This report summarizes development and growth in the Public Policy Research Center (PPRC) for the years 2002 through 2007. PPRC undertook this self-review in order to evaluate ways to improve its programs, as well as to reassess its contribution to the University’s mission and goals.

**Mission Statement**
The Public Policy Research Center produces and disseminates methodologically rigorous and unbiased applied analysis and evaluation of public policies and programs and theoretical research on public policy issues.

**Vision Statement**
The Public Policy Research Center will advance the public research university mission of the University of Missouri-St. Louis by becoming the preeminent applied policy research resource for the civic and public communities of metropolitan St. Louis and the State of Missouri.

**Our Organization:**
Structurally, PPRC is organized around three units: Applied Research, Metropolitan Information and Data Analysis Services (MIDAS), and the Public Finance Initiative (PFI). Each unit is headed by a director. Other PPRC initiatives include the Point-of-View Photography Project, and Community History Research and Design Services (CHRDS). Research and Communications form the basis of PPRC’s core competencies and approach.

**PPRC’s role in the University’s Mission and Vision**
The Public Policy Research Center supports the mission of the University of Missouri-St. Louis as a metropolitan public research university that advances the economy and culture of the region through applied and theoretical research on public policy issues; analysis and evaluation of public policies and programs; collection, analysis, and dissemination of information on the St. Louis region and the state of Missouri; and research on comparative metropolitan and policy issues in the national and international context. PPRC supports the University’s aim to advance its research knowledge through outreach and public service by disseminating applied and theoretical research results through scholarly publications, conference proceedings, books and monographs, and other scholarly and applied outlets. PPRC works to enhance the University’s academic programs by engaging students in partnerships, internships and graduate research assistantships. PPRC also serves as a policy laboratory for graduate students participating in research and outreach activities, connects students with metropolitan issues through field-based learning, and provides a number of office positions for undergraduates.
Our History

PPRC’s beginnings reach back to 1965. At that time, the University of Missouri Board of Curators established the Center for Metropolitan Studies to provide “teaching, research, and service to the metropolitan community of St. Louis.” The center conducted public policy studies for many local, state, and federal agencies on issues including public policy studies, public housing and governmental structure.

Between 1965 and 1989, several public policy organizations came into being and were brought together under the auspices of the University, and in 1989 the University of Missouri – St. Louis Public Policy Research Centers was established. This was a consolidation of different research entities, each preserving its original identity. In early 2000, the Centers conducted a strategic planning process, and the Centers came to be called the Public Policy Research Center (PPRC). PPRC was structured around three operational units, Applied Research, Metropolitan Information and Data Analysis Services (MIDAS), and Community and Neighborhood Development (CND). In 2005, PPRC launched another research unit, the Public Finance Initiative (PFI). In 2006, CND was reorganized as the Community Partnership Project, reporting to the Dean of Continuing Education and the Provost.

In 2006, PPRC was engaged in another strategic planning process, and the organization underwent structural changes:

- The Executive Director position was eliminated, and Mark Tranel, who had served as the Interim Executive Director, was named as the Center’s Director.
- The Des Lee professorship became an academic, non-administrative position. At the time of this report, PPRC is engaged in a search for a Des Lee professor.
Looking Back:
PPRC’s Accomplishments, 2002-2007

Applied Research Unit:
The core work of the Public Policy Research Center is applied policy research. PPRC responds to community–identified needs with a multi-disciplinary approach to quantitative and qualitative research. PPRC has established its research expertise in a range of areas, including workforce development, urban revitalization, fair housing, and regionalism. PPRC possesses core research skills that allow it to study a wide spectrum of social and public policy questions. PPRC’s research is undertaken in close partnerships with local, county, regional and state governments and agencies, nongovernmental organizations, and citizen’s groups.

