



## The RAFT

### Middle Peninsula Resilience Action Workshop

Friday, January 28, 2022

9:00 AM - 12:00 PM

#### Executive Summary

The Middle Peninsula RAFT workshop was held virtually on January 28, 2022. A full recording will be available shortly on Middle Peninsula page of [The RAFT website](#) and The RAFT's [YouTube channel](#). The workshop was hosted by The RAFT Core Team –University of Virginia's Institute for Engagement and Negotiation (IEN), William & Mary's Virginia Coastal Policy Center (VCPC), and Old Dominion University (ODU)'s Institute for Coastal Adaptation and Resilience– to orient participants to The RAFT process and goals, review the region's Scorecard results and opportunities for improving Middle Peninsula resilience, and support and guide participants through the process of developing a draft One-Year "Resilience Action Checklist" (RAC) for each locality. The RAC development process is designed to allow participants to elevate up to five specific actions to improve resilience over the next year. During the workshop, members of The RAFT Core Team provided context for The RAFT, shared Middle Peninsula resilience findings, and opportunities surfaced through interviews and focus groups, and facilitated the development of draft resilience action checklists for each locality. Curt Smith from Middle Peninsula Planning District Commission also presented on the "[Fight the Flood](#)" Program. A full participant list and RAFT resources for each locality are included at the end of this summary.

#### Welcome, Introductions, & Workshop Goals – *Tanya Denckla Cobb, IEN*

Tanya Denckla Cobb welcomed participants, invited everyone to use the [central google doc](#) to sign in, and reviewed the four goals of the workshop:

1. To refresh participants on The RAFT process
2. To briefly share Scorecard results and Opportunities to increase local resilience
3. To develop a One-Year Resilience Action Checklist
4. To begin to identify implementation team members who will be helpful for implementation.

#### RAFT Overview and Flash Presentations on Resilience Opportunities – *Elizabeth Andrews, VCPC, Sierra Gladfelter, IEN and Curt Smith, MPPDC*

Elizabeth Andrews provided an overview of The RAFT process:



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- To help Virginia’s coastal localities improve resilience to flooding and other coastal storm hazards while remaining economically and socially viable.
- **The RAFT’s 3 Step Process:**
  - 1. Scorecard: Resilience Assessment, Focus Groups & Interviews
    - Scorecard assesses:
      - Policy, Leadership and Collaboration
      - Risk Assessment and Emergency Management
      - Infrastructure Resilience
      - Planning for Resilience
      - Community Engagement, Health, and Wellbeing (localities usually score the lowest in this area)
    - Cross-Locality Comparisons- available in your locality’s Google Drive folder linked at the bottom of this summary ([Cross-Locality Analysis](#))
  - 2. Resilience Action Workshop: Resilience Action Checklists (today’s goal), Locality Implementation Teams
  - 3. Implementation: Ongoing Assistance for 1 year
- **Key opportunities for improving locality leadership, policy and collaboration:**
  - Use adaptive management to update ordinances and plans based on scientific analyses, data, emerging strategies, lessons learned
  - Hold resiliency training for elected officials and community leaders
  - Engage stakeholders who will need emergency response and vulnerable populations in resiliency meetings
  - Research and consider participation in Community Rating Systems Program
- **Key opportunities for improving risk assessment and emergency management:**
  - Work with community groups to identify vulnerable groups who live or work in flood zones
  - Update resident emergency plan to identify risks and needs
  - Task staff with engaging community leaders and community organizations about emergency preparedness
  - Provide programs for small business emergency preparation and business continuity post event
- **Key opportunities for improving infrastructure resilience:**
  - Increase water supply and/or stormwater infrastructure resilience

