

Local Government Forum Report:

Developing Collaborative Watershed Partnerships

Appendices



Appendix A

List of Local Government Forum Participants

2021 Local Government Forum Participants	
Richard Baugh, LGAC, VA Delegation	Tanner Haid, West Virginia Rivers
Jessica Blackburn, Alliance for the Chesapeake Bay	Amy Handen, U.S. Environmental Protection Agency *
Patti Bohnsack, Alliance for the Chesapeake Bay	Josh Hastings, LGAC, MD Delegation
Heidi Bonnafon, Metro-Washington Council of Governments	Michael Helfrich, LGAC, PA Delegation
Phil Briddell, LGAC, PA Delegation	Bryan Hofmann, Friends of the Rappahannock *
Patty Bubar, LGAC, MD Delegation	Harry Huntley, Chesapeake Conservancy
Wyatt Carpenter, Virginia Commonwealth University	Donna Iannone, LGAC, PA Delegation
Laura Cattell Noll, Alliance for the Chesapeake Bay *	Steven Johnson, Queen Anne's County, MD
Kathryn Cloyd, Oxford Borough, PA	Anna Killius, Citizens Advisory Committee
Meg Cole, Chesapeake Research Consortium	Danny Lapin, LGAC, NY Delegation
Jennifer Cotting, University of Maryland Environmental Finance Center	Lewis Lawrence, Middle Peninsula Planning District Commission
Ola-Imani Davis, Alliance for the Chesapeake Bay *	Julie Lawson, Citizens Advisory Committee
Nissa Dean, Alliance for the Chesapeake Bay *	Mike Lovegreen, Citizens Advisory Committee
Mark Dobbins, LGAC, MD Delegation	Leo Lutz, LGAC, PA Delegation
Michelle Edwards, Rappahannock-Rapidan PDC	John Maleri, DC Department of Energy & Environment
Amber Ellis, James River Association	Jennifer Miller Herzog, Land Trust Alliance *
Liz Feinberg, National Fish and Wildlife Foundation	Nancy Nunn, University of Maryland
Rachel Felver, Alliance for the Chesapeake Bay *	Matthew Pennington, WV Eastern Panhandle Regional Planning and Development Council
Sheila Finlayson, LGAC, MD Delegation	Don Phillips Jr., LGAC, DE Delegation
Mike Foreman, University of Virginia *	Lucinda Power, U.S. Environmental Protection Agency *
Barbara Gavin, The Elizabeth River Project	Jennifer Raulin, MD Department of Natural Resources *
Alan Girard, Chesapeake Bay Foundation *	Jake Reilly, National Fish and Wildlife Foundation
Jasmine Gore, LGAC, VA Delegation	Robin Rich-Coates, LGAC, VA Delegation
Kasha Griva, Lemoyne Borough, PA	Amanda Rockler, University of Maryland
Penny Gross, LGAC, VA Delegation	Elizabeth Ronston, Chesapeake Bay Foundation

Appendix A

2021 Local Government Forum Participants (cont.)	
Jodi Rose, Interfaith Partners for the Chesapeake	Andrew Szwak, Land Trust Alliance *
Kristen Saacke-Blunk, National Fish and Wildlife Foundation *	John Thomas, LGAC, PA Delegation
James Shallenberger, Susquehanna River Basin Commission	Wendy Walsh, Upper Susquehanna Coalition
Ann Simonetti, LGAC, PA Delegation	James Wheeler, LGAC, PA Delegation
Britt Slattery, National Parks Service *	Ashley White, County Commissioners Association of Pennsylvania
Phil Stafford, MD Department of Natural Resources	Bruce Williams, LGAC, MD Delegation
Jennifer Starr, Alliance for the Chesapeake Bay *	Justin Williams, VA Department of Environmental Quality
Kathy Stecker, MD Department of the Environment *	Kate Wofford, Alliance for the Shenandoah *
James Sullivan, DE Department of Natural Resources and Environmental Control	

Additional Planning Team Representatives (who were unable to attend the Forum)	
Jenna Mitchell, Alliance for the Chesapeake Bay	

* Served on the Forum Planning Team

Appendix B

BACKGROUND NFWF/LGAC Local Government Forum Developing Collaborative Watershed Partnerships June 3, 2021

This document is intended to provide participants in the Local Government Forum with foundational information and an understanding of the preliminary recommendations for addressing the problem identified below. We ask that all participants review this information in advance and that you come to the meeting prepared to contribute to the development of specific actionable recommendations.

Meeting Goal

By the end of the day, we expect to have specific recommendations to provide to the Chesapeake Bay Program leadership (Chesapeake Executive Council, Principals' Staff Committee and Management Board) for their consideration and action. These recommendations will identify innovative, varying, and unique community partnership opportunities and address barriers to local government-led or facilitated collaboratives that enhance and accelerate watershed restoration efforts.

Introduction and Problem Statement

Local elected officials serve the public good and represent the interests of all citizens in their community. They are tasked with identifying community needs and determining priorities. To support these tasks, information is gathered from interacting with citizens through committees, commissions, and boards as well as community and council meetings. These conversations offer an opportunity for partnerships and collaborations.

Problem Statement: (updated with Forum participants suggestions)

As communities face increasing challenges that exacerbate competing priorities, issues related to watershed health (including habitat, storm-, waste-, and drinking water) heighten the need for local decision-makers to enhance capacity, funding and coordination with federal, state, regional and local partners to enable collaborative approaches that foster support and action.

Background

The Chesapeake Bay Program's Local Government Advisory Committee (LGAC)'s mission is to share the views and insights of local elected officials with state and federal decision-makers and to enhance the flow of information among local governments about the health and restoration of the Chesapeake Bay watershed. The overarching goal is to engage, empower and facilitate local government participation in the design, development and implementation of programs that protect and restore the watershed. This is achieved in many ways including designing strategies for the following:

- Recognize the unique characteristics of local governments including authority, size, scope of responsibility etc. and there is no one perfect strategy for all local governments,
- Encourage engagement and supportive actions by local governments to watershed restoration efforts,
- Encourage constructive cross-jurisdiction and regional efforts, as appropriate,
- Facilitate dissemination of information about effective process and program models.

Appendix B

Social science frameworks, including ones that enhance collaboration, inform efforts towards successful implementation that reduces pollution and restores the Chesapeake Bay. The importance of humans and behavioral change is essential to the Bay's restoration and protection effort. Investments in social capital build the support and capacity necessary to increase our effectiveness, to learn and adapt as things change, and to build community resilience as future threats emerge.