During the five year period under review, the Applied Research unit accomplished the following projects and contracts:

Analysis of Impediments to Fair Housing
2002 Coordinated AI for City of St. Louis, St. Louis County, City of Florissant, and City of St. Peters City of O’Fallon

ARCHS
2004-2005 Developed a database of non-profit organizations in St. Louis City and St. Louis County and provided on-line access

Beyond Housing/NHS
2005-2006 Analyze patterns of foreclosure in St. Louis City and St. Louis County

Civic Progress
2006 Study of the investment policies of public pension funds in the 50 states

College of Education
2004 Survey of non-returning students
2006-2010 Gear Up evaluation services for COE grant project
2005-2007 STEP evaluation services for COE grant project
CISTL Co-PI for subcontract from Washington University for collaboration research on CISTL St. Louis

Community Service
2006 Mayors’ After School for All by 2010 Task force Ivy Chapel Survey

East-West Gateway Counsel of Government
2003 Proof of concept evaluation of Land-Use Evaluation and Import Assessment (LEAM) model

Edison Schools Inc
2005-2006 Conduct demographic analyses and competitive reviews of local schools

Father’s Support Center
2005-2007 Outcomes evaluation of a Male Health and Wellness initiative developed by the Fathers’ Support Center with funding from the Missouri Foundation for Health
Gateway Greening
2000-2003 Neighborhood Support
2004-2006 Community garden impact on neighborhood crime
2005-2008 City seeds

Greater St. Louis Regional Empowerment Zone
2002-2003 Implementation evaluation of the strategic plan developed for the Regional Empowerment Zone. The study focused on the management corporation responsible for directing HUD funding to eligible projects either initiated or already in existence in metro areas included within the Empowerment Zone.

Hope VI
2002 Summative evaluation of the case management services that Mother's Way provided to residents of Darst Webb under its subcontract with the St. Louis Housing Authority
2005-2008 Outcomes, as well as process evaluation, of the Cochran Gardens HOPE VI project. The study focuses on both the build out and the case management activities of Better Family Life’s Project C.R.E.A.T.E., the agency awarded the subcontract for this work.
2006 Summative evaluation for St. Louis Housing Authority of Near Southside area HOPE VI project case management services provided by Good Samaritan

Human Development Corporation
2006 Community needs assessment

Incarnate Word Foundation
2004 Neighborhood study
2007 (Mark -- fill this in?)

Missouri Development Finance Board
2005-2006 Subcontract to Stolar Partnership for case studies of Missouri communities’ use of economic development incentive programs

Missouri Office of State Courts Administration
2005 Evaluation of implementation of Justice Information System (JIS). Statewide automation of juvenile court system records

Region Wise
2005 AT&T Foundation Excelerator grant to gather data on brownfields in city neighborhoods

Regional Center for Education and Work (RCEW)
2002-2003 Implementation evaluation of a school-to-work initiative for which the University of Missouri-St. Louis’ College of Education received funding from the U.S. Department of Labor

Regional Chamber and Growth Association (RCGA)
2005 Coordinated with Department of Economics on study of St. Louis area labor management trends
Regional Housing and Community Development Alliance
2004 Mapping of neighborhood institutions in Sustainable Neighborhoods

St. Louis 4 Kids
2009 Preparation of GIS maps and inventory of after school programs in St. Louis Public Schools

St. Louis Community Foundation
2006 Study of engagement of St. Louis area community-based organizations in St. Louis Public Schools

St. Louis County Spirit of St. Louis Airport
2003 Survey of community residents regarding impact of airport

St. Louis-Jefferson Solid Waste Management District
2004 Research and facilitation regarding coordinated solid waste contracting and recycling services in 20 municipality service areas in the communities adjacent to the UMSL campus

St. Louis Lead Prevention Coalition
2004 Development of landlord/tenant data base and data matrix

STEP
2006 Current grant project of the College of Education. PPRC hired as program evaluators. Final year of grant completed - report currently being written.

Support-A-Child, International
2003 Design and development of a database for management of Healthy Futures monitoring and evaluation data
UMSL Center for Transportation Studies
2004-5 Development of a model GIS-based barge tracking system for the Upper Mississippi River

United Way
2004-2005 Impact evaluation of Success by Six® and ARCHS Early Childhood Care and Education Initiatives, funded by the Danforth Foundation and the State of Missouri
2005-2006 Summative evaluation of Success by Six®, Year 2, continuing work begun in 2004.

U.S. Department of Housing and Urban Development
2003 Research and Technology grant for research on sustainable homeownership

Vision for Children at Risk
2004 Report on children’s service plans

Publications: PPRC Books

St. Louis Metromorphosis Book Series:
Produced by PPRC in partnership with the Missouri Historical Society, these books highlight the issues, assets and obstacles that shape public policy in the St. Louis metropolitan area.