- Enhance communication and coordination for water and wastewater stormwater resilience
- Provide incentives for private property activities that manage stormwater such as tax deductions or flag program
- Work with VDOT to identify and evaluate vulnerable transportation infrastructure
- ***Key opportunities for improving planning for resiliency:***
  - Ensure the comprehensive plan includes potential impact on critical infrastructure and services, especially regarding vulnerable populations
  - Modify flood zones designations to include areas outside FEMA designations that are still known to flood regularly
  - Establish setbacks in flood-prone areas
  - Hold community meetings to educate the public about the natural resource preservation plan
- ***Key opportunities to improve community engagement, health and wellbeing:***
  - Engage the public in resilience planning
  - Develop resident leaders and volunteers and acknowledge their work in supporting and advancing resilience
  - Create a coastal resilience committee and assign staff roles
  - Partner with NGOs and community groups to identify needs of and community with vulnerable populations
- ***Opportunities to support historically excluded and underserved communities:***
  - Sierra Gladfelter reviewed opportunities to support historically excluded and underserved (HE&U) communities that were surfaced through interviews and focus groups with 65 individuals representing 60 organizations serving the Middle Peninsula ([Regional Resilience Opportunities](#)).
  - **General opportunities to support HE&U communities:**
    - Broadband access and computer literacy
    - Transportation
    - Affordable housing and shelters
    - Youth services and childcare
    - Access to medical care and mental health services
    - Workforce development

- Relationships with local Tribes
- **Specific opportunities to support HE&U communities:**
  - Create a shared database to identify vulnerable populations and understand needs
  - Identify additional funding to expand Bay Transit services
  - Improve youth services and childcare in countries where there are no YMCA's
  - More translation services for ESL students and families who do not speak English
  - Improve access to the internet and GED/Community College resources in temporary housing and addiction treatment facilities
  - Improve dissemination of information on services and grants available to residents through DSS and/or Resource Councils
  - Education about the locally history and resilience of Black residents, women, working class fisherman, and others left out of traditional narratives
  - Provide more affordable housing and long-term shelters, beyond emergency sheltering
  - Improve access to the waterfront and affordable housing for waterman
  - Provide more support for those who cannot afford living shorelines
  - Improve handicap access to community gardens and Master Naturalist programs
  - Start a farmers' market with the Upper Mattaponi to provide food to King William County
  - Create frameworks for transparent, cross-locality and Tribal collaboration that acknowledge limited capacities and focus on shared priorities
  - Increase diverse representation in government, Boards, Councils, NGOs
- ***Opportunities to engage the Middle Peninsula PDC's Fight the Flood Program:***
  - Curt Smith from the Middle Peninsula Planning District Commission (MPPDC) presented on opportunities through the MPPDC's [Fight the Flood Program](#).
  - **Background:** Flooding and sea level rise is the greatest challenge facing our rural communities today and The Fight the Flood Program is one of the first programs of its kind to begin to address this in a sustainable and actionable way and that can address both immediate flood protection needs and long-term sea level rise

needs. The goal is to protect our tax-base, so all properties that have flooding needs are important to us. Traditional means are not working, and these changes are happening quickly.

- What is it? The program is a web-based program that provides tools for anyone living or working in the Middle Peninsula to address all kinds of flooding and coastal challenges. All public and private property owners can participate at no cost.
- How does it work? It's essentially an online marketplace, like a dating website, that connects property owners with flood-related needs to qualified companies that can address these needs using funding sources through the PDC. There is also an educational component. As either a property owner or a contractor/consultant, you log on, fill out a form based on your need(s)/services and then we review them, meet you where you are and get the project to the finish line. If you are a property owner, you can review the financial tools available, which range from loan tools to grants. The MPPDC screens grant programs and targets funds. Many of the grants are reimbursable grants, so the PDC uses their loan fund to cash-flow a lot of these projects, especially those who cannot afford them. To date, they have leveraged almost \$12 million in the Middle Peninsula to address coastal resilience. Key takeaway: we are prepared to catch whatever is thrown at us.
- Overview of funding sources: \$3 million commonwealth loan fund; \$120,000 DE grant; \$1.5 million to support small businesses approaching resilience; \$2 million USDOT grant to culminate in a region-wide facelift of all public working waterfronts to make them more resilient; \$1.5 million for a dredging project in Mathews; \$100,000 for a Next Generation Shoreline Battle Plan; \$130,000 to design and build septic to combat flooding; \$1 million from VA Housing for affordable workforce housing for working waterman and women.
- Contact Info:  
Curtis Smith, Deputy Director, MPPDC; <https://fightthefloodva.com>
- Q&A: Do landowners need to have a suitable credit score to receive the grant? No, there is no credit scoring involved. The only litmus test is around equity in

