

Rough Transcription – Notes from the March 11, 2020, public meeting for Kent County Economic Development Strategic Planning

NOTE: *This session was slightly different from the preceding two. We focused on strengths and weaknesses and then left time for the audience (twice the size of either of the preceding meetings) to take part in a “dot vote” exercise to select top strategies or issues identified in wall sheets we developed prior to the meeting. The audience was given ten dots and allowed to select any issue they cared about, not only on the special sheets, but also wherever they chose from among the “raw” statements on the facilitator sheets. (The number of votes per item is shown at the end of the line in parentheses.)*

Strengths

Natural resources (water, land) (4)
Dixon Valve (5)
Washington College (6)
Network/knowledge (one speaker called our population a “brain trust”) (1)
Small, entrepreneurial businesses (“personalized, human”)
Arts & culture (“creative”) (2)
Food
Passion for community (3)
Volunteer opportunities
Welcome (welcoming community)
Wealth of organizations (2)
Strong faith community (2)
(Chestertown is a) green, historic town (green=energy-conscious)
Homegrown businesses, opportunity (1)
Proximity to major metro areas
New 301 connection
Idyllic lifestyle (2)
Good mix of “come-heres” and “natives” (“from-heres”) (1)
Aging & wellness innovations in health care (2)

Weaknesses

Average age of the population
Food (few restaurant choices) (1)
Venture capital
Lower-income environment doesn’t support amenities
Where’s our internet & cell service? (5)
Proximity to metro areas – especially Delaware – means lack of shopping
“Does anyone know where we are?” (directional signage; WBOC Salisbury stops short in reporting on sunrise as far north as Kent Co) (1)
People (come-heres) want what they left behind (amenities, shopping, conveniences, services, etc.)
Pushback on progress
ADA compliance (3)
Diversity/inclusion



Affordable housing (1)
Shops close too early [“even on First Friday”] (2)
Loss of population

Property tax rates
Perceived business climate
Perception of public education system (K-12) (4)
Comprehensive medical care [decline in general hospital services] (2)
Lack of skilled workforce (5)
Low (small) part-time workforce
People come here with money, not to make money [relates to “drive”] (1)
Vacation homes – owners are not supporting the local economy
Increasing poverty & economic distress
Employability does not match the job vacancy rate [drug use was mentioned as part of the problem]
Youth out-migration [and families tend to expect, reinforce this expectation]
Parts of the community may not hold high expectations for education, advancement [of their children; this gained what was probably the most heated exchange across most of the group]
School/county administration [relationship] with parents, students
Loss of civility (2)
Willingness to ask for help
The two primary sectors of agriculture and manufacturing are not growing jobs as they further automate
Vocational schooling
Declining [ageing] trades providers [also an opportunity] (3)
Community communication (“a secret”)
The focus on Chestertown – Kent County is more [written in during the “dot vote” exercise]
Lack of public transport (1)

THE “DOT-VOTE” EXERCISE

NOTE: *The wall charts presented ideas and strategies for focus and development gleaned from the preceding two public meetings, supplemented by ideas offered by EDC members in a brief survey that was a part of this early scoping phase. The statements as presented were refined, edited, and categorized by the facilitator for the three sessions, Elizabeth Watson of Heritage Strategies, LLC. (The number of votes per item is shown at the end of the line in parentheses.)*

A. Raw vote:

BUSINESS ATTRACTION, BUSINESS RETENTION

[Written in: Business attraction: Arts & culture](1)

1. Business attraction: Agriculture and ag industries (5)
2. Business attraction: Boating industry
3. Business attraction: International business
4. Business attraction: Market the fiber optic backbone (6)
5. Business attraction: Organize “ambassador” teams of local business leaders
6. Business attraction: Supply chains for existing manufacturers
7. Business attraction: Support, assist the Chestertown Business Campus (3)
8. Retention: Survey to learn how to help existing businesses thrive (5)

9. Retention: Identify key business and industry sectors

COLLABORATION AND COMMUNITY OUTREACH

1. Collaboration: Closer ties between Chestertown Downtown, Kent businesses (1)
2. Collaboration: Community 'negativity' (1)
3. Collaboration: Other stakeholders in economic development.
4. Collaboration: Communications among business owners
5. Collaboration: Business, town connections w/ Washington College
6. Collaboration: 'Influence the influencers' in the business community
7. Collaboration: Education providers (KCPS, WC, CCC)(3)
8. Collaboration: MD Department of Commerce
9. Collaboration: Relations between County and towns (6)
10. Outreach: Build consensus for the new Strategic Plan once done
11. Outreach: Celebrate local business successes (1)
12. Outreach: Conflicting ideas of what "success" is (1)