St. Louis Metromorphosis: Past Trends, Future Directions (July 2004)
Edited by E. Terrence Jones and Brady Baybeck, it was the first in a series of volumes that documents and analyzes economic, social, political and historical aspects of the St. Louis metropolitan area. St. Louis Metromorphosis offers a sophisticated analysis of what has been happening within the St. Louis metropolitan area over the last five decades. PPRC’s Mark Tranel and David Laslo each contributed multiple chapters.

Hidden Assets: Connecting the Past to the Future of St. Louis (July 2006)
Edited by Richard Rosenfeld, this was the second book in the St. Louis Metromorphosis series. In this volume, several scholars address the challenges St. Louis faces—segregation, crime, and stagnant growth—while also focusing on the promising but often-overlooked aspects of the city, its “hidden assets.” Each chapter in Hidden Assets contains an essay that highlights concrete attractions, such as the city’s major medical complex, its excellent and diverse public and private schools, and its robust blues music tradition, as well as more abstract features, such as its historic relationship with the mighty Mississippi. This volume explores the implications of St. Louis’s idiosyncrasies for sustainable long-term growth in the St. Louis metropolitan area.

St. Louis Plans: The Ideal and the Real St. Louis (forthcoming, September 2007)
Edited by PPRC Director Mark Tranel, this book was written and edited during 2005-2006. St. Louis has a rich history of planning that has heretofore not been documented. The plans that have been made over the years by public, nonprofit and civic agencies have given the St. Louis metropolitan area its shape and direction. Plans are the basis of the physical and built environment as well as the activities and agendas that are carried out within this environment. This volume, the third in the St. Louis Metromorphosis Book Series, will review the history of various aspects of planning and provide insight into planning successes and challenges. The volume will also look ahead with lessons for the future.

Public Policy Research Center, Five Year Report, 2002-2007
Metropolitan Information and Data Analysis Services (MIDAS):
The MIDAS unit of PPRC provides multi-method research design, survey research and analysis, demographic data collection and analysis, database design and implementation, and GIS services. MIDAS is primarily funded by contracts with local organizations. MIDAS’ primary objectives include providing information and data analysis services for regional public policy analysis; servicing the needs of faculty and students working with quantitative data sources; working with and for local governmental organizations, non-governmental agencies, and the private sector on issues relating to the acquisition, management and analysis of quantitative data; and providing support to PPRC’s applied research and community/neighborhood development projects. During the five-year period currently under review, MIDAS accomplished the following projects and partnerships:

Workforce Information System (WIS):
2000 – Present Ongoing project currently in its seventh year. The WIS provides the St Louis Metropolitan Region with timely workforce information. This comprehensive database includes current estimates and projections on occupation demand and a current picture of the changing skills and job requirements of those occupations. Included in its comprehensive database are data on regional and county economies, demographics, labor force composition, and profiles of the education, training and employment communities.

Job Vacancy Surveys
2000 – Present Twice a year (in May and October), MIDAS surveys close to 2,500 local businesses throughout the two-state, twelve-county metropolitan region and provides current estimates and projections on occupation and skills demand. Complementing this information is data

Job Vacancy Follow-up Survey
2005 Provided follow-up survey to the job vacancy study

Labor Demand Surveys:
An extension of the Job Vacancy Surveys, these analyze specific employment sectors.

2002 Life and Plant Sciences
2002 Advanced Manufacturing
2003 HealthCare
2004 Information Technology
2004 Finance and Insurance
2005 Recreation, Tourism and Hospitality
2006 Construction
2006 Life and Plant Sciences

Skills Gap – Workforce Investment Boards
2005 Planning process to identify occupations in key sectors of the local economy and determine how the resources of the Workforce Investment Boards, community colleges and economic development agencies could address “skill gaps”.