the home. The public investment is collateralized by the value of the asset that is there.

### **Developing Resilience Action Checklists – *Wie Yusuf, ODU***

Wie Yusuf provided a brief overview of the goal for small group work in localities, sharing that each group will identify UP TO 5 top priority actions for increasing resilience for that particular locality, and that these actions will be implemented over the next year. These actions should be something that will make a difference, have a long-term impact, are NOT already being done by someone, and are doable, in that they can either be completed over the year or have significant progress made. Additionally, these priorities should be things participants are willing to work on or have a way of supporting, and that will increase the resilience for all members of the community, including those who may not be represented.

- Examples of effective resilience actions and tools The RAFT can assist with:
  - Making connections to broader and bigger picture efforts or through policy changes
  - Facilitating connections for expertise or resources
  - Pursuing demonstration projects or proof of concept
  - Obtaining support from state agencies
  - Update comprehensive plan to specifically incorporate resilience
  - Planning for green infrastructure through an inventory of green infrastructure possibilities
  - Emergency management and working with vulnerable populations (emergency risk communication planning)
  - Assess the vulnerable communities and address their specific needs

### **Developing Your Community One-Year Resilience Action Checklist – *Tanya Denckla Cobb, IEN***

Tanya Denckla Cobb reviewed the process of developing the community one-year resilience action checklist, sharing that each locality discussion room will have a Google Doc worksheet, facilitators, and noted that of the five action items identified one should increase the resilience for historically excluded and underserved populations in the community to increase equity and one should support the PDC's Fight the Flood Program in some way. She reminded participants that it is also important to remember that these priorities can shift, continue to evolve and become more focused over the one year of implementation.

Participants were invited to join breakout rooms according to their locality.

**Facilitated Resilience Action Checklist Brainstorming in Small Groups by Locality – King & Queen County (IEN), Essex County (IEN), King William County (VCPC), Middlesex County (VCPC), Mathews County (ODU), Town of West Point (ODU)**

Participants and facilitators spent 1 hour and 15 minutes in breakout rooms brainstorming resilience actions items using locality Google Doc worksheets. Facilitators led 20 minutes of brainstorming, 20 minutes of discussing and prioritizing ideas, 20 minutes to select final priorities, and 5 minutes to reflect on implementation team/potential leads for RAC items.

**Sharing Locality Priority Actions – Jessica Whitehead, ODU**

Each locality shared their top priorities in the chat and participants reflected on regional commonalities in a facilitated discussion. The following items reflect what was shared by facilitators in the chat or reported out verbally during the large group discussions. These items will be further refined and streamlined in the draft Resilience Action Checklists and during the initial implementation team meetings to guide further implementation. If you are interested in being part of the implementation process to advance these resilience priorities please contact RAFT Project Manager, Sierra Gladfelter, at [sg6us@virginia.edu](mailto:sg6us@virginia.edu) to get connected with the appropriate Implementation Team.