COMMUNITY SERVICES, WORKFORCE LIMITS, JOB OPPORTUNITIES

1. Community services: Health care (2)
2. Community services: Limited transportation access to health care, advanced education (6)
3. Community services: Make fiber widely available (10)
4. Community services: Make improvements in KCPS, grow student population (1)
5. Workforce limits: Housing (4)
6. Workforce limits: Small size
7. Workforce limits: Training (3)
8. Workforce limits: Gap between KC businesses and KCPS (2)
9. Job opportunities: Trailing spouses
10. Job opportunities: WC grads (1)
11. Job opportunities: Young county residents (1)

GOVERNANCE, GROWTH, QUALITY OF LIFE

1. Governance: Advocate for Maryland rural hospital legislation [currently in the General Assembly] (7)
2. Governance: Hire a grant writer for fair share of Federal funds (2)
3. Governance: Intra-county governmental communications
4. Governance: Local tax environment for business growth, 'double taxation' (5)
5. Governance: All county departments should have strategies for economic development (2)
6. Prepare for growth: Assess and plan for infrastructure (3)
7. Prepare for growth: Assist municipalities with growth plans (3)
8. Prepare for growth: Enlarge county zones permitting commercial/industrial (1)
9. Prepare for growth: Enlarge county zones permitting residential
10. Quality of life: Low-wage environment yet high cost of living (3)
11. Quality of life: Racial issues/diversity (6)
12. Quality of life: Shopping/amenities (3)
13. Quality of life: Small population (2)

FROM THE FACILITATOR'S SHEETS:

- Strength: Washington College (6)
- Strength: Dixon Valve (5)

Strength: Natural resources (water, land) (4)
 Strength: Passion for community (3)
 Strength: Arts & culture (“creative”) (2)
 Strength: Wealth of organizations (2)
 Strength: Strong faith community (2)
 Strength: Idyllic lifestyle (2)
 Strength: Aging & wellness innovations in health care (2)
 Strength: Network/knowledge (one speaker called our population a “brain trust”) (1)
 Strength: Homegrown businesses, opportunity (1)
 Strength: Good mix of “come-heres” and “natives” (“from-heres”) (1)
 Weakness: Where’s our internet & cell service? (5)
 Weakness: Lack of skilled workforce (5)
 Weakness: Perception of public education system (K-12) (4)
 Weakness: ADA compliance (3)
 Weakness: Declining [ageing] trades providers [also an opportunity] (3)
 Weakness: Shops close too early [“even on First Friday”] (2)
 Weakness: Comprehensive medical care [decline in general hospital services] (2)
 Weakness: Loss of civility (2)
 Weakness: Food (few restaurant choices) (1)
 Weakness: “Does anyone know where we are?” (directional signage; WBOC Salisbury stops short in reporting on sunrise as far north as Kent Co) (1)
 Weakness: Affordable housing (1)
 Weakness: People come here with money, not to make money [relates to “drive”] (1)
 Weakness: Lack of public transport (1)

B. Sorted:

NOTE: *This exercise captured what one group of about 25 people thought were the most important considerations for the strategic planning process, influenced by one group discussion of about an hour preceding this exercise. Since there were so many choices as listed above, and so few people, even a single vote provides an interesting indicator or snapshot from the group’s thinking. (Note that within each vote total, the items are listed alphabetically. They are numbered within these groups to enable discussion.)*

1. Community services: Make fiber widely available (10)
 Business attraction: Market the fiber optic backbone (6)
 Weakness: Where’s our internet & cell service? (5) [Total of 21]
2. Governance: Advocate for Maryland rural hospital legislation [currently in the General Assembly] (7)
3. Community services: Limited transportation access to health care, advanced education (6)
 Weakness: Lack of public transport (1) [Total of 7]
4. Collaboration: Relations between County and towns (6)
5. Quality of life: Racial issues/diversity (6)
6. Strength: Washington College (6)
7. Business attraction: Agriculture and ag industries (5)
8. Governance: Local tax environment for business growth, ‘double taxation’ (5)
9. Retention: Survey to learn how to help existing businesses thrive (5)
10. Strength: Dixon Valve (5)

