run ins with city staff-
- Did not work- too many egos got in the way
- Good opportunity- this particular partnership may not have been managed well - but as a platform that works
- Effort to destroy south side community (Biomass plant)
- Did not work- lost opportunity (Innovation Park)
- I think they worked moderately- a lot of energy at first and then slowed down
- Not very well
- Sometimes- is historical thing- I think the County works well with university not so much with the City
- Yes- they are working better now (EDC)
- Politics get in the way

- Mag Lab research- start up companies using research that have relationships with Mag Lab expanding operations

Can you identify opportunities to improve these partnerships?

- Again giving more power to university
- Work with governments once opportunities have been assessed
- Work on retirement community- improve welfare of all participants- extends to local businesses
- We could if we could put some brains to work- internships with student minds that have worked - on larger scale we have student representatives and administrative representations- including students for problem solving
- Increased participation from leadership from university and city
- One of the best performing cultural and arts arenas - FSU med school- combining resources to benefit all
- Leadership meetings- developing trust and building relationships- needs to be done to work for the long term
- Relationships have improved over the last few years
- Bring more value to partnership
- Master plan- talk with each other more about plans of research expansion- example: FAMU interested to bring dental school which would benefit the entire community- for this to happen entities have to be leveraging relationships to have legislature move in that directions
- There always will be conflict- we need to become and be engaged
- Working together - community leaders have to force leaders with university- they can help shape discussion- some have trust with governments
- Lack of engagement- lower than ideal - the need to engage entities on behalf of government and college - especially the mid level staff - making them understand and getting them involved in promoting partnerships
- Takes personalities to reach across- identifying mutual benefits and compromise-communications- talking to each other
- Create regular set of meeting between administrators
- Collaborate-working collaboratively - look at bringing in business and industries for tax base- there is not a strong base for collecting taxes
- Relationships and open transparent communications
- We can always look at streamlining process- looking at best practices in other locations to implement here
- Try to get consensus to agree on the same cause
- The Innovation Park concept is good - but we need to identify clearly identified strategic objectives
- We have to identify how to take advantage or seeing opportunity
- Do what is best for community
- Right group of people with vision
- One opportunity is traffic on game days and to make games more accessible to community
- Entities have to got to want to make them work

- EDC - put together FSU-FAMU grant between city and federal government
- Politics get in the way- create a shared alliance
- Meet more often together -all entities to talk about projects and common goals

What are the primary obstacles to forming relationships between local universities and colleges and local governments?

- I personally think university and government should meet regularly to corporately work on solutions
- Different objectives and approach
- Lock every one up and don't let them out for three months
- Different objectives- recognize where each entity is coming from
- The turf issues- actual turf issues like land use
- Mixed visions- missions are not the same for different entities which creates conflict- need more focus on same the visions
- Ignorance of each other's needs- personalities
- Biggest is people deciding what is benefiting the university and is not a one sided affair- each side needs to buy into it that it is beneficial all of us
- A need to assess obstacles- parties may not know what other parties have to offer- having sit down meetings is two way street- Gaines Street development as major artery for both universities
- University is by nature not community oriented - mentally and work oriented- putting own programs as number one- local community far less important
- The difficult relationships related to financial pieces- with issues of land use and planning
- Old way of thinking, politics
- Not certain that university sees university as part of community- seeing themselves as being here but not part of community
- How decision making process works - getting the right people- time- getting people on the train before it leaves - changing their culture- leadership to busy and initiatives have to be meaningful from the beginning
- University guarded research - potentially closely guarded secrets- community and business and local governments communicate better now
- Isolation occurs among each entity does not allow them to see common possibilities
- Willingness of each party to communicate with each other
- Keeping engaged
- Time- staff- funding
- Mistrust- timing element - university presidents are so busy - traveling - fundraising- coordinating- there is not an appreciation of how much better it could be to move relationships forward- lack funding
- Knowing how we can benefit from relationships
- Lack of engagement and resources of governments- understanding by institutions of why they should engage local governments
- More PR
- Local community does not want to be overwhelmed by universities and does not want to recognize that university is the primary driver for the economy

- Personalities- and disagreements what projects are important- having a structure to form relationships-
- That the area of interest has significant benefits for all
- Community infrastructure issue- transportation in and out of Tallahassee / Austin had to start with the airport
- Relationship building- pre-conceived barriers are stereo typical who plays what role- provide greater understanding of what university value is to the community
- Sometimes priorities of each should be better understood and communicated- commitment to see to it that opportunities are discussed and extended
- Staff standing in the way- we have a local government where staff makes decisions but staff does not follow regulations
- Everyone has their separate agendas and they cant agree on some common
- Again focusing on strategic objectives and identity building- time and resources need to blend
- Everybody wants their own way - what does the community want- got to hear community- not to benefit private people or themselves
- Missions are so different that makes it hard to find time to engage to work on projects together
- Politics - FSU and FAMU competition- city and county are too territorial

How can barriers to form local university and college relationships with the local governments be overcome?