**Essex County (IEN facilitated)**

1. Community engaged disaster preparedness:
  - a. Education and emergency preparedness information sessions for vulnerable populations (Ex. Survivor’s Day)
  - b. Identify, create, and feed projects into the MPDC “Fight the Flood” Program; Collaborate with nonprofits working with HE&U populations, think about how this program could serve non-homeowners
  - c. Leverage existing groups’ capacities and networks for support in emergency preparedness and reaching a broader community
  - d. Increase awareness around available services and programs (Ex. Fight the Flood)
  - e. Training community members/volunteers in advance to crises/emergencies (church members, family assistance centers, etc.)
2. Affordable housing and sheltering, emergency shelter & homeless shelter in Essex Co.
3. Broadband access and improving access to the internet, especially for students and teachers
4. Increase public access to waterfront for all people in Essex Co. for recreation
5. Increasing access to vulnerable residents and assisting community groups before, during, after a storm (as part of long-term planning)





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### ***King and Queen County (IEN facilitated)***

1. Increase education on environmental literacy and resiliency, and establish a physical connection to the watershed for People of Color and other school students
2. Develop a plan to provide internet access to low income and rural areas not served by fiber optic, particularly those where tribal members live and those off state routes, that have been historically underserved resulting in a population exodus
3. Educate Tribes about Fight the Flood Program. Some grant funding to do projects with the river (possibility of MPRA as partner)
4. Help educate shoreline owners & local people about Fight the Flood including via presentation or add to weekly newsletter on fight the flood to get the word out
5. Development of Services- King & Queen does not have a grocery store or pharmacy - citizens have to travel for basic needs, develop funding in order to extend Rappahannock Tribe gardens/food sovereignty plan, Thrive VA (community action agency) that sends food to children when school is out of session, Unite Us platform - hub to connect things
6. Create a transportation plan for bringing fresh food/medicine/etc. to people, connecting Meals on Wheels and other existing services to fresh food sources, and for getting people to/from the grocery and gardens and pharmacy

### ***King William County (VCPC facilitated)***

1. Looking at capacity issues for addressing the needs of elderly and physically disabled residents (e.g., Meals on Wheels delivery), and developing a list for communicating with them in emergencies
2. Affordable housing issues, including preservation, and landlord "cultivation" re: affordable rentals where people are able to move in quickly - conducting outreach to landlords
3. Regional Community Workshop to include West Point & Tribal Communities, including: transportation issues such as the road into the Pamunkey Reservation; Grants/Funding; community education re: flood risks and resiliency; the FTF Program; and the services offered for shoreline property owners
4. Creation of an entity to engage in proactive planning for flooding, natural disaster, etc. to increase community resilience, including assisting the County with incorporating resilience into our Comp. Plan (doing comp plan review now - will be adopted by April), and working with the govts to create and maintain community orgs to assist with self-preservation during disasters (for ex. Citizen Emergency Response Team (CERT))
5. Transportation issues - potentially the road to the Middle Peninsula Airport and other roads that will provide challenges for access by emergency vehicles



***Middlesex County (VCPC facilitated)***

1. Task force for communication
2. Risk assessment for mental health and substance abuse vulnerabilities
3. Update water supply plan to address coastal hazards and impacts on drinking water
4. Work with VDOT to ID and address vulnerable transportation infrastructure, 4(a) map post event recovery networks and locations, 4(b) training for post-recovery volunteers (Bay Aging, AARP?)
5. Multi-disciplinary issue of wastewater/septic, tapping realtors as a resource for mapping septic system, working with DCR/VDH/DEQ to understand septic jurisdiction issues, water quality issues, ID contractors that service Middlesex County and give that to comms team.