The 2014 Chesapeake Bay Watershed Agreement articulated specific social science related commitments in the vision, principles, goals and outcomes. Specifically, in the Agreement Principles, it states "we commit to exploring using social science to better understand and measure how human behavior can drive natural resource use, management and decision-making." This language has inspired and stimulated significant interest within CBP goal teams, workgroups, and advisory committees to apply social science frameworks to our work.

The significance of increasing local governments' utilization of social science frameworks and tools that enhance collaboration, as explored through this Forum, are directly tied to the Bay Agreement strategy that aims to build social science capacity within the partnership and around the watershed. By addressing the complexities of influencing human behavior, our solutions will be more successful, effective and long lasting. Funding organizations, like the National Fish and Wildlife Foundation, have already incorporated funding strategies that advance collaborative work through its grant awards.

Assumptions

The Forum Planning Team helped LGAC identify the key barriers to building local restoration-minded partnerships. We developed a set of assumptions to guide and focus the day, since this is a broad topic that involves many partners and varying local demand and supply.

The following are the guiding set of assumptions:

- Regional partnerships and collaborations do occur and are effective.
- Creating a collaborative as part of the planning process may save time and funds and may help to reduce potential conflicts.
- Collaborative local government planning will result in a more efficient, actionable, robust and comprehensive effort.
- Promoting effective communication, collaboration and cooperation for environmental planning and financing across the watershed will aid in these efforts.
- Local economies and budgets continue to be challenged now and in the foreseeable future.
- There is a tendency to focus on immediate mitigation needs, but longer-term green infrastructure/nature based implementation requires a plan, energy, time and funding.
- Changing the culture for this work is key, essentially having a plan ahead of seeking funding, and will result in building and developing the local constituents as a network of implementers.
- Successful and sustainable collaborative partnerships require more time to develop than a "project" and are founded on building trust and relationship with participants.
- Successful collaboratives share some attributes that are scalable from small, rural communities to larger, metropolitan ones, and unique needs for environmental health and resilience may vary from locality to locality.

Appendix B

- Pursuing projects that provide environmental adaptation and/or mitigation and also provide water quality, recreational, educational, and natural resource benefits are a priority for efficient use of limited resources and tying these multiple benefits together are important for leveraging and heightening local support.
- There are challenges with local capacity and adequate resources to address problems related to resilience.
- State policies and funding/technical assistance vary across the watershed. Frequently these policies and grant programs are not communicated well, so they may be unknown, or complicated to understand, so local governments are not willing to apply/or have the capacity to do so. Applications take time and ability.
- Partnerships are critical in helping many local governments to effectively address local watershed priorities by improving funding, capacity, coordination, and public support.
- Resources from the federal American Rescue Plan Act offer a unique opportunity to invest in infrastructure.

The barriers identified by the Forum Planning Team include the challenges below. These barriers present obstacles for local governments and local partnerships to overcome. Developing recommendations to surmount these barriers are expected to result in collaborative partnership opportunities.

- Staff Capacity
- Technical Assistance and Resources
- Equitable Collaboration & Community Engagement
- Political Will
- Innovative Approaches
- Water Quality Mitigation and Restoration Funding
- Starting a Collaborative

Appendix C

Agenda



Forum Agenda: Developing Collaborative Watershed Partnerships Thursday, June 3rd, 2021 | 10:00 a.m - 4:00 p.m.

Email Ola-Imani Davis at odavis@allianceforthebay.org for Zoom access information

Meeting materials and handouts can be found on the meeting page below

https://www.chesapeakebay.net/what/event/local_government_advisory_committee_june_2021

This meeting and breakout sessions will be recorded for accuracy of meeting notes.

Meeting Goal: By the end of the day, we will have specific recommendations to provide to the Chesapeake Bay Program leadership for their consideration and action for thoughtfully addressing community partnership opportunities and collaborative work to continue building watershed restoration efforts.

10:00 a.m.	Welcome/Introductions	Jasmine Gore Local Government Advisory Committee
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10:15 a.m.	Workshop Overview/Purpose	Jennifer Starr Alliance for the Chesapeake Bay
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10:20 a.m.	Problem Statement Discussion	Jennifer Starr Alliance for the Chesapeake Bay
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Problem Statement: *As communities face increasing challenges that exacerbate competing priorities, issues related to watershed health (habitat, storm-, waste-, and drinking water) heighten the need for local decision-makers to enhance capacity and coordination with regional and local partners to enable collaborative approaches that foster support and action.*

10:35 a.m.	Review Assumptions	Mike Foreman Institute for Engagement & Negotiation, University of Virginia
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- Regional partnerships and collaborations do occur and are effective.
- Creating a collaborative as part of the planning process may save time and funds and may help to reduce potential conflicts.
- Collaborative local government planning will result in a more efficient, actionable, robust and comprehensive effort.
- Promoting effective communication, collaboration and cooperation for environmental planning and financing across the watershed will aid in these efforts.
- Local economies and budgets continue to be challenged now and in the foreseeable future.
- There is a tendency to focus on immediate mitigation needs, but longer-term green infrastructure/nature based implementation requires a plan, energy, time and funding.
- Changing the culture for this work is key, essentially having a plan ahead of seeking funding, and will result in building and developing the local constituents as a network of implementers.
- Successful and sustainable collaborative partnerships require more time to develop than a “project” and are founded on building trust and relationship with participants.
- Successful collaboratives share some attributes that are scalable from small, rural communities to larger, metropolitan ones, and unique needs for environmental health and resilience may vary from locality to locality.

Appendix C

- Pursuing projects that provide environmental adaptation and/or mitigation and also provide water quality, recreational, educational, and natural resource benefits are a priority for efficient use of limited resources and tying these multiple benefits together are important for leveraging and heightening local support.
- There are challenges with local capacity and adequate resources to address problems related to resilience.
- State policies and funding/technical assistance vary across the watershed. Frequently these policies and grant programs are not communicated well, so they may be unknown, or complicated to understand, so local governments are not willing to apply/or have the capacity to do so.
- Partnerships are critical in helping many local governments to effectively address local watershed priorities by improving funding, capacity, coordination, and public support.
- Resources from the federal American Rescue Plan Act offer a unique opportunity to invest in infrastructure.