- Meetings - College Avenue is an eyesore- Sandy worked with City on it and it is still not done
- Make rules, regulations and protocols more effective
- Meetings to raise level of awareness of activities/programs to work with different groups at both entities
- Suspect they can- should be involving citizens with vested interest to mediate turf issues
- I hope so- very strong leadership and vision is needed ensuring that initiatives move forward
- Just need to be more open minded to each others needs- communicate regularly
- Not enough discussion of proposed plans
- More community minded - letting fruits of research grow locally
- Blending resources used for traffic control for football games- city benefits from these opportunities- another example given was the utility issue FSU and the City have disputed- both entities benefit from each other and should work together to overcome those barriers
- Leadership in all institutions and encourage faculty and government staff has to become priority
- Time- example: turtle passage way- only by working together was it successful
- Eating and drinking together
- With better communications
- Making those interactions high priority
- Shared resources maybe available when groups work together and indentify opportunities-finding out what the needs are-

- More funding- regular meetings- universities establish activities that don't need more funding but reallocate resources- human resources by giving teachers release time to work on the issues as was done in the 90's to help in public schools
- Collaboration- scheduling time to do it- appointing someone to sit with entities and organize the meetings
- Start with identifying several problem areas - good example is EDC involvement with university presidents- to engage in specific projects- top level administration involvement is required- Gaines Street area has a lot going on and will become a visual area with the performing arts center- the College of Business and Urban Regional Planning should be involved but the city is trying to run it
- Time- effort- understanding each other and what the priorities of each entity is and working on common concerns
- More of bureaucratic structure - less of a branding approach, let us get together - the need be at the table and the need to get people there to start talking
- Establish more dialogue to get input from both sides
- Having a structure- identifying roles
- Has to be a priority for the entities leadership
- By clearly illustrating the benefits and getting everyone together- actively arranging meetings between parties
- Critical mass to develop common goals between universities and governments- recruit and retain together
- Communication, if we can get government to include university experts in different areas- relationship building that would have internship programs and opportunities to work with them, placing university experts on committees such as transportation, water issues- ongoing process to tap into experts from universities
- Leadership in both institutions have to be involved- it trickles down from top - holding them accountable that it happens
- Have better understanding of economic development
- Focus on two or three things to make them better
- It takes a success story- getting over protecting their tuft
- Need to make better decisions for community
- They can but it will take commitment by top leadership- we are in it together and therefore must work together as a team
- Get groups to focus with right people and right plan
- Compromise- not willing to pay price for it- citizen are penalized
- They have to want to make them work
- Comes down to leadership - city needs to put ego on shelve- lets have discussions- how can we help you- problem with no breaks on utility rates- mistrust
- Staff attitude- raising problems not resolving them
- Working together on common goals- long and short term strategies- agreement to work on common goals and following through- a strong mayor will help in building relationships and focusing on common goals
- Establish a real formal structure for elaboration

**FREQUENCIES OF CLOSED-ENDED QUESTIONS
TG Stakeholders, November 23, 2010**

Table 2: Do you agree or disagree that university, college, business, government **and** community leaders **should** meet regularly to identify economic development opportunities?

	Total
Unweighted Base	51
Strongly Agree	46 90%
Somewhat Agree	4 8%
Somewhat Disagree	1 2%
Strongly disagree	0 0%
DK/NA	0 0%

Table 3: Would you say our local **universities and colleges** are working together with community groups (such as youth groups, Neighborhood Associations, civic clubs, arts and culture groups, business organizations and the like) to form meaningful relationships that benefit the whole community?

	Total
Unweighted Base	51
Yes	13 25%
Yes/ Sometimes	22 43%
No	16 31%
DK/No opinion	0 0%

Table 4: Would you say these relationships are:

	Total
Unweighted Base	35
Very meaningful	18 51%
Somewhat meaningful	16 46%
Not very meaningful	1 3%
Not meaningful at all	0 0%

Table 5: In your opinion, how often do local universities and colleges include citizens in the discussion to form community relationships that benefit the whole community? Would you say always, frequently, sometimes, or never?

	Total
Unweighted Base	51
Always	2 4%
Frequently	7 14%
Sometimes	38 75%
Never	2 4%
DK/NA	2 4%

Table 6: Have you ever participated in any discussions between local universities and colleges and the community?