***Mathews County (ODU facilitated)***

1. Extend outreach of assistance and grants and other info to non-traditional venues (e.g. more accessible, less formal venues) and to reach a wider audience. Expand info accessibility and distribution of information. Use a wide range of trusted messengers (including residents) to deliver info.
2. Identify private septic systems and water well owners subject to likely sea level rise hazards within x years; communicate. Programs that support senior homeowners with septic systems i.e., clean-out and home back-ups. VDH has access to funds to direct-pay contractors for septic and well repairs for owners at or less than 200% federal poverty guidelines.
3. Develop plan for preserving/prioritizing Water access and dockage to support working waterfront (specifically Watermen). Secure, retrofit, rebuild, update public access areas.
4. For each property owner, conduct on-site field investigation and analysis of shoreline erosion concerns and resiliency, and issue written advisory reports with recommended solutions and connections to available financial incentive programs. (Can be targeted at HE&U communities)
5. Supporting businesses and help them become more resilient - businesses along the water, affordable housing for workforce, affordability of entry into industry, developing land.

***Town of West Point (ODU facilitated)***

1. Participation and recruitment events to identify needs of vulnerable populations. Hold a Fight the Flood event to share information and identify potential properties
2. Holistic resilience plan for West Point (breakwaters, levees, recreation along them). Identify critical infrastructure weaknesses and address how to fix them. Lower Kirby



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Street Corridor resilience design plan! Find out if paper mill has a disaster response plan!

3. Work with resiliency-focused community groups and collaborate.
4. Hold a RAFT-Town-PDC event focused on infrastructure options and design opportunities

#### Comments and Discussion:

- Jessica Whitehead: There are regional opportunities, so let's think about working together, specifically West Point and King William, maybe partnering with Red Cross.
- Elizabeth Andrews: A regional conversation around transportation would be useful.
- Sierra Gladfelter: It seems like food access is also an area that could benefit from a regional conversation.
- Wie Yusuf: A wider assessment of vulnerability could be useful region-wide, including areas of vulnerable septic systems.
- Bryan Hoffmann: The Rappahannock River Roundtable is working across the region to plan a variety of landowner education workshops to deliver information about technical service providers and cost-share programs available for environmental programs. They can work with The RAFT to identify priority areas and topics to include in this series.  
<https://rappahannockroundtable.org/grant-funding/>
- Circe Gonzalez: The neighboring York River and Small Coastal Basin Roundtable also provides a forum for similar information exchange in this geography:  
<https://www.vims.edu/cbnerr/roundtable/index.php>
- MPRA might be a good vehicle to do a similar workshop in The York watershed.

#### **Preview of Implementation Phase and Teams – Gray Montrose, VCPC**

Gray Montrose provided an overview of how implementation will work:

- Each priority action will have one or two people serving as “Team Leads” for the effort, with other people recruited to support the “Team” effort.
- Teams can involve community members, as broad participation is encouraged (Locality staff, state agencies, community organizations, nonprofits, businesses, etc.)
- Monthly or bimonthly calls, as needed, for Team Leads and any who want to join for networking purposes, facilitated by RAFT Core Team members
- Each Implementation meetings will focus on individual checklist items and rotate topics as needed with brief updates on other items.
- Will use Google drive/docs to track what is happening between meetings.



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- Bi-weekly check-ins with Team Leads and members via email or MS Teams channel (to be determined at first implementation meeting).
- RAFT Core Team will support each priority action in different ways, depending on the skills and support needed.

If you are interested in being part of the implementation process to advance the resilience priorities outlined above please contact RAFT Project Manager, Sierra Gladfelter, at [sg6us@virginia.edu](mailto:sg6us@virginia.edu) to get connected with the appropriate Locality Implementation Team.

### **Next Steps and Evaluation – *Wie Yusuf, ODU***

Wie Yusuf reviewed the next steps and a tentative timeline, sharing that Draft Action Checklists will be distributed either the 2<sup>nd</sup> or 3<sup>rd</sup> week of February and then the first organizational kick-off meetings with RAFT liaisons and all who want to work on one or more of the locality's action items will begin either the 4<sup>th</sup> week of February or the 1<sup>st</sup> week of March. Wie thanked everyone, the MPPDC, funders, and all participants, and shared a link to an [evaluation](#) in the chat for participants to provide feedback on the workshop.