11. Weakness: Lack of skilled workforce (5)
12. Strength: Natural resources (water, land) (4)
13. Weakness: Perception of public education system (K-12) (4)
14. Workforce limits: Housing (4)
15. Business attraction: Support, assist the Chestertown Business Campus (3)
16. Collaboration: Education providers (KCPS, WC, CCC) (3)
17. Prepare for growth: Assess and plan for infrastructure (3)
18. Prepare for growth: Assist municipalities with growth plans (3)
19. Quality of life: Low-wage environment yet high cost of living (3)
20. Quality of life: Shopping/amenities (3)
21. Strength: Passion for community (3)
22. Weakness: ADA compliance (3)
23. Weakness: Declining [ageing] trades providers [also an opportunity] (3)
24. Workforce limits: Training (3)
25. Community services: Health care (2)
26. Governance: All county departments should have strategies for economic development (2)
27. Governance: Hire a grant writer for fair share of Federal funds (2)
28. Quality of life: Small population (2)
29. Strength: Aging & wellness innovations in health care (2)
30. Strength: Arts & culture ("creative") (2)
31. Strength: Idyllic lifestyle (2)
32. Strength: Strong faith community (2)
33. Strength: Wealth of organizations (2)
34. Weakness: Comprehensive medical care [decline in general hospital services] (2)
35. Weakness: Loss of civility (2)
36. Weakness: Shops close too early ["even on First Friday"] (2)
37. Workforce limits: Gap between KC businesses and KCPS (2)
38. Business attraction: Arts & culture] (1) [Written in]
39. Collaboration: Closer ties between Chestertown Downtown, Kent businesses (1)
40. Collaboration: Community 'negativity' (1)
41. Community services: Make improvements in KCPS, grow student population (1)
42. Job opportunities: WC grads (1)
43. Job opportunities: Young county residents (1)
44. Outreach: Celebrate local business successes (1)
45. Outreach: Conflicting ideas of what "success" is (1)
46. Prepare for growth: Enlarge county zones permitting commercial/industrial (1)
47. Strength: Good mix of "come-heres" and "natives" ("from-heres") (1)
48. Strength: Homegrown businesses, opportunity (1)
49. Strength: Network/knowledge (one speaker called our population a "brain trust") (1)
50. Weakness: "Does anyone know where we are?" (directional signage; WBOC Salisbury stops short in reporting on sunrise as far north as Kent Co) (1)
51. Weakness: Affordable housing (1)
52. Weakness: Food (few restaurant choices) (1)
53. Weakness: People come here with money, not to make money [relates to "drive"] (1)

STRENGTHS

(1)

- NATURAL RESOURCES •
WATER-LAND •
- DIXON LAKE ••••
- WAC •••••
- AGRICULTURE •
- NETWORK / KNOWLEDGE
↳ "BRAIN TRUST" •
- PERSONALIZED / HUMAN
BUSINESS
- ARTS & CULTURE - "CREATIVE
FOOD!"

STRENGTHS

(4)

- PASSION FOR COMMUNITY ••••
- VOLUNTEER OPP'TY
- WELCOME
- WEALTH OF ORG'S ••
- STRONG FAITH COMMUNITY ••

STRENGTHS

(6)

- GREEN HISTORIC TOWN
ENERGY
- HOME GROWN BUSINESSES
↳ OPPORTUNITY •
- PROXIMITY TO MAJOR METRO
- 301 CONNECTION
- IDYLIC LIFESTYLE ••
- GOOD MIX OF COME-HERES
& NATIVES •
- AGING & WELLNESS INNOVATION HEALTH CARE
- COME-HERES BRING \$\$
- CHESTER RIVER

WEAKNESSES 2

- Avg AGE OF POPULATION
- FOOD-FEW RESTAURANTS •
- VENTURE CAPITAL
- LOWER INCOME ENVIRONMENT
DOESN'T SUPPORT AMENITIES
- WHERE'S OUR INTERNET? ••••
- CELL SERVICE? →
- PROXIMITY TO METRO-DE!
- ↳ LACK OF STOPPING
- DOES ANYONE KNOW WHERE
WE ARE? WBOC •

~~STRENGTH~~ WEAKNESSES (3)