	Total
Unweighted Base	51
Yes	44 86%
No	7 14%

Table 7: Can you give me an example of a partnership in our community where local universities/colleges work with local community groups?

IF YES: What are those partnerships?

RECORD ANY PARTNERSHIPS MENTIONED

	Total
Unweighted Base	51
Yes	48 94%
No	3 6%

Table 13: Would you say our local **governments** are working together with community groups (such as youth groups, Neighborhood Associations, civic clubs, arts and culture groups, business organizations and the like) to form meaningful relationships that benefit the whole community?

	Total
Unweighted Base	51
Yes	27 53%
Yes, sometimes	19 37%
No	5 10%
DK/ No opinion	0 0%

Table 14: Would you say these relationships are:

	Total
Unweighted Base	46
Very meaningful	14 30%
Somewhat meaningful	30 65%
Not very meaningful	2 4%
Not meaningful at all	0 0%

Table 15: In your opinion, how often do local governments include citizens in the discussion to form relationships that benefit the whole community? Would you say:

	Total
Unweighted Base	51
Always	4 8%
Frequently	27 53%
Sometimes	20 39%
Never	0 0%
DK/NA	0 0%

Table 16: Have you ever participated in any discussions between local governments and the community?

	Total
Unweighted Base	51
Yes	47 92%
No	4 8%

Table 17: Can you give an example of a partnership in our community where local governments work together with local community groups?

	Total
Unweighted Base	51
Yes	48 94%
No	3 6%

Table 23: In your opinion, are our local **universities and colleges** working together with local **governments** to form meaningful partnerships that benefit the whole community?

	Total
Unweighted Base	51
Yes	10 20%
Yes/ sometimes	20 39%
No	20 39%
DK/No opinion	1 2%

Table 24: Would you say these relationships are:

	Total
Unweighted Base	30
Very meaningful	12 40%
Somewhat meaningful	13 43%
Not very meaningful	5 17%
Not meaningful at all	0 0%

Table 25: Can you give an example of a partnership in our community where local universities and colleges work together with local governments?

	Total
Unweighted Base	51
Yes	40 78%
No	11 22%

Table 31: How important is it for local governments to include citizens in the discussion to form meaningful plans for economic development?

	Total
Unweighted Base	51
Very Important	44 86%
Somewhat Important	6 12%
Not very important	1 2%
Not important at all	0 0%
DK/NA	0 0%

Table 32: How important are the roles of our local universities and colleges in facilitating local economic growth? Would you say:

	Total
Unweighted Base	51
Very Important	40 78%
Somewhat important	11 22%
Neither (Volunteered)	0 0%
Not very important	0 0%
Not important at all	0 0%
DK/NA	0 0%

Table 34: Next, I would like to ask you some questions about the quality of communications between local universities/colleges, governments and the local community at large:

	Total	Excellent	Good	Fair	Poor	DK/NA
How would you rate the quality of communications between local universities and colleges and local governments? Would you say:	51 100%	2 4%	13 25%	19 37%	12 24%	5 10%
How would you rate the quality of communications between local universities and colleges and the community at large?	51 100%	1 2%	19 37%	22 43%	9 18%	0 0%
How would you rate the quality of communications between local governments and the community?	51 100%	2 4%	24 47%	22 43%	2 4%	1 2%

Table 36: Thinking about Town and Gown Relations, please tell me for the following issues if you think the issue is very important, somewhat important, not very important or not at all important:

	Very important	Somewhat important	Not very important	Not at all important	DK/NA
Economic development partnerships	45 90%	5 10%	0 0%	0 0%	0 0%
Using university research to create jobs and new businesses	43 86%	6 12%	0 0%	0 0%	1 2%
Encouraging startup companies to use university research	38 76%	10 20%	2 4%	0 0%	0 0%
Public safety issues	38 76%	11 22%	1 2%	0 0%	0 0%
Retaining students to stay after graduation	35 70%	13 26%	2 4%	0 0%	0 0%
How local government can encourage starting new businesses	35 70%	14 28%	1 2%	0 0%	0 0%
Getting students engaged in the Tallahassee community	34 68%	16 32%	0 0%	0 0%	0 0%
How universities communicate with residents	33 66%	17 34%	0 0%	0 0%	0 0%
Entertainment opportunities	32 64%	17 34%	1 2%	0 0%	0 0%
Environmental partnerships between the universities and the community	32 64%	17 34%	1 2%	0 0%	0 0%
Public Transportation	29 58%	18 36%	3 6%	0 0%	0 0%
Getting residents engaged in the university communities	29 58%	18 36%	3 6%	0 0%	0 0%
How planning and zoning affects resident and student populations	29 58%	19 38%	2 4%	0 0%	0 0%
Traffic Issues	28 56%	18 36%	4 8%	0 0%	0 0%
Student volunteers	25 50%	24 48%	1 2%	0 0%	0 0%
Recreation	25 50%	24 48%	1 2%	0 0%	0 0%
Sporting events	22 44%	26 52%	0 0%	2 4%	0 0%
Noise in the neighborhood	18 36%	24 48%	7 14%	1 2%	0 0%
Living together, students and residents in the same neighborhoods	17 34%	24 48%	8 16%	1 2%	0 0%
Shopping	12 24%	30 60%	6 12%	2 4%	0 0%