11:00 a.m. Break

11:10 a.m. Collaborative Case Studies: Overcoming Barriers to Collaborative Restoration Work

- Staff Capacity - [Safe Water Conservation Collaborative](#) (WV) Tanner Haid, West Virginia Rivers
- Technical Assistance - [Upper Susquehanna Coalition](#) (NY) Wendy Walsh, Upper Susquehanna Coalition
- Equitable Collaboration & Community Engagement - [Walkable Watersheds](#) (VA) Amber Ellis, James River Association
- Political Will - [Elizabeth River Project](#) (VA) Barbara Gavin, The Elizabeth River Project
- Innovative Approaches - [Chiques Creek Restoration Initiative](#) (PA) James Shallenberger, Susquehanna River Basin Commission
- Water Quality Mitigation & Restoration Funding - [Alliance for the Shenandoah Valley](#) (VA) Kate Wofford, Alliance for the Shenandoah
- Needed Startup Time - [Healthy Waters Round Table](#) (MD) Alan Girard, Chesapeake Bay Foundation

12:30 p.m. Lunch

1:00 p.m. Breakout Room Discussions and Moderators

- Barrier #1/Group 1 - Staff Capacity Jasmine Gore
- Barrier #2/Group 2 - Technical Assistance and Resources Kristen Saacke Blunk
- Barrier #3/Group 3 - Equitable Collaboration & Community Engagement Julie Lawson
- Barrier #4/Group 4 - Political Will Jen Cotting
- Barrier #5/Group 5 - Innovative Approaches Josh Hastings
- Barrier #6/Group 6 - Water Quality Mitigation & Restoration Funding Nissa Dean
- Barrier #7/Group 7 - Starting a Collaborative Nancy Nunn

2:15 p.m. Break

2:25 p.m. Report Outs of Top Recommendations Mike Foreman
Institute for Engagement & Negotiation, University of Virginia

3:15 p.m. Closing Message Jennifer Miller Herzog
Land Trust Alliance

3:35 p.m. Final Remarks and Next Steps Mike Foreman
Institute for Engagement & Negotiation, University of Virginia

4:00 p.m. Adjourn

Appendix D

Case Study Presentations

For access to each presentation, please visit the [2021 Forum meeting webpage on ChesapeakeBay.net](http://2021.Forum.meeting.webpage.on.ChesapeakeBay.net).

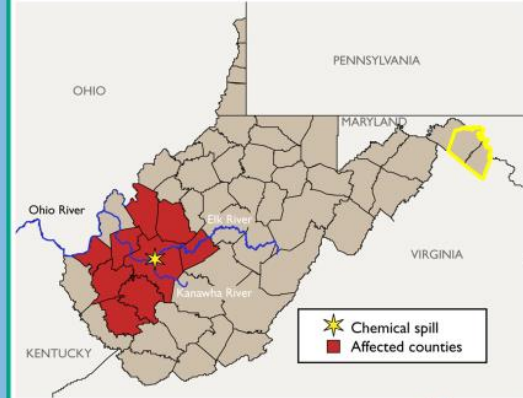
1. Safe Water Conservation Collaborative (WV), Tanner Haid, West Virginia Rivers Barrier addressed: Staff Capacity



LOCAL GOVERNMENT FORUM: DEVELOPING COLLABORATIVE WATERSHED PARTNERSHIPS
JUNE 3RD, 2021
10:00-4:00

A brief history...

- **January 2014** – Elk River Chemical Spill
- **March 2014** – SB 373 requiring all water utilities to have Source Water Protection Plans
- **July 2016** – SWPPs go into affect across the state
- **2017-2018** – WV Rivers creates Safe Water for WV Program and begins forming Safe Water Conservation Collaborative
- **2019-2020** – hired part-time coordinator, initial successes
- **2021** – strategic plan implementation



Map from: Risk, Uncertainty, and Institutional Values in the 2014 West Virginia Chemical Spill
Hazard & Losses for State and Local Citizens
Case Studies in the Environment September 2017, DOI, <https://doi.org/10.1016/j.env.2017.08.004>



Who we are

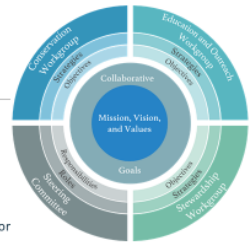


What we do

Mission "Protecting Drinking Water through Land Conservation"

Vision "A vibrant network collaborating on land conservation and stewardship practices to protect safe, clean drinking water for communities in the Eastern Panhandle of West Virginia"

Goals
Education Community members, community leaders, and public policy makers understand the links between protected lands and safe drinking water and have taken action to support our efforts.
Implementation Accelerated adoption of conservation easements, implementation of stewardship practices, and community engagement in source water protection.
Funding & Collaboration A sustainable partnership with adequate financial resources, mechanisms for collaboration, and engaged partners providing leadership and support on action plan strategies.
Policy Strengthened policies that increase funding, resources, and time for land conservation, stewardship practices, and source water protection.



Lessons learned

"True collaboration is all about people, and their time is our most valuable asset."

The good things	...and the challenging things	...and the solutions
• Working together	...takes time	...capacity/jurisdiction to engage
• Cross-sector collaboration	...getting people to come together	...dedication to mission
• Building relationships	...with organizational history/baggage	...communication skills
• Fostering trust	...which must be maintained	...through 1:1 conversations
• Developing shared outcomes	...requires in-depth communications	...through strategic planning
• Implementing plans	...requires time, money, and people	...working together