Retail Sales Index
2004 This project currently is in progress

United Way Philanthropy Study
2004 Literature review of research on philanthropic macro trends, population segments and methods of communication used in fundraising

Migration Analysis Study:
2002, 2003, 2004, 2005  These studies examine population movements to, from, and within the St. Louis region, as well as influencing factors

Base Realignment and Closure Study
May, October 2006  A shortened version of the Job Vacancy Survey

St. Louis County Library Study
2004  Surveyed patrons to determine library user satisfaction and whether patrons would be willing to pay library fees for certain services

Regional Center for Education and Work Manufacturing Study (2006)

MIDAS Publications and Activities

During the five-year review period, MIDAS has produced several reports and publications, including:

“Economic Impact of the Closing of the Hazelwood Ford Plant on the St. Louis Metropolitan Statistical Area” (July 2002)


“A Brief Demographic and Spatial History of the St. Louis Region: 1950-2000” (July 2002), by David Laslo, Ph.D., Director, MIDAS

MIDAS has assisted the Applied Research unit on the following studies and projects:

- ARCHS – Social Services Agencies on-line database/search engine
- Student Loss
- NE Deanery Parishes
- School Violence
- Fair Housing Impediments Study
- Spirit of St. Louis Airport Maps


Public Finance Initiative:
The Public Finance Initiative (PFI) became a PPRC operational unit in 2005. The PFI conducts research on the policies – and the administration that implements them -- regarding governmental revenues and expenditures at the state and local level. The PFI aims to produce and communicate objective, high quality research that informs policy makers, administrators and other interested parties as well as raises new questions worthy of future study. Some projects compare practices or results in other states in order to bring the benefit of comparative knowledge to Missouri’s policy makers and administrators. Currently, the PFI has two focus areas for research: property tax policy and administration, and education finance. In both areas, most of the effect is local, but most of the policies are prescribed (and/or proscribed) by state policy makers. Furthermore, both of these policy areas are continually evolving, so new information is constantly in demand. The PFI anticipates adding additional focus areas within the next several years. Since its establishment in 2005, the PFI has accomplished the following projects:

**Missouri Growth Association and Sandy Rothchild and Associates**
2005 Studied property tax assessment ratios for three metropolitan counties for tax year 2003

Property Assessment and Review
2005 Built initial Missouri property tax database and reviewed statues and regulations
2005 Conducted a study of residential property tax ratios for St. Louis County properties

**Coalition to Fund Excellent Education**
2006 Examined Missouri’s property tax assessment policies, and at the impact of inequities on Missouri’s public school funding.

**Sansone**
2005 (ongoing) Produced six commercial ratio studies in three metropolitan counties for tax years 2003, 2005 and 2007. Also conducted nationwide survey of commercial ratio study practices.

**Missouri Joint Tax Policy Study**
2006 Studied Missouri property tax administrative issues and contrasted them with other relevant sates.

**Home Builder’s Association**
2006 Examined the relationship between property assessment levels and home age for single family properties in seven municipal counties.

**Home Builder’s Association and Missouri Growth Association**
2005 Examined the history and effect of the sue of productive values for agricultural property assessments.

**Murphy Property Tax Services**
2007 Provided services regarding St. Louis County commercial assessments for tax year 2003.

**Metropolitan Research Exchange Project**
Ongoing Archived property data for the St. Louis metropolitan region.

**Missouri General Assembly**
2006 Produced reports and policy briefs, provided consultation, an acted as expert witness at request of the Missouri General Assembly.
Public Finance Initiative Publications and Activities

Since its inception in 2005, the Public Finance Initiative has produced the following reports and articles:

“More Than Their Fair Share: Understanding How the Age of Homes Affects Property Taxes in the St. Louis Metropolitan Area” (February 2007)

“Disparity of Assessment Results: Why Missouri’s School Funding Formula Doesn’t Add Up” (October 2006)

“Missouri’s Agricultural Use Values -- A Review of Their History and Effects” (December 2005)

“An Analysis Comparing Property Tax Assessments to Sale Values in St. Charles County, St. Louis County, and St. Louis City” (July 2004)


“Disparate Property Assessments Affect All Municipalities”, published in the Missouri Municipal Review (Feb/Mar 2007)

The Public Finance Initiative research data has been used and the PFI staff has served as expert witnesses in several court cases, on behalf of Sansone, the State of Missouri Attorney General, the Coalition to Fund Excellent Education, and the State Tax Commission of Missouri.
The Photography Project: Point-of-View Series mirrors PPRC’s mission by spotlighting photographs that explore life in St. Louis neighborhoods from the perspective of the people who live and work in them. This mission reflects a change in the Gallery’s outreach since the last 5-Year Self Study. In 2003, current Gallery director Mel Watkin joined PPRC, and in 2004 she implemented a new, community based approach. The project relies on community photography, a highly specialized and somewhat uncommon area of the photographic arts in which the people who are usually the subjects of photo documentation become the photographers. By placing cameras in the hands of residents, the exhibits allow residents the opportunity to decide how their lives are portrayed. The gallery also engages the communities by placing the exhibits in the neighborhoods it portrays. All exhibits are on view in at least two locations, one in the community and one on UMSL’s campus, and each exhibit opens with gallery talks featuring the Photography Project staff and participants.