### **Group Photo & Adjourn**

The IEN facilitation team took screenshots of everyone on Zoom and the workshop was adjourned.

### **Links to Locality Google Drive Folders and Resources:**

- **Regional Resilience Opportunities:**
  - [Regional Resilience Opportunities Identified by Community Leaders](#)
  - [Cross-Locality Scorecard Analysis](#)
- **Locality Google Drive folders:**
  - [Essex County](#)
  - [King & Queen County](#)
  - [King William County](#)
  - [Middlesex County](#)
  - [Mathews County](#)
  - [West Point](#)
- **Locality RAFT Scorecards:**
  - [Essex County Scorecard](#)
  - [King & Queen County Scorecard](#)
  - [King William County Scorecard](#)
  - [Middlesex County Scorecard](#)
  - [Mathews County Scorecard](#)



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- [West Point Scorecard](#)
- **Locality Scorecard Opportunity Lists:**
  - [Essex County Opportunity List](#)
  - [King & Queen County Opportunity List](#)
  - [King William County Opportunity List](#)
  - [Middlesex County Opportunity List](#)
  - [Mathews County Opportunity List](#)
  - [West Point Opportunity List](#)

### Meeting Attendees

1. **Aaron Wendt**, Virginia Department of Conservation and Recreation Shoreline Erosion Advisory Service
2. **Austin Dozier**, Bay Aging Car Coordinator
3. **Barbara Brehon**, Southside Rappahannock Baptists Association
4. **Brittany Lawson**, King and Queen Department of Social Services Program Coordinator and Chair of the King and Queen Resource Council
5. **Bruce DeSimone**, Middlesex Citizen
6. **Bryan Hoffman**, Coordinator of the Rappahannock River Roundtable and Deputy Director of Friends of the Rappahannock
7. **Carrie Dos Santos**, Middlesex County Public Library
8. **Chad Lewis**, The Haven Shelter and Services, Inc. Community Resilience Coordinator
9. **Christina Ruszczyk-Murray**, VA Cooperative Extension
10. **Circe Gonzalez**, Gloucester Coastal Training Program Coordinator with CBNERR-VA
11. **Crystal Booker**, Bacon Street Youth and Family Services
12. **Curt Smith**, MPPDC
34. **Laura Hahn**, Upper Mattaponi Indian Tribe Emergency Management Coordinator
35. **Lauren Ginder**, Gloucester County Community Engagement Coordinator
36. **Leigh Mitchell**, Environmental and Cultural Protection Director, Upper Mattaponi Indian Tribe
37. **Leonard Edloe**, New Hope Fellowship Pastor
38. **Lisa Deaton**, VA Department of Forestry
39. **Lisa Laurier**, VDH Three Rivers Health District Population Health Coordinator
40. **Liz (Elizabeth) Bartol**, King William County EMS Assistant Emergency Manager
41. **Luann Johnson**, Middlesex Master Naturalists
42. **Madeleine Jepsen**, Virginia Sea Grant Staff Writer
43. **Mark Walker**, Jessie Ball duPont Fund Senior Program Officer
44. **Matt Dalon**, VA Department of Conservation and Recreation Coastal Resilience Master Plan Program Manager
45. **Max Klein**, William & Mary Student
46. **Michael Lombardo**, Essex County Administrator
47. **Michael Norvell**, Bay Transit