→ COME-HERES
PEOPLE WANT WHAT THEY LEFT BEHIND

PUSHBACK ON PROGRESS

ADA COMPLIANCE ● ●

● DIVERSITY/INCLUSION

AFFORDABLE HOUSING ●

SHOPS CLOSE TOO EARLY ● ●

LOSS OF POPULATION

PROPERTY TAX RATES

PERCEIVED BUSINESS CLIMATE

● PERCEPTION OF EDUCATION ● ●

WEAKNESSES (4)

COMPR. MEDICAL CARE ● ●

● LACK OF SKILLED WORKFORCE ● ● ● ●

LOW PART-TIME WORKFORCE

→ DRIVE
PEOPLE COME HERE WITH ●

MONEY, NOT TO MAKE \$\$

VACATION HOMES - POP. ISN'T

SUPPORTING ECONOMY

INCREASING POVERTY ●

ECONOMIC DISTRESS

EMPLOYABILITY ~~PROB~~ DOES

NOT MATCH VACANCY RATE

WEAKNESSES (5)

YOUTH OUT-MIGRATION

↳ FAMILY EXPECTATIONS

PARTS OF COMMUNITY MAY

NOT HOLD HIGH EXPECTATIONS

FOR EDUCATION, ADVANCEMENT

SCHOOL ADMIN ↔ PARENTS, STUDENTS
COUNTY

LOSS OF CIVILITY ● ●

WILLINGNESS TO ASK FOR HELP

2. PRIMARY SECTORS WILL

NOT GROW JOBS

VOCATIONAL SCHOOLING

WEAKNESSES

DECLINING TRADES ● ●

PROVIDERS → OPP'TY ● ●

COMMUNITY COMMUNICATION

"A SECRET"

Focus on Chestertown - Kent County is More.

LACK OF PUBLIC TRANSPORT ●



BUSINESS ATTRACTION, BUSINESS RETENTION

Business Attraction: Arts + Culture

1. Business attraction: Agriculture and ag industries ●●●●●
2. Business attraction: Boating industry
3. Business attraction: International business
4. Business attraction: Market the fiber optic backbone ●●●●●●●●
5. Business attraction: Organize "ambassador" teams of local business leaders
6. Business attraction: Supply chains for existing manufacturers ●●●
7. Business attraction: Support, assist the Chestertown Business Campus ●●●
8. Retention: Survey to learn how to help existing businesses thrive ●●●●●
9. Retention: Identify key business and industry sectors ●●●



COLLABORATION AND COMMUNITY OUTREACH

1. Collaboration: Closer ties between Chestertown Downtown, Kent businesses ●
2. Collaboration: Community 'negativity' ●
3. Collaboration: Other stakeholders in economic development.
4. Collaboration: Communications among business owners
5. Collaboration: Business, town connections w/ Washington College
6. Collaboration: 'Influence the influencers' in the business community
7. Collaboration: Education providers (KCPS, WC, CCC) ●●●●
8. Collaboration: MD Department of Commerce
9. Collaboration: Relations between County and towns ●●●●●●●●
10. Outreach: Build consensus for the new Strategic Plan once done ●
11. Outreach: Celebrate local business successes ●
12. Outreach: Conflicting ideas of what "success" is ●



COMMUNITY SERVICES, WORKFORCE LIMITS, JOB OPPORTUNITIES

1. Community services: Health care ●●
2. Community services: Limited transportation access to health care, advanced education ●●●●●●●●
3. Community services: Make fiber widely available ●●●●●●●●●●
4. Community services: Make improvements in KCPS, grow student population ●
5. Workforce limits: Housing ●●●●●
6. Workforce limits: Small size
7. Workforce limits: Training ●●●●
8. Workforce limits: Gap between KC businesses and KCPS ●●●
9. Job opportunities: Trailing spouses
10. Job opportunities: WC grads ●
11. Job opportunities: Young county residents ●



GOVERNANCE, GROWTH, QUALITY OF LIFE

1. Governance: Advocate for Maryland rural hospital legislation ●●●●●●●●
2. Governance: Hire a grant writer for fair share of Federal funds ●●●
3. Governance: Intra-county governmental communications
4. Governance: Local tax environment for business growth, 'double taxation' ●●●●●●●●
5. Governance: All county departments should have strategies for economic development ●●●
6. Prepare for growth: Assess and plan for infrastructure ●●●●
7. Prepare for growth: Assist municipalities with growth plans ●●●●●●
8. Prepare for growth: Enlarge county zones permitting commercial/industrial ●
9. Prepare for growth: Enlarge county zones permitting residential
10. Quality of life: Low-wage environment yet high cost of living ●●●●●
11. Quality of life: Racial issues/diversity ●●●●●●●●●●
12. Quality of life: Shopping/amenities ●●●●
13. Quality of life: Small population ●●●