During the five-year period currently under review, the PPRC Photography Project featured the following exhibits and projects:

**Photography Exhibitions under the direction of Jean Tucker**  
All exhibitions open with a gallery talk by the photographer.

**2002**
- April 4-May 17, 2002, Behind the Walls: The Old City of Damascus, Dave Hanlon.
- May 24-June 28, 2002: St. Louis growth Through Maps: 1840-1870, in cooperation with the Mercantile Library, The Department of History and The Southern Industrial History Conference.
- July 9-August 30, 2002: Artists--South St. Louis, Bob Reuter
- September 9-October 31, 2002: Let’s Have Lunch, group show from Bonni BenRubi Gallery, New York.

**2003**
- September 17-November 18, 2003: The Price of Progress Photographs of the construction of the Page Avenue Extension, Michael Miles.

**2004**
- May 5 – August 6, 2004: Portraits Along the River, interviews by Thomas Krone and photographs by Bob Reuter.

**Point-of-View Exhibitions (under the direction of Mel Watkin):**
The mission of the PPRC Gallery changed to a community based project under direction of Mel Watkin. All exhibitions are on view at two locations: on UMSL campus and in the community. All exhibitions open with a gallery talk by Mel Watkin, the community group director, and project participants.

**2004**
- September 8 - December 22, 2004: Point of View: Old North St. Louis Restoration Group, PPRC Gallery at UMSL.
- September 10 - December 22, 2004: Point of View: Old North St. Louis Restoration Group Offices in Old North Restoration Group 2800 N. 14th St.
2005

January 12 – April, 13, 2005: Point of View: Gateway Greening’s Community Gardeners, PPRC Gallery at UMSL.

January 14 – April, 13, 2005: Point of View: Gateway Greening’s Community Gardeners, Dennis and Judith Jones Visitor’s and Education Center, Forest Park. Exhibition extended until May 29.

April 21 – August 30, 2005: Point of View: By Us, For Us and About Us, PPRC Gallery at UMSL.

April 22 – August 30, 2005: Point of View: By Us, For Us and About Us, St. Vincent’s Community Center, Page- dale.

June 29 – August 23, 2005: Gateway Greening Gardeners, Missouri Botanical Garden.


September 21 – December 21, 2005: Point of View: Heritage Preservation Youth Training Project, PPRC Gallery at UMSL.

2006

January 31 to April 26, 2006: Point of View: From Bosnia to Buerkle Middle School, PPRC Gallery at UMSL.

February 1 to April 26, 2006: Point of View: From Bosnia to Buerkle Middle School, Grbic’s Restaurant

May 2 – September 26, 2006: Point of View: Stars and Heroes Does 2Read + 2Write = 4Music, PPRC Gallery at UMSL.

May 9 – September 26, 2006: Point of View: Stars and Heroes Does 2Read + 2Write = 4Music, William D. Tharp Civic Center, 8720 Jennings Station Road, Jennings.

2007

October 10, 2006 – January 5, 2007: Point-of-View: Think Tank, PPRC Gallery at UMSL.


November 14, 2006: SPECIAL EVENT: Point-of-View: Think Tank on view at the annual Alzheimer’s in Focus meeting, Hilton St. Louis Frontenac, 1335 S. Lindbergh.

January 16 – May 4, 2007: Point-of-View: CASA, PPRC Gallery at UMSL.

January 23 – March 15, 2007: Point-of-View: CASA, World Trade Center St. Louis, 10th floor, 121 S. Meramec,

Clayton.

April 3 Special Event: Point-of-View: CASA, on view all evening in Celebration of CASA, Nestle Purina Headquarters, St. Louis.


Community History Research and Design Services

PPRC’s Community History Research and Design Services (CHRDS) unit was developed in 2002 to help communities rediscover their past in order to consciously direct the future.