Table 37: Of the issues you felt are very important (all those that received very important ratings are repeated), please tell me which one is **most** important, second most important and third most important to you?

	Most Important	Second most Important	Third most Important
Economic development partnerships	18 37%	5 10%	6 12%
Using university research to create jobs and new businesses	8 16%	10 20%	5 10%
Retaining students to stay after graduation	4 8%	7 14%	5 10%
Public safety issues	4 8%	5 10%	5 10%
Environmental partnerships between the universities and the community	3 6%	1 2%	4 8%
How local government can encourage starting new businesses	2 4%	5 10%	6 12%
Encouraging startup companies to use university research	2 4%	2 4%	3 6%
Public Transportation	2 4%	1 2%	0 0%
Getting students engaged in the Tallahassee community	1 2%	2 4%	5 10%
Entertainment opportunities	1 2%	3 6%	2 4%
Sporting events	1 2%	2 4%	0 0%
Getting residents engaged in the university communities	1 2%	1 2%	1 2%
Noise in the neighborhood	1 2%	0 0%	0 0%
Living together, students and residents in the same neighborhoods	1 2%	0 0%	0 0%
How planning and zoning affects resident and student populations	0 0%	2 4%	2 4%
Traffic Issues	0 0%	1 2%	2 4%
Student volunteers	0 0%	2 4%	1 2%
How universities communicate with residents	0 0%	1 2%	1 2%
Shopping	0 0%	0 0%	0 0%
Recreation	0 0%	0 0%	0 0%

* Percentages are based on 50 respondents

Table 40: The last few questions are for statistical purposes only. What is your age?

	Total
Unweighted Base	50
18-24	2 4%
25-34	2 4%
35-44	5 10%
45-54	15 30%
55-64	19 38%
65+	7 14%
Refused	0 0%

Table 41: How long have you lived in Tallahassee?

	Total
Unweighted Base	50
Less than 1 year	1 2%
1-2 years	0 0%
2-3 years	2 4%
3-4 years	2 4%
4-5 years	3 6%
5-10 years	5 10%
Over 10 years	32 64%
All my life	5 10%

Table 42: Are you employed?

	Total
Unweighted Base	50
Yes	45 90%
No	5 10%

Table 43: Are you employed in:

	Total
Unweighted Base	45
Local/State government	7 16%
University/College	14 31%
Education k-12	4 9%
Private Business	20 44%
Unemployed/Retired	0 0%
Other	0 0%

Table 45: What is your position or title?

	Total
Unweighted Base	45
CEO/President/Owner	33 73%
Vice President	10 22%
Manager	2 4%
Assistant/	0 0%
Other	0 0%

Table 46: What is your race or ethnic origin?

	Total
Unweighted Base	50
White	39 78%
African American	10 20%
Hispanic	0 0%
Other	1 2%
Refused	0 0%

Table 47: What is the highest grade or year of formal education that you have completed?
 READ CHOICES IF NEEDED

	Total
Unweighted Base	50
Less than High School	0 0%
Completed High School	0 0%
Some College, Technical Degree, AA Degree	3 6%
Bachelor's Degree	17 34%
Master's Degree, Law or similar degree (not PhD)	17 34%
PhD, MD or other degree beyond Master's	13 26%
Refused	0 0%
DK/NA	0 0%

Table 48: Did you graduate from a local college or university?

	Total
Unweighted Base	50
Yes	24 48%
No	26 52%

Table 49: What was your total annual household income before taxes for 2009? Would you say:
 PROBE: THIS IS FOR CLASSIFICATION PURPOSES ONLY

	Total
Unweighted Base	50
Less than \$15,000	2 4%
\$15,000 to \$35,000	0 0%
\$35,000 to \$50,000	0 0%
\$50,000 to \$75,000	0 0%
\$75,000 to \$100,000	6 12%
More then \$100,000	38 76%
Refused	2 4%
DK/NA	2 4%

Table 51: That completes our survey. Thank you for your time and help.

DO NOT ASK: Gender

	Total
Unweighted Base	50
Male	28 56%
Female	22 44%