



Local Leadership Management Strategy Discussion Meeting

Meeting Notes

August 19, 2015

10:00am – 2:00pm

Summary of Actions:

- Jurisdictional representatives who have summaries of the outreach and training programs their jurisdictions have in place, will be sending those summaries out to the group.
- A draft workplan will be distributed to the group and everyone will be given a chance to comment.

I. Welcome, Introductions

Mike Foreman, VA DCR

II. Recap and Review Workgroup Priorities Workplan Activities

Reggie Parrish, EPA CBPO

- This workgroup's kick off meeting was July 29. At this meeting, we began the work to use the Management Strategy that was finalized at the end of June and begin to discuss the activities that will we will commit to in the workplan.
- The Management Strategy included four management approaches, each with specific activities that could be implemented to accomplish the approaches. All of these activities are interrelated, but meeting participants on July 29 were able to vote on which activities were their top three priorities.
- The main takeaways from the July 29 meeting:
 - We need to focus on the way we are going to measure our success in accomplishing our goal.
 - We don't need to reinvent the wheel. There are a lot of programs that are already doing the work we are talking about. For each activity, we need to ask how we can find out what is going on before we initiate new projects and programs.
 - It is important to consider our activities in terms of a critical path forward.
- The four management approaches are:
 - Develop, enhance and expand training and leadership programs
 - Increase peer to peer knowledge transfer to local officials
 - Improve transfer of knowledge to locals
 - Identify and improve key knowledge and information sources
- "Local officials" is defined as local elected and appointed officials and senior departmental staff. These are the individuals that we are targeting to increase the knowledge and capacity of.
- There is a need for us to determine what our distinct role is in bringing together all of the ongoing activities related to our goal and outcome.
 - A gap analysis of the current leadership programs may need to be one of the first workplan activities.

- Andy Fellows: It seems important to get the knowledge transfer to the state regulatory agencies. It seems like if we could have the state regulators to “own” what we’re talking about, we could continue to transfer knowledge to local officials.

III. Conceptual Implementation Approach

Reggie Parrish and Greg Allen, EPA CBPO

- Greg Allen and Reggie Parrish discussed a strategic vision for moving forward in the workplan with a critical path in mind. It’s possible that we’re headed toward developing a leadership program and the elements of the Management Strategy fit together under one larger effort. There are critical phases:
 - Assess information about existing programs.
 - Design specific content.
 - Build the program.
 - Continually improve the program by looping back on the design and program through adaptive management.
- Suzanne Etgen: In terms of assessment, leadership outcomes are very different from acquisition of knowledge with regard to Bay clean up. We need to determine what leadership outcomes we would like to improve. Is there a plan to do some audience assessment of local leaders?
 - Bevin Buchheister: The CBC assessment has done that audience assessment as part of our assessment of leadership programs. The Hughes Center of Agroecology has also done that just for Maryland.
- Charlie Stek – It’s not so much content knowledge but also procedural knowledge that local officials need. People are looking for success stories in each of these different categories that have actually worked for others. Procedure refers to models, what has worked and can apply to other areas (i.e., how they got there, where they got the money from, what did it take to get it in place).
- Greg Evans: There is an underlying assumption that everyone wants to be a part of a leadership program. It’s important to assess whether or not this political level of people will find value in this.

IV. Developing Draft Two Year Workplan

All

- Highlight examples and discuss key steps, partners, timelines for workgroup priorities in 2year workplan
- **#1 Develop, enhance, expand training and leadership Programs** (examples: CBC – Assessment of Local Leadership Development Programs)
 - Bevin Buchheister provided a summary of the Local Leadership Synthesis projects which is underway by a group of experts in local government and education. They are assessing the current ongoing local leadership programs to determine if there is a need for a new program to target local officials or if there is an existing program that can be improved in some way.
 - The group looked at ten programs and found that there wasn’t one program that was primarily focused on Bay restoration.
 - Takeaways:
 - Target elected officials. Senior officials have longevity in their roles and already have the content knowledge. Senior staff should be able to come if the elected officials want to bring them.

- Organize the programs to be delivered by state, region, and different tracts (i.e., stormwater for urban/suburban officials and agriculture for rural officials).
- The group developed three delivery options:
 - Model after Sustainable New Jersey. Localities are certified for various different sustainable practices.
 - State organized programs with a loosely organized advisory committees for each state.
 - RFPs released by the Bay Program that various organizations could compete for to implement various programs based on topics.
- **#2 Increase Peer to Peer knowledge transfer** (examples: City of Annapolis and City of Newport Rhode Island; smaller scale and more localized efforts)
 - Annapolis has been involved in a peer to peer relationship with the city of Newport, RI. This is a high level relationship that was funded through the Environmental Finance Center.
 - The group discussed existing models and needs for future peer to peer programs.
 - **ACTION:** Jurisdictional representatives who have summaries of the outreach and training programs their jurisdictions have in place, will be sending those summaries out to the group.
- **#3 Improve Transfer of knowledge to locals** (examples: Municipal Online Stormwater Training (MOST) Center, state association meetings (MACO, VACO), regional and watershed wide forums)
 - Andy Fellows presented an example of knowledge transfer to locals: MOST (Municipal Online Stormwater Training), which is an online resource designed to be a 24 hour resource for knowledge, resources, and training on stormwater. This project is still in the development phase. This resource will be interactive so that leaders can ask questions. Content is currently being developed by the Environmental Finance Center and the Low Impact Development Center.
 - Important to truly understand the audience to which we need to transfer knowledge.
- **#4 Identify and improve key knowledge and information sources** (examples: survey existing training organizations, review training programs and online resources, identify Cross GIT materials relevant to local officials)
 - This approach focuses on the content, knowledge, and trusted sources.
 - Some trusted resources include: chambers of commerce, local newspapers, local government associations. Trusted sources differ in each state and locality.
 - In the future, it may be helpful to create a listserv with watershed briefs for local officials that is similar to the Bay Brief.
 - Who do we trust and how can we build a relationship with those sources?
 - The Bay Journal has a syndication arm to do shorter and more general public worthy articles that they distribute to watershed wide news networks. We already have a network set up but we would need to go through Bay Journal to access it.
 - We need factual information out there that specifically relates to our target audience.

- Under the Bay Agreement we need metrics and actions to get something done so we need to working on the feedback loop.

V. Summary, Wrap Up, and Next Steps

- **ACTION:** A draft workplan will be distributed to the group and everyone will be given a chance to comment.

Meeting Attendance:

Charlie Stek, CAC
 Julie Pippel, Washington County, MD
 Diane Davis, DDOE
 Jennifer Walls, DE
 Nancy Nunn, Hughes Center for Agroecology
 Joan Salvati, VA DEQ
 Andy Fellows, Mayor of College Park, MD, EFC
 Carin Bisland, EPA
 Jessica Blackburn, CAC
 Rhonda Manning, PA DEP
 Sarah Taylor Rogers, Hughes Center for Agroecology
 Samantha Watterson, CRC
 Mark Charles, Rockville, MD
 Ellen Moyer
 Suzanne Etgen, WSA
 Greg Allen, EPA
 Bevin Buccheister, CBC
 Trish Carothers, Susquehanna Greenway Partnership
 Mike Foreman, VA DCR
 Greg Evans, VA DOF
 Reggie Parrish, EPA
 Maria Broadbent, Annapolis, MD
 Mary Gattis, LGAC
 Matthew Pennington, WV
 Christopher Thompson, Lancaster, PA
 Julie Winters, EPA
 Phillip Stafford, MD DNR
 Les Knapp, MACO