The CHRDS program channels University resources — faculty expertise, student energy — to individuals and groups seeking stronger, richer communities through the practical application of historical research. CHRDS also aims to enhance the educational experience of students at University of Missouri—St. Louis by providing them training through hands-on history projects. The core of the program revolves around collaboration between students and faculty in history, museology, and urban archaeology.

CHRDS projects involve cataloging indexing and organizing community historical documents; developing research projects around a particular community’s needs, assisting in the creation of a local identity, identifying and pursuing funding, and interpreting and publicizing community history.
**PPRC Financials:**

The Public Policy Research Center Financial report looks at the position of the PPRC as it has performed financially over the last five-year period. This report looks at the cash flow of PPRC, comparing its major funding sources.

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</thead>
<tbody>
<tr>
<td>Total # of Proposals</td>
<td>17</td>
<td>46</td>
<td>34</td>
<td>44</td>
<td>32</td>
</tr>
<tr>
<td>Total # of Projects</td>
<td>13</td>
<td>9</td>
<td>15</td>
<td>26</td>
<td>37</td>
</tr>
</tbody>
</table>

| INCOME (actual dollars, not budgeted project dollars) |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Gen Rev Allocation       | $493,698.00       | $420,834.00       | $429,248.00       | $433,684.00       | $390,514.00       |
| Grants and Contracts     | $883,583.00       | $870,149.00       | $756,226.00       | $958,211.00       | $979,327.00       |
| Grant Incentive Funds    | $31,899.00        |                  | $1,345.00         | $214.00           | $2,000.00         |
| Urban Neighborhood       | 245,408.00        | 258,702.00        | 189,228.00        |                  |                  |
| Internal Contracts       | 107,393.00        | 19,500.00         | 47,309.00         | 52,985.00         | 157,503.00        |
| Des Lee                  | 85,918.00         | 60,206.00         | 81,841.00         | 64,923.00         | 66,025.00         |
| Misc Income              | 15,226.00         | 54,821.00         | 56,370.00         |                  | 120,491.00        |
| TOTALS                   | $1,863,125.00     | $1,752,252.00     | $1,561,567.00     | $1,685,856.00     | $1,793,208.00     |

| % change                  | (0.06)            | (0.12)            | 0.07              | 0.06              |

| EXPENSES                  |-------------------|-------------------|-------------------|-------------------|-------------------|
| Salary and Benefits       | $881,149.00       | $916,258.00       | $893,361.00       | $1,085,263.00     | $970,407.00       |
| Dept Operating            | 368,212.22        | 345,923.00        | 440,704.00        | 371,318.00        | 302,812.00        |
| Indirect                  | 94,777.00         | 48,497.00         | 64,102.00         | 134,446.00        | 149,167.00        |
| Fellows Support           | 36,267.00         | 33,950.00         | 43,000.00         | 25,000.00         | 15,000.00         |
| Capital Expenditures      | 22,542.00         |                  |                  | 13,496.00         | 25,000.00         |
| Misc/Special Situations   | 171,063.00        | 27,479.00         | 15,650.00         | 15,546.00         | 15,000.00         |
| TOTALS                    | $1,574,010.22     | $1,372,107.00     | $1,456,817.00     | $1,645,069.00     | $1,477,386.00     |

<p>| Carryover to Next FY      | $289,114.78       | $380,145.00       | $104,750.00       | $40,787.00        | $315,822.00       |</p>
<table>
<thead>
<tr>
<th>FY</th>
<th>Total funds</th>
<th>Grants/Contracts</th>
<th>GenAlloc</th>
<th>Internal Contracts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fy2003</td>
<td>1,863,125</td>
<td>883,583</td>
<td>493,698</td>
<td>107,393</td>
</tr>
<tr>
<td>Fy2004</td>
<td>1,752,252</td>
<td>870,149</td>
<td>420,834</td>
<td>19,500</td>
</tr>
<tr>
<td>Fy2005</td>
<td>1,561,567</td>
<td>756,226</td>
<td>429,248</td>
<td>47,309</td>
</tr>
<tr>
<td>Fy2006</td>
<td>1,685,856</td>
<td>958,211</td>
<td>433,684</td>
<td>52,985</td>
</tr>
<tr>
<td>Fy2007</td>
<td>1,793,208</td>
<td>979,327</td>
<td>90,514</td>
<td>157,503</td>
</tr>
</tbody>
</table>