Refined transcription

(Editor’s Note: This is a first attempt at imposing more rigorous categorization and collapse of topics, to be worked out over all three meetings; ultimately, we should create subcategories for Strengths and Weaknesses; this version includes notes from both meetings, 2/26 and 3/4)

DEFINITIONS (<https://www.businessnewsdaily.com/4245-swot-analysis.html>)

Internal factors

Strengths (S) and weaknesses (W) refer to internal factors, which are the resources and experience readily available to you.

These are some commonly considered internal factors:

- Financial resources (funding, sources of income and investment opportunities)
- Physical resources (location, facilities and equipment)
- Human resources (employees, volunteers and target audiences)
- Access to natural resources, trademarks, patents and copyrights
- Current processes (employee programs, department hierarchies and software systems)

External factors

External forces influence and affect every company, organization and individual. Whether these factors are connected directly or indirectly to an opportunity (O) or threat (T), it is important to note and document each one.

External factors are typically things you or your company do not control, such as the following:

- Market trends (new products, technology advancements and shifts in audience needs)
- Economic trends (local, national and international financial trends)
- Funding (donations, legislature and other sources)
- Demographics
- Relationships with suppliers and partners
- Political, environmental and economic regulations

S	W	O	T	Item	Notes
(preliminary analysis)				(as stated by participants)	
				STRENGTHS	
S				Great people	
S				Culture – (especially) arts	
S				Rural quality of life	Meeting 2 expressed this as “Quality of life is <u>attractive</u> ”
S				Location – surrounded by major markets	Meeting 2 expressed this as “proximity to major sectors and customers, many of which are distance-friendly”
S				Central to the Eastern Seaboard (Maine to Florida)	
W			T	Heritage tourism	T in terms of demand, changing markets
S		O		Fiber (will promote telecommuting)	
S	W	O	T	Washington College ((as employer, source of community support and arts & culture, brings new people – students, parents, faculty – source of young employees)	W in terms of less active partnership across-the-board with campus community (although Pres Landgraf’s support was mentioned as a positive); T in terms of demand for WC by upcoming generations;

S	W	O	T	Item	Notes
(preliminary analysis)				(as stated by participants)	
S				Safety	
S				Route 301	
S				Recreation “wonderland”	water, hunting, fishing, boating
S		O		Business zones (enterprise, opportunity, hub – means businesses do not pay personal property tax, among other benefits)	
S				School system investment	
S				K-college (“vertical” system of education)	Meeting 2 expressed this as “Education[al] choices”
S				Hospital	Redundant
S		O		Existing businesses offer models and leadership	
S	W			Small population	
				Planning & zoning promoting planned growth	Redundant
				Fiber	Redundant
				Recreation (especially water)	Redundant
				Location – reasonable distance	Redundant
				Proximity to major sectors and customers, many of which are distance friendly	Redundant
S				Tourism destination	
				Quality of life is attractive	Redundant
				Low traffic!	Redundant
				Washington College (as employer, source of community support and arts & culture, brings new people – students, parents, faculty)	Redundant
S		O		Dedicated employers	
S				Chestertown, all towns	
S				Community pride & loyalty	
S				Citizen engagement	
S				Preserved communities & landscape – “heritage”	
				Hunting & Fishing	Redundant
				Education[al] Choices	
				OPPORTUNITIES	
S		O		Tier One status of county	
S		O		Utilities/infrastructure in good shape, from broadband and natural gas to all others	