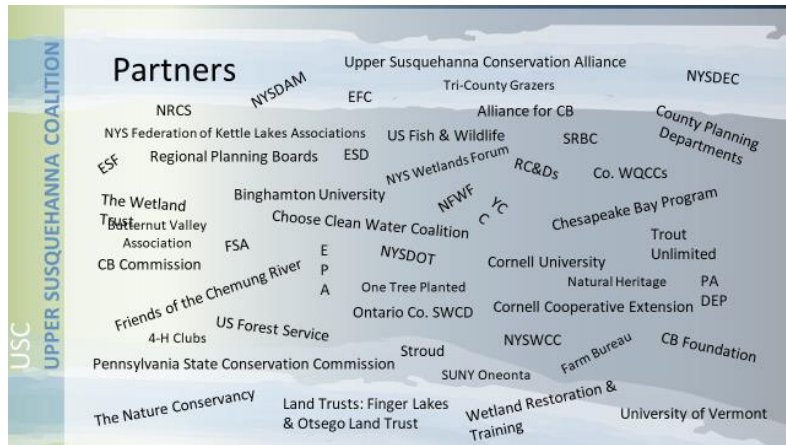
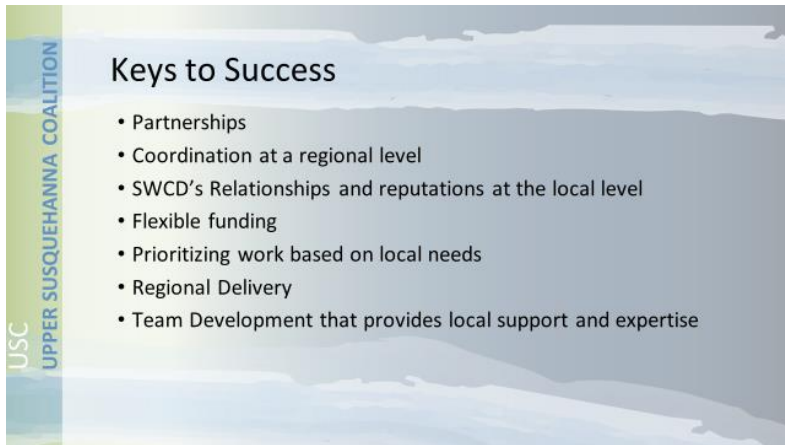
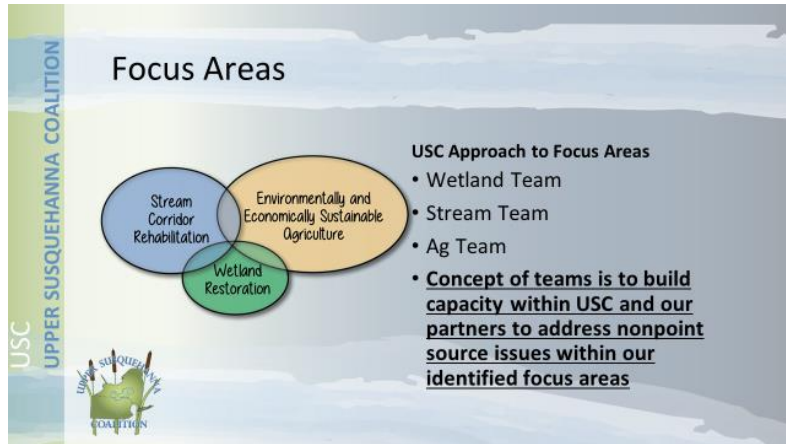
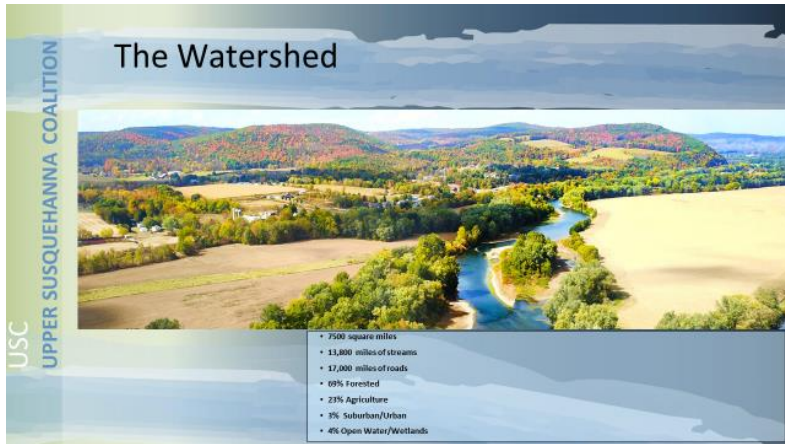
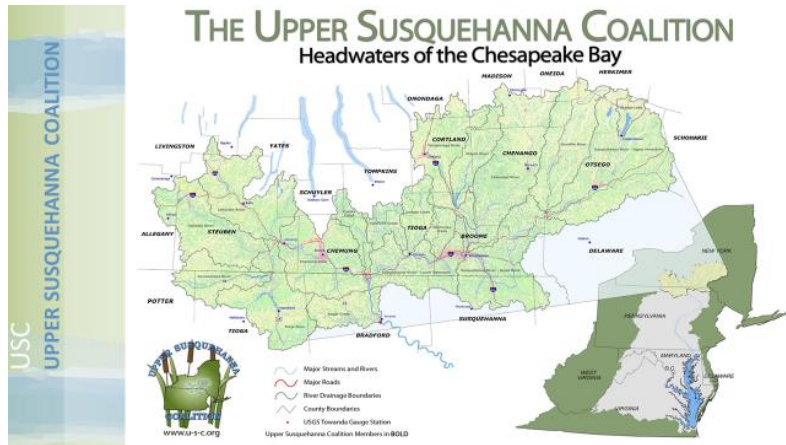
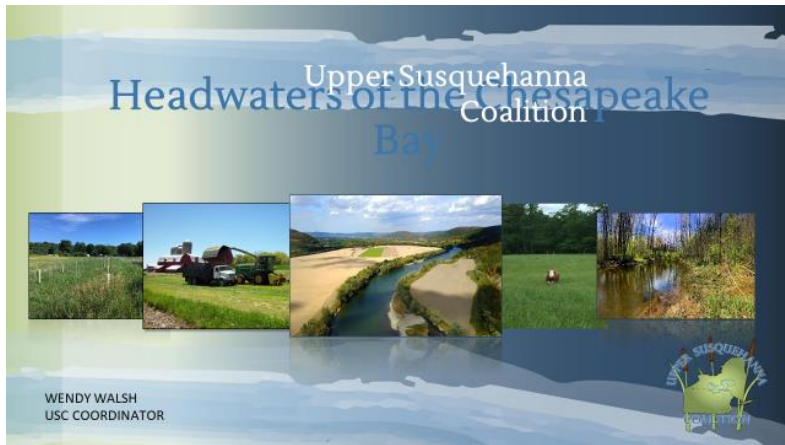
Tanner Haid
Eastern Panhandle Field Coordinator
thaid@wvrivers.org
304-886-2665
WVRivers.org

Read more: ["Local Partner Reflections: Lessons Learned From Early Successes \(2020\)"](#)



Appendix D

2. [Upper Susquehanna Coalition](#) (NY), Wendy Walsh, Upper Susquehanna Coalition
Barrier addressed: Technical Assistance



Appendix D

Keys to Success

- Partnerships
- Coordination at a regional level
- SWCD's Relationships and reputations at the local level
- Flexible funding
- Prioritizing work based on local needs
- Regional Delivery
- Team Development that provides local support and expertise

FUNDING SOURCES



Philosophy

- Implementation
- Support soft practices in the watershed
 - Ag: Grazing, nutrient management planning, buffers, streams, precision feed management, cover cropping, etc
 - Streams: ESI, stream rehabilitation, berm removal
 - Wetlands: wetland restoration and protection
- Don't compete with funding for SWCD's for structural work
- Constantly looking for opportunities to fund local needs
 - Teams help to build capacity within Districts and provide support if there isn't capacity there
- FILL GAPS (technically and financially)

Lessons Learned

- Work takes time
- Financial Resources
- Technical Resources
- Voluntary Approach
- Relationships at Local Level



No SINGLE program is the solution



Tools Needed



Appendix D

3. Walkable Watersheds (VA), Amber Ellis, James River Association Barrier addressed: Equitable Collaboration & Community Engagement



Walkable Watersheds
Equitable Collaboration & Community Engagement
James River Watershed, Virginia

Amber Ellis, PLA
Senior Watershed Restoration Manager
James River Association

Walkable Watershed Approach

A Walkable Watershed integrates the flow of **water** and **people** into a cohesive strategy to improve the overall health of a community and the surrounding watershed.