**PPRC 5-Year Financials**

- Total funds
- Grants/Contracts
- GenAlloc
- Internal Contracts

**Fiscal Year**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fy2003</td>
<td></td>
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<tr>
<td>Fy2004</td>
<td></td>
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<tr>
<td>Fy2005</td>
<td></td>
</tr>
<tr>
<td>Fy2006</td>
<td></td>
</tr>
<tr>
<td>Fy2007</td>
<td></td>
</tr>
</tbody>
</table>

**PPRC 5-Year Financials**

- Total funds
- Grants/Contracts
- GenAlloc
- Internal Contracts
PPRC relies on a professional staff of more than twenty. The Center is organized around its Professional staff and its Core staff. The Professional staff’s skills include qualitative and quantitative research, database administration, GIS, and data analysis. Each of PPRC’s operational units is managed by a director. The Core staff brings a variety of communications, public relations, accounting and office management skills to the team. In addition, PPRC makes a point to offer diverse roles for students, both at the undergraduate and the graduate level. PPRC operates as a policy laboratory for students, bringing them opportunities for experiential learning as well as employment that will help them develop their skills.
PPRC’s Core Approaches

PPRC’s core approach is to pursue active collaboration and to form partnerships, both internally at the University of Missouri - St. Louis, and externally, throughout the St. Louis metropolitan region. PPRC seeks to build relationships and credibility with administration and academic departments within the UM system while performing within our identified areas of expertise and service and geographic scope. Outside the University, PPRC seeks to distinguish itself as a non-biased research institution. These approaches are summarized in the table below.

<table>
<thead>
<tr>
<th>Collaborators</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal</strong></td>
<td></td>
</tr>
<tr>
<td>Inter-Divisional</td>
<td>PPRC’s three divisions shall work collaboratively on the development of PPRC research infrastructure, including personnel, technological equipment, software, and databases.</td>
</tr>
<tr>
<td>Faculty</td>
<td>PPRC shall actively seek collaboration with faculty through joint appointments, participation as subcontractor on faculty sponsored research projects, opportunities for consultation. This collaboration will include working with other campus research centers such as the Center for Transportation Studies, the Center for the Humanities, the Regional Center for Education and Work, the E. Desmond Lee Technology &amp; Learning Center, and the Center for International Studies, among others.</td>
</tr>
<tr>
<td>Community Partners</td>
<td>PPRC shall engage community partners not only through contract research project, but also opportunities for discussion of regional metropolitan issues. In this capacity, PPRC shall serve as convener through conferences, seminars, and workshops.</td>
</tr>
<tr>
<td>University Partners</td>
<td>In addition PPRC shall engage St. Louis area Universities in applied research development projects such as the Metropolitan Data Alliance and the St. Louis Metropolitan Research Exchange.</td>
</tr>
</tbody>
</table>

These approaches were developed in response to the recommendations from the 2002 Self-study, as well as through PPRC’s 2006 strategic planning process. The previous Self-study repeatedly emphasized the need for PPRC to establish a stronger campus and community presence, and PPRC has given great weight to these recommendations. To further implement these recommendations, PPRC has also identified its core competencies and areas of expertise. These competencies are the base from which it must build over the next five years.

**Core Competencies**

**Communications**
Meetings, Conferences, Logistics
Publications:
-- Policy Briefs, PPRC website, Research Reports, St. Louis Metromorphosis Book Series
Point-of-View Photography Project and Gallery

**Applied Research**
Asset Mapping
-- Demographic Analysis
Needs Assessment, Policy Analysis, Program Evaluation, Spatial Analysis, Survey Research
Database Development

**Subjective Competencies**
Community History
Culture
Early childhood Education
Education Finance
PreK-12
Housing
Regional Economy
State and Local Tax Policy
Urban Revitalization
Workforce Development
Looking Ahead -- The five-Year Plan: Defining Goals and Recommendations, Measuring Our Impact

The PPRC undertook a strategic planning process in mid-2006 that included an environmental scan and a full-day workshop with both University and community stakeholders. A core planning team worked with a consultant to develop the strategic planning process and a writing team evaluated the outcomes of the workshop.