S	W	O	T	Item	Notes
(preliminary analysis)				(as stated by participants)	
		O		Data centers (need to be ready for when H.B. 1339 passes, incentivizing them)	
		O		Upcoming re-zoning	
		O		Focus on supply chains for existing manufacturers	
		O		Federal funding	
S		O		Boating	
		O		Federal funds – let’s get our fair share with a grant writer	
		O		500 new homes will be sited in the next five years, stimulated by 301	
		O		Small school system gives us control	“need to change the narrative – high graduation rate, dual completion [rate] [mean] we are keeping up”
S				Manageable size [community as a whole]	
		O		Better communications among business owners	
		O		Health care & wellness (digital, new [businesses])	
S				Diversity of talent	
		O		More marketing – [create] educated and organized marketing teams [of business leaders]	
		O		International business links [already exist]	
		O		Minimum wage?	
		O		Advocacy	
S				Environmental education	
				WEAKNESSES	
	W	O		No rail [not quite true, actually, and the reason we still have rail is we have at least one business in need of the service]	
	W			Affordable housing is limited	
	W		T	Real estate taxes (Kirwan Commission for statewide education spending requirements, currently under discussion in the current legislative session, are likely to require greater spending by counties, which would have to raise taxes to cover that spending)	Real estate taxes in Kent Co are already locally considered high (and regressive) – a weakness; Kirwan is a threat (outside our control)

S	W	O	T	Item	Notes
(preliminary analysis)				(as stated by participants)	
S	W			Where is Washington College — do we have a proactive partnerships?	Redundant
			T	Delaware competes for jobs, businesses	
	W			Workforce limits: small size	[Meeting 2 confirmed that both size AND training are issues]
	W			Workforce limits: training	Training situation is difficult – distance, access, American Jobs Center; businesses are doing training themselves
	W			Distance to the community college	
	W			(Limited) transportation available to county residents (also identified by United Way as a community concern)	
S	W	O	T	Hospital (like all rural hospitals, threatened by changing economics; but MD is looking at special rural hospital legislation)	Threat only if MD fails to act on proposal during current legislative session
	W			Employment opportunities for trailing spouses	
	W			Shopping/amenities for newcomers (non-rural, unaccustomed to limits)	
	W		T	Tax environment for business growth – the Tax Foundation ranks MD at 43 rd ; specific concern mentioned about penalizing Priority Funding Areas (generally, municipalities and their immediate surroundings where growth is desired) with ‘double taxation’ (where both county and municipality tax for same services)	
	W	O		Aging population of trades providers	
				Small population – lack of critical mass to provide demand for services and amenities	
	W		T	Infrastructure limits	(This was unclear)
S	W			Planning & zoning presents obstacles to change (same speaker praised growth management goals)	
	W			Appeal to younger consumers	
	W			No county grant writer, limited resources invested in supporting efforts to get grants	

S	W	O	T	Item	Notes
(preliminary analysis)				(as stated by participants)	
	W	O		Fiber is not yet widely available	
	W			Location – distance, limit of the Bay Bridge, “not on the way”	
	W			[Lacking in close-by] conveniences, amenities	
	W			Student body at Washington College is decreasing	
	W			Few employment opportunities for WC grads	
	W			Out-migration [of youth]	
				Untrained workforce	Redundant
				Small workforce	Redundant
	W			Health care	(Losing doctors, practices are limited, no urgent care outside emergency room)
	W			Racial issues/diversity	
	W			Low-wage environment yet high cost of living	
	W			County-town relations (caused in part by the tax differential issue)	
	W			Intra-county [governmental] communications	(participant was not specific)
	W			Percentage of ag land – limited zoning flexibility, decreased tax revenue from farmland	
	W			Community ‘negativity’	Especially worried about: education, employment, ability to compete
	W		T	Chestertown is landlocked and has much tax-exempt property	
	W			Chestertown Downtown community doesn’t work with all Kent businesses	
				THREATS	
	W			Conflicting ideas of what “success” looks like – “how do we grow reasonably, in a smart way?”	
			T	New Bay Bridge crossing to Kent County	
				Kirwan (as explained above)	Redundant
			T	Proximity to Delaware	
				Tax structure	Redundant
			T	Climate change – weather	
			T	State of Chesapeake Bay – hurts boating as well as fishing	
			T	Flooding, erosion	

S	W	O	T	Item	Notes
(preliminary analysis)				(as stated by participants)	
			T	Bay Bridge condition	
			T	Loss of civility	
				Other Topics	
		O	T	Role of Maryland's state-level economic development	T because one speaker mentioned that the state could be steering possibilities away from Kent (despite its Tier One status)
	W			Gap between KC businesses and KC schools (although the school system is organized around ten topics that enlist businesses, fear is that participation from businesses is low)	
				Granting process is a challenge and needs more attention, investment (other counties, municipalities employ grant writers)	Redundant

Proximity to Delaware
Tax structure
Climate change – weather
State of Chesapeake Bay – hurts boating as well as fishing
Flooding, erosion
Bay Bridge condition
Loss of civility