- 1 **Build a Team**
Bring stakeholders together to guide and support the plan.
- 2 **Develop Shared Understanding**
Engage the community, planning experts and resource partners to develop a shared understanding of community needs and watershed issues.
- 3 **Develop Solutions**
Develop a shared vision and set of prioritized strategies across the neighborhood.
- 4 **Implement and Maintain Momentum**
The outcome is a watershed concept plan that helps to guide, coordinate and leverage investment in a community over time.



Bellemeade Walkable Watershed Plan Richmond, VA

Challenge: It takes a long time!

- Walkable Watershed Plan 2011-2012
- Green Street
 - Concept Plan 2016-2017
 - Engineered Designs 2019-2020
 - Construction 2021



Bellemeade Walkable Watershed Plan Richmond, VA

Solution Support local orgs through mentorship

- 1 – Included in RFP and agreement with contractor
- 2 – Sessions informed by expressed needs
 - Reading a Plan + Creating Maintenance Schedule
 - Install Tips
 - Bed + Tree Maintenance
 - Filterra and Bioretention Maintenance
- 3 – Connecting to network of landscape professionals



Quote from Rob Jones at GROUNDWORK RVA

“Our partnership with the James River Association on the Minefee Green Street, is an important step towards helping young men and women, many of whom live in South Richmond “earn while they learn.” Our Green Workforce will have the opportunity to be side-by-side as the project proceeds, from the ground-up! Learning to do work that is not only vital for our communities today but that contributes to the survival of future generations, especially as we tackle climate change. Healthy communities need healthy people – physically, emotionally and economically ” said Jones. “We appreciate JRA’s stepping up to help us create a full-spectrum learning opportunity for our young people and look forward to many other projects to come.”

Lakemont Walkable Watershed Plan Petersburg, VA

Challenge: Managing expectations

- Funding mechanisms and sources
- Knowledge around solutions
- Design and construction process



Appendix D

Lakemont Walkable Watershed Plan Petersburg, VA

Solution

Resident on Project Team

- Engaged in decision making
- Language and resources to use with decision makers
- Trust of community members
- Solutions that respond to community need



Quote from Mr. Williams of Lakemont Neighborhood

"This project is a long time coming," said Mr. Robinette Williams, a resident of the neighborhood and president of the Lakemont Neighborhood Watch Group. "It was developed to absorb water and resolve flooding along Slagle Avenue. We are hopeful that it won't impact the area too much but will move the water underground as it should be."



Environmental Justice Meeting held by
Congressman McEachin

Lessons Learned

1. You're gonna get it wrong sometimes
2. Action informed by listening
3. Don't let that plan sit on the shelf



Amber Ellis
aellis@thejamesriver.org

Appendix D

4. [Elizabeth River Project](#) (VA), Barbara Gavin, The Elizabeth River Project Barrier addressed: Political Will

Political Will

How the Elizabeth River Project Uses Collective Impact to Restore One of Our Nation's Greatest Rivers

Barbara Gavin
Elizabeth River Project
May 27, 2021

Elizabeth River Project
Making restoration a reality

Collaborative Purpose

Collaborative Purpose:

- Historically polluted river, large port industry & Military presence
- Mission to restore the River to the highest practical level of environmental quality through partnerships



Elizabeth River Project
Making restoration a reality

Solutions

Elizabeth River Project
Making restoration a reality

Collective Impact Model utilizing four pillars:

- Motivation
- Capacity
- Effective Process
- Evaluation



Chesapeake VIRGINIA



THE CITY OF PORTSMOUTH

PILLAR 1 - MOTIVATION: The Elizabeth River is The Common Thread Motivating our Community.



Elizabeth River Project
Making restoration a reality

Pillar 3 - EFFECTIVE PROCESS

Collective Impact Used to Develop and Implement a Watershed Plan

- Over 100 diverse stakeholders
- Independently facilitated
- Plan developed with input from river wide data
- Developed for the community by the community
- The plan keeps us focused on the river's most significant needs



Elizabeth River Project
Making restoration a reality

PILLAR 2 - CAPACITY

- Trust is one of the most important factors for building capacity in the community.
- The community is willing to do more and be part of the effort if they know we are working together collectively.
- Builds a "family" atmosphere where you trust the partner, but might not see the same point of view.
- Developing personal relationships will result in greater capacity and thus greater results.

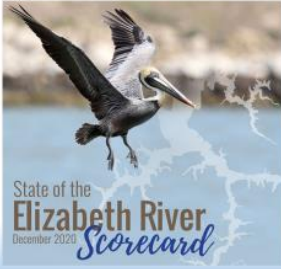


Elizabeth River Project
Making restoration a reality

Appendix D

PILLAR 4 – EVALUATION

Monitoring results are critical and need to be provided to the community to show progress.



Top Challenges

Top Challenges:

- Engaging Diverse Communities and expanding representation of Black, Indigenous and People of Color in Environment Sciences
- Representation matters in this field, and fair education and outreach is vital to engaging with historically underserved communities



Lessons Learned

- Continually work on building trust, without community trust success is limited.
- Stakeholders and partners are your most important asset in urban restoration, empower them.
- Develop a community plan; a plan developed by the community will have more success during implementation.
- Celebrate successes with the community, acknowledge and learn from mistakes.
- Monitoring results for progress needs to be easily understood.



Best Tools

- Direct engagement with community members and leaders – meetings, luncheons, outreach events
- Experiences on and near the river
- During pandemic – Social Media, weekly & bi-weekly newsletters to engage the public
- Environmental Justice Screening Tool – [Elizabeth River Environmental Justice Information Tool \(vims.edu\)](#)



Thank you

- Learn more at elizabethriver.org
- Find our latest State of the River Scorecard [Here](#)
- Contact me at bgavin@elizabethriver.org or 757-399-7487



Appendix D

5. [Chiques Creek Restoration Initiative \(PA\)](#), James Shallenberger, Susquehanna River Basin Commission Barrier addressed: Innovative Approaches

Chiques Creek Restoration Initiative *Innovative Approaches (PA)*

Collaborative Purpose:

Develop local stakeholder momentum to voluntarily (i.e., TMDL alternative) achieve sediment & nutrient load reductions in an extensively impaired watershed.