The University of Missouri - St. Louis Action Plan includes priorities for improving the quality of research and enhancing civic engagement. PPRC’s Strategic Plan emphasizes the ways that PPRC shall play a significant role in contributing to these two campus priorities in the years covered by the Action Plan. The following strategic goals and measures were identified during the process:

1. Respond to the Research Needs of Civic and Public Organizations, Particularly Intermediary Organizations, in Metropolitan St. Louis.

   **Current status** – PPRC engages civic and public organizations by responding to competitive requests for proposals and to sole-source solicitations.

   **Five-year goal** – PPRC shall emphasize building relationships with intermediary organizations in metropolitan St. Louis.

   **Measurable outcome** – PPRC shall annually work with multiple organizations on sponsored research projects responding to client-driven needs.

2. Expand the Geographic Focus from Metropolitan St. Louis to the State of Missouri

   **Current status** – PPRC has in recent years focused its engagement of civic and public organization in the metropolitan St. Louis area. As the St. Louis campus of the University of Missouri, PPRC has focused its efforts on building relationships with the civic and public sector communities in the metropolitan area.

   **Five-year goal** – PPRC should both respond to opportunities for research and actively work to develop relationships with civic and public sector organizations in the State of Missouri. This goal directly acts on the second goal of the civic engagement priority in UMSL’s Action Plan. That goal states, “Promote opportunities to contribute more to public policy development across the state.”

   **Measurable outcome** – All PPRC Divisions shall develop sponsored research projects with civic and/or public sector organizations in the State of Missouri.

3. Seek Opportunities for PPRC-Directed Policy Research

   **Current status** – PPRC has developed expertise in a number of subject areas and occasionally has responded to a federal notice of funding availability. These research opportunities have been episodic and not systematic in defining research issues and deliberately seeking funding. PPRC has not received research support from any foundation resources.

   **Five-year goal** – PPRC shall work with the Office of Research Administration to pursue opportunities for federal funding that are appropriate for PPRC’s research agenda and meet campus priorities. PPRC shall pursue foundation and similar sources for research resources that support PPRC’s research agenda.

   **Measurable outcome** – PPRC shall annually secure funding for one PPRC-directed research project.
Objectives:

Public Policy Research Center/Public Policy Administration
Public Policy Administration (PPA) incorporates research, service, and teaching missions in the area of public policy. While there have been various forms of contact and cooperation between PPRC and PPA, the full potential for the benefit to the campus and to the community of a strategic partnership has never been explored. PPRC shall meet regularly with the key personnel in PPA during the 2006 – 2007 academic year to establish full communication of activities in both groups and to develop a strategic direction for collaboration among the project, programs, and publications of PPRC and PPA.

Communications
PPRC shall use effective communications to build upon the collaborative relationships it establishes with internal and external partners and to disseminate information from its applied research. These efforts shall include periodical newsletters and organizational publications; annual reviews; media relations; and implementation of the PPRC website as an active and useful public engagement tool.

Advisory Committee
The strategic goal of responding to community-directed research and the strategic approach of collaboration can be furthered by renewing the PPRC Advisory Committee. At the strategic planning workshop a number of models were proposed. One model would structure the Committee with members who have the capacity to provide keen insight into PPRC’s research mission, identifying research opportunities/gaps, assisting with public engagement issues that are controversial, review and comment on documentation in PPRC research study reports. The other model would emphasize the linkage to the community. There were two variations on this theme. One would structure the Committee to represent various constituencies and the role of members would be to serve as a linkage to those constituencies. The other would select Committee members for their ability to link PPRC to resources to conduct research projects. Some thought these two roles could be effectively balanced on the Committee. PPRC shall propose to the Provost a revised membership for the Advisory Committee. The Committee shall include approximately 25 members with representation from both the campus and the community. The purpose of the Committee will be to provide PPRC staff strategic analysis of its current and proposed research projects and agenda.

Organizational Efficiency
PPRC will consider how to produce the proposed program or service as efficiently as possible and continually use quality improvement principles to our work.

Peer Institutions
PPRC is one of many applied research centers serving urban-based public universities. The strategic planning consultant as part of the environmental scan conducted interviews with the director of four similar research centers at other public universities. The interviews documented that the primary difference between those centers and PPRC are in the areas of scope of activity and engagement with university faculty. PPRC shall identify a comparison group of five applied research centers that can serve as effective models of both university and community engagement.