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13. **Daniel Knott**, VA Waterman's Association and Knott Alone-Hold Fast, Inc.
14. **Darlene Watson**, Bay Aging Housing Department
15. **Dave McGee**, American Red Cross
16. **David Fridley**, Virginia Department of Health
17. **Debbie Messmer**, Virginia Department of Emergency Manager Hazard Mitigation Grants Manager
18. **Elizabeth Bartol**, Assistant Emergency Manager for King William
19. **Glenn Sturm**, Virginia Cooperative Extension
20. **Grace Holmes**, Department of Environmental Quality
21. **Holly MCGowan**, Director of Planning, Town of West Point
22. **Hunter LeClair**, Bay Aging Program Manager, Chair of the Gloucester Resource Council, and Admin for the Northern Neck Middle Peninsula Housing Coalition
23. **Jaime Stoops**, Pamunkey Regional Library System Deputy Director
24. **Jane Cutler**, River Counties Community Foundation
25. **Jay Grebe Yeatts**, Rappahannock Tribe
26. **Jennifer Sagan**, Restoration Technician at Friends of the Rappahannock
27. **Jessica Brady**, William & Mary Student
28. **Jessica Gardner**, Bay Aging Options Counselor
29. **Jimmy Brann**, Middlesex Chief of Emergency Services
30. **John Edwards**, Town Manager
31. **Karen Duhring**, Virginia Institute of Marine Sciences & Middle Peninsula Master Naturalists
32. **Katherine Newman**, Bay Transit
48. **MK Barker**, William & Mary Student
49. **Nancy Welch**, Mathews County Public School Division Superintendent
50. **Pat Duttry**, Virginia Department of Health
51. **Rebecca Morgan**, Middlesex Department of Social Services
52. **Renee Hoyos**, Department of Environmental Quality Environmental Justice Director
53. **Samuel Markwith**, Tidewater Soil and Water Conservation District Conservation/Education Specialist
54. **Sarah Kennedy**, Bay Aging Options Counselor
55. **Sarah Nuss**, Chesapeake Bay National Estuarine Research Reserve at VIMS Education Coordinator
56. **Shaleigh Howells**, Pamunkey Indian Tribe Cultural Resource Director and Museum Director
57. **Sherri Lafoon**, Virginia Department of Emergency Management
58. **Sherry Graham**, King William County Director of Planning
59. **Stacy Reaves**, King William County Fire and EMS Fire Chief
60. **Stephanie Brown**, VA Department for Aging and Rehabilitative Services
61. **Stephen Moore**, American Red Cross
62. **Steve Hudgins**, King William County Deputy County Administrator
63. **Steven Nelson**, Rappahannock Tribe Director of Emergency Management
64. **Susan Walton**, Middle Peninsula Master Naturalists and Virginia Museum of Natural History
65. **Tom Shepley**, Pamunkey Regional Library
66. **Warren Coburn**, VA Department of Forestry



**33. Ken Sterner**, VA Department of Forestry

**67. William Morey**, King William Fire and EMS Assistant Fire Chief

### The RAFT Facilitation Team

#### *VCPC at William & Mary*

- **Elizabeth Andrews**, Director, Virginia Coastal Policy Center (VCPC), William & Mary Law School
- **Gray Montrose**, Assistant Director, VCPC, William & Mary Law School
- **Libby Cook**, Fiscal and Program Coordinator, VCPC, William & Mary Law School

#### *ICAR at Old Dominion University*

- **Jessica Whitehead**, Executive Director, ODU Institute for Coastal Adaptation & Resilience
- **Wie Yusuf**, Program Director, ODU Institute for Coastal Adaptation & Resilience
- **Taiwo Lasisi**, Doctoral Candidate at ODU

#### *IEN at University of Virginia*

- **Tanya Denckla Cobb**, Director, UVA Institute for Engagement & Negotiation (IEN)
- **Sierra Gladfelter**, RAFT Project Manager, UVA IEN
- **Kelly Altizer**, Associate, UVA IEN
- **Mike Foreman**, Special Projects Manager, UVA IEN
- **Ozlem Edizel-Tasci**, Grant and Proposal Writer, UVA IEN
- **Chamie Valentine**, Visiting Scholar, UVA IEN
- **Yuki Zheng**, Program Coordinator, UVA IEN
- **Anne Nelson Stoner**, Graduate Student Research Assistant, UVA IEN
- **Mia Rodriguez**, Student Research Assistant, UVA IEN

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