Solutions:

- Formed work groups/action teams consisting of local stakeholders & regional specialists from academia, government, private sector, and non-profits
- Generated & vetted an inventory of practices & projects capable of reducing pollutant loads
- Committed to on-going Outreach, Implementation, and Water Quality Monitoring activities

Top 2 Challenges:

- Municipal Separate Storm Sewer System (MS4) program
- Extent of water resource degradation (>95% of ~200 linear stream miles are impaired)

Chiques Creek Restoration Initiative *Innovative Approaches (PA)*

Collaborative Purpose:

Develop local stakeholder momentum to voluntarily (i.e., TMDL alternative) achieve sediment & nutrient load reductions in an extensively impaired watershed.

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Top 2 Challenges:

- Municipal Separate Storm Sewer System (MS4) program
- Extent of water resource degradation (>95% of ~200 linear stream miles are impaired)

6. [Shenandoah Valley Conservation Collaborative \(VA\)](#), Kate Wofford, Alliance for the Shenandoah Barrier addressed: Water Quality Mitigation & Restoration Funding

Shenandoah Valley Conservation Collaborative *Water Quality Mitigation & Restoration Funding (Virginia)*



Collaborative Purpose: The SVCC advances conservation outcomes in Virginia's Shenandoah Valley through a partnership that coordinates expertise, identifies opportunities, and motivates action.

Solutions: SVCC leverages the expertise and landowner relationships of its diverse partners to conserve the Valley's land and water resources. SVCC focuses on land protection and water restoration on shared priority lands in six Valley counties.

Top Two Challenges:

- Limited resources (technical and financial) for implementation
- Ambitious goals!

Shenandoah Valley Conservation Collaborative *Water Quality Mitigation & Restoration Funding (Virginia)*



Takeaways/Lessons Learned

- Collaborative funding exists
- Requires investment of time and political capital

Best tools:

- Trust and buy-in from partners (value in participating)
- Formal collaborative structure
- Backbone organization capable of administration

7. [Healthy Waters Round Table \(MD\)](#), Alan Girard, Chesapeake Bay Foundation Barrier addressed: Starting a Collaborative

Healthy Waters Round Table *Starting a Collaborative (MD)*

Collaborative Purpose:

Enhance the capacity of Eastern Shore jurisdictions to achieve local goals for healthy water through sharing knowledge and experience, maximizing limited resources, and partnering to secure funding and assistance.

Solutions:

- Convene electeds and staff from multiple localities
- Share needs, determine priorities as a community
- Establish workgroups that respond with programming, fundraising, and cost-share

Top 2 Challenges:

- Reconciling unique priorities
- Establishing a collaborative structure that works

Healthy Waters Round Table *Starting a Collaborative (MD)*

Takeaways/Lessons Learned

- Collaboration can work!
- Bundled project delivery reduces cost, streamlines implementation, and grows staff capacity

Best tools:

- Clear scope of work, jointly developed
- Flexibility, determination

Appendix E

Focused Discussion Notes

Barrier #1/Group 1 - Staff Capacity

Moderator: Jasmine Gore, LGAC Chair | Notetaker: Tanner Haid, West Virginia Rivers

1. What benefits do you see to collaboration across regions, sectors, etc.?
 - a. Having a diversity of backgrounds (staff, partners, etc.) with specialties beyond existing staff capacity.
 - b. Having the ability to pool resources (ex., staff, money, equipment to make on-the-ground projects more efficient) to become more collaborative when applying for grants.
 - c. Having the ability to share workload across jurisdictions increasing efficiency in workload.
 - d. Increased cost-effectiveness of projects and getting “more bang for your buck.”
2. Do you have local experience that would influence how to overcome this barrier? If so, please share.
 - a. Having a dedicated person on the team to apply for grants. The return on investment helps make the case for that team member.
 - i. Share examples of how funds are used to inform the public, in order to gain the acceptance of increased funding (ex., taxes and/or fees) for an additional staff position.
 - ii. Make the case for why increased staffing is necessary, compared to other staffing needs in the jurisdiction.
 - b. Partner with others to access a larger pool of funding opportunities.
 - c. Receive knowledge sharing support from previous funding partners.
 - d. Having access to experts who can lead the work will increase efficiency.
3. For this barrier, how does collaborative work vary across geographies and from rural to urban? Does this suggest additional lessons learned?
 - a. It may be best to work with neighboring/downstream municipalities that may be more urbanized.
 - b. Some issues are specific to localities and might not lend to collaboration. We must answer what can be collaborated on, and to what extent.
 - c. In rural settings, the nearest urban area is often far away, making the opportunity to collaborate more difficult.
4. What are some of the reasons local governments aren't prioritizing funding and financing towards partnerships on a regional/local scale?
 - a. Sometimes collaborating isn't the best way to solve a problem (based on location of jurisdiction, there may not be a vested need for collaboration).
 - b. Local jurisdictions may not have the capacity to do the initial work needed to establish collaboration and achieve that long-term benefit/success.
 - c. Limited staffing to accomplish core work of the collaborative.

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- d. Staff have limited experience with best management practices.
 - e. Public perception & feedback on taxes/fees impacts the funding needed for adequate staff capacity.
 - f. Staff transitions create setbacks when turnover happens.
5. Looking at the lessons learned from the case studies, and what was discussed over the last two questions, brainstorm all of the recommendations you want to make to develop or expand on collaborative watershed partnerships.
- a. Work with institutions of higher learning to foster internships that may initiate partnerships, identify areas for collaboration, etc. (Barrier - they also have to be managed)
 - b. Offer stormwater training specifically for maintenance workers and municipal staff.
 - c. Support coordination between public works and stormwater departments.
6. Please identify your top three recommendations for responding to this barrier in order to increase collaborative efforts with other entities and organizations?
- a. Identify joint areas of local need (water, community/resident priorities, etc).
 - b. Develop a communications framework from the top-down (ex., from states) to make work easier for local municipalities.
 - c. Using in-kind match to foster greater collaboration and maximize grant opportunities across jurisdictions. For example, sharing equipment to patch together teams to accomplish workloads based on available equipment & resources.
 - d. Developing shared resources - ex., clearinghouse of information on who is available to do what type of work.

**LGAC should be more vocal about ensuring recommendations are heard/followed and getting responses. At a point where we aren't reaching our clean water goals fast enough in some states to reach 2025 goals. Seek status updates on LGAC recommendations from municipalities.*

Barrier-specific questions

These questions may invoke more comments and discussion.

1. **Do we agree or disagree that there is an overall need to build more capacity to address the impacts of regional collaboration?** [AGREE].
 - a. **Do jurisdictions have the capacity and partnerships needed to engage their communities?** [NOT ALWAYS; DEPENDS ON ISSUE BEING ADDRESSED] The phrase, "Save the Bay" is not relevant for all communities; local water efforts include local priorities and interest of residents.
 - b. **What are some of the reasons local governments do not have dedicated enough capacity towards regional collaboration?** Funding, staffing, equipment, community buy-in and support, etc., as discussed above. Identifying contacts at

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partnering organizations that will be responsive. Need to identify regional projects that matter. “Regional collaboration” means a lot to people already. May need to tone down or better define what we mean by “regional” in the context of partnerships. People aren’t energized by “regional” as a term. Partnering is good, but there needs to be a return on investment. Call it “local collaboration”, because that’s what we do all the time. Important in messaging to use the words that work. Partners/governments need a better understanding of authority and budgeting processes. (Operational budgets/sources of funds; county/city/town - who has what authority; legislative authority - state vs local and/or county/city relationships). Staff is overworked; staff is already “partnering”...avoid partner burnout. (Partnerships about doing the work outside of meetings; it takes effort and roles)

2. **Are there existing programs/partners/funders that would be useful to support this area?** State/Federal legislatures need to put more aid to local municipalities before burn people out in these critical local communities. There may be existing programs/funders, but do they reach everyone in disadvantaged or low capacity communities? Been facing this exact issue for decades, since 1987. Need to get off the throne and do something outside of the box to quit pitting each other against each other in grants, funding, etc. Instead of asking from the ground up for small communities to do big grants, just invest money in communities that need it most. Spending $\frac{1}{3}$ of funds on administrative tasks. (Ideally list all projects and make a list to get them done - all grants with federal/state money- overkill). Distribute funds differently to be more efficient.
3. **Does rural, suburban, urban make a difference as it relates to funding and financing. If so, how can we close the gap between the haves and have nots?** See answer above. Add spit of intellectual capacity. Equitable distribution of technical capacity as well.

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Barrier #2/Group 2 - Technical Assistance and Resources

Moderator: Kristen Saacke Blunk | Notetaker: Amy Handen

Overarching Reflections: Matt Pennington - previous local gov forum, circuit rider assistance has helped. Opinion EPA, states, still not getting the message how effective this TA circuit rider to local governments across the watershed. Communities succeeding in partnerships, have those circuit riders in place. WV Dept E P, saw needs and WV has done really well in WIP strategies. I hope EPA looks at those states and asks what is going well.

1. What benefits do you see to collaboration across regions, sectors, etc?
 - a. Work in a watershed and accomplish visible results
 - b. Get info throughout the watershed. Take info and integrate it into work and distribute it throughout the watershed.
 - c. Efficiency, cost effectiveness and flexibility to put resources where they are needed the most.
 - d. Ability to expand go further, cost efficiencies for local governments
 - e. Technical expertise sharing - depending on focus, lean on others to bring in expertise
2. Do you have local experience that would influence how to overcome the barrier? If so, please share.
 - a. Matthew - circuit rider approach has added value, how do we ensure that there is a clear direct alignment of resources to help make that happen?
 - b. In MD eastern shore circuit rider, UMD sea grant extension acts in that capacity but only 5 in the state. For eastern shore CR, sustainability. Sea Grant extension are more permanent but not enough to satisfy local need. They each have different areas of expertise. Help ID projects, help apply for grants, implementation. PA was looking to duplicate MD, but never transpired.
 - c. PA York County, other circuit riders for different areas of need, PA ag a
 - d. WV - Safe Drinking Water is one program, under state umbrella that welcomes NGOs, local governments, ag, sw utility, etc. There are several that are doing different things. Relationships are strong. Gaps? Yes, labor. Green Collar Workforce - have folks to turn to to do the jobs to address workforce gap. Looking to build that capacity. Speed at which these can progress can be hampered. (bookmark to later question - where is TA best housed to support the collective movement) Dont know if right or wrong answer to this. Whatever LG feels most comfortable with. What has worked in the past may not be the best fit moving forward. DEP, state ag, etc. Depends on who works with who, personal capacity, relationship with partners.
 - e. Liz question - staff turnover - trust; staff continuity impact partnerships. Opportunity to secure long term funding to build trust. Which staff turnover/continuity? Observations lower level/entry level, conservation districts that can influence trust. Unique situations everywhere.

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- f. Build capacity - at local level so carry on when org / consultants move out. Bradford Co level, work with communities and develop watershed work plans. Each work plans then went toward growing greener. But they didn't have tech capacity - so developed paper plans that sat on shelf. Began working with watershed groups - grant apps successful who then contract back to conservation d to use their staff. Built the trust and local capacity at local level so after grant was over, capacity was still there.
 - g. How come we haven't duplicated this well - conservation districts? Leadership capacities, upper susquehanna coalition is doing this well. Build capacity and build credibility - ultimately more successful. People! Retain staff and mentor for future work.
3. For this barrier, how does collaborative work vary across geographies and from rural to urban? Does this suggest additional lessons learned?
- a. Problem identification - urban v rural. Pollution? EJ? Why do collaborative work if not solving problems?
 - b. Put WIP aside because of local drivers. ID problems on the ground at the local level and then transfer that to WIP. Different challenges based on geography. Paying attention to local divers and local concerns.
 - c. If local gov interested in collaboration - large MS4 have resources, if new Phase 2 MS4, learn from Phase 1s. We have been focusing on non MS4s and focusing on their needs. Rural need most help and benefit most from resource pooling.
 - d. Deliver based on local need. Conservation practice, plan, etc we are not selling bc helping bay, selling bc critical to community itself. Trust and reputation / relationships. Understanding what is going on with local communities. And then help find funding / resources to address problems. Local needs are drivers! And organizational capacity to help define / refine local needs.
4. What are some of the reasons local governments aren't prioritizing funding and financing towards partnerships on a regional/local scale?
- a. Other more immediate priorities (long term) election cycles and turnover from elected officials - long term commitment is required. Funding cycles are also an issue because sometimes not aligned with needs.
 - b. Unfunded mandates that take resources and time and watershed issues aren't a priority - money
 - c. Knowledge and information - policy decisions are made on understanding and they don't understand how those policies interact with the resources, so can't make good decisions without that knowledge.
 - d. Drivers - who, what, why, when, where - why spend this money when other priorities within jurisdiction (school, EMS, infrastructure)
 - e. Sense of loss of control, decision making control
 - f. Capacity, part time, voluntary positions, hard to prioritize and have the capacity

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5. Looking at the lessons learned from the case studies, and what was discussed over the last two questions, brainstorm all of the recommendations you want to make to develop or expand on collaborative watershed partnerships.
 - a. Models that have worked but sometimes don't align with funding, capacity
 - b. Building successful units at local level that increase in impact in reliability - continuous revolution
 - c. Sea Grant watershed coordinators example
 - d. Rural leadership program in PA - local leadership (county, town) was identified and refined leadership ability to start facilitating this work.
 - e. Funding is key to continue the successful collaboratives (longer term commitment)
 - f. Programs that are most effective in each state should be looked at closely and replicated in other areas that are struggling. Watershed coordinators have helped lg understand what they are eligible for and fix needs and also restore watershed health.

 6. Please identify your top three recommendations for responding to this barrier in order to increase collaborative efforts with other entities and organizations?
 - a.
 - b.
 - c.
-

REPORT OUT MADE: Drawn from notes above.

Participating: Matthew Pennington, Kathy Strecker, Liz Feinberg, Wendy Walsh, Mike Lovergreen, Amy Handen, Kristen Saacke Blunk

OVERARCHING: Successful collaborative Approaches have certain TECHNICAL ASSISTANCE & RESOURCE characteristics in COMMON - which leads us to recommend:

1. Identification and Understanding of the LOCAL NEEDS (water quality, community impacted, etc.) is the FOUNDATION for collaborative building and ensuring that the CORRECT Technical assistance approach/model are applied for addressing.
2. Leadership supports, fosters, and cycles collaborative success which means that LEADERSHIP DEVELOPMENT to cultivate, grow, sustain partnerships - and GARNER funding and longevity is needed. RULE was provided as an example. VNRLI in VA. Other models.....
3. Known Technical Assistance models that WORK - and the alignment of federal and state resources in supporting these models will help heighten/accelerate collaborative success in building WATERSHED Health - and sustainability over time.

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- a. EXAMPLES: Bradford Co Conservation District - and Upper Susquehanna Models where watershed plans are built, TA provided by the districts - funding found - results realized - and iterative - over and over again.
- b. MD Sea Grant - Watershed Coordinators
- c. E. Shore Circuit Rider - but also Circuit Rider examples from other efforts Bay-wide including field liaisons (NFWF), former Canaan Valley Institute Circuit Riders, etc.

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Barrier #3/Group 3 - Equitable Collaboration & Community Engagement

Moderator: Julie Lawson | Notetaker: Wyatt Carpenter

Introductions

Phil Briddell, LGAC Member

Britt Slattery - National Park Service, Chesapeake Bay

Jess Blackburn - Alliance for the Chesapeake Bay

Harry McKeldin

Sheila Finlayson - LGAC Member

Questions:

1. What benefits do you see to collaboration across regions, sectors, etc?
 - a. Jess - themes that jumped out were benefits of leveraging resources through collaboration. More funding available through collaborative approach, sharing staff capacity.
 - b. Having a team is a good motivator.
 - c. Britt - Cross sector collaboration for bringing in different perspectives
 - d. The collaborative process involving the community gets more community buy in and build longer term relationships. Saves you from having to backtrack.
 - e. Community buy-in is essential for equity issues and for sustainability of projects to make sure projects continue. If a project is on a community groups agenda the likelihood of it being sustained is increased.
 - f. Sheila - Equity cannot be undervalued - every segment of community should be targeted.
 - g. Sheila - Examples from Annapolis - Riverkeepers are partners in the city. Back Creek Nature Park, a community area that was cleaned up several administrations ago. The Conservancy took on maintenance and continue to support and maintain that area. Now the maritime museum is also a partner who uses that facility and helps with maintenance.
 - h. Jess - Lack of community engagement example: A couple NGOs wanted to increase the tree canopy of a city, got a grant, did not do a lot of community engagement or build trust with the community who would benefit from the project. Groups did not realize there was a perception that trees are not safe, increase crime, leaf litter. Project was met with backlash and some trees were removed.
 - i. Julie - similar examples in DC. City needed to install bioswales in a wealthy community who opposed bioswales for fear of parking reductions or bioswales not being maintained. Really important to get community buy-in up front.
 - j. Julie - Folks going into lower-income neighborhoods to clean up trash because they've heard they are dirty. Residents in those neighborhoods found it offensive that outsiders thought they couldn't pick up their own trash.
 - k. Take-away: Engagement is really important!

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2. Do you have local experience that would influence how to overcome the barrier? If so, please share.
 - a.
 - b.
 - c.
3. For this barrier, how does collaborative work vary across geographies and from rural to urban? Does this suggest additional lessons learned?
 - a. Harry - most food deserts are rural. No way to get food without a car. We think of it as being a very urban problem but it is very rural.
 - b. Jess - access to reliable internet. Highlighted during pandemic. Ability to build partnerships is limited in rural areas when folks don't have access to the internet.
 - c. Julie - it really effects the ways we do engagement. Has to be face-to-face, door to door. Many challenges in working with rural groups that are distrustful of government groups.
 - d. Britt - proximity to any resources in a rural area is an issue. Just transporting kids around certain locations for field experiences has been challenging because of the travel time between locations. We had a student that needed a wheelchair that could go on the sand. Getting one came from an hour away. So, many challenges.
 - e. Engagement is dependent on which ward you're working in. Several years ago, CBF funded several churches to doing rain gardens on their properties. An approach to getting with the black community and placing rain gardens in places you wouldn't expect them. Housing projects are now getting community gardens which unifie the communities and teaches lessons about growing food and nutrition. Partners - Grow Annapolis (community garden org)
 - f. Sheila - There is no play-book for engagement. Totally dependent on community you want to work with.
 - g. Britt - sometimes we have communities with language barriers.
4. What are some of the reasons local governments aren't prioritizing funding and financing towards partnerships on a regional/local scale? Is it your sense that local governments are not prioritizing funding for partnerships?
 - a. Sheila - we find projects through community grants - about 400K annually for things that city staff cannot do. Some goes to env. Programs.
 - b. Julie - based on personal experience, collaboration is required but adminsitations don't often line up on terms so it's challenging to keep projects going with so much turnover in admin appointed staff.
 - c. Harry - concern about maintenance is real and a whole different issue.
 - d. Britt - Grants take a lot of admin time so groups can be hesitant to apply. Britt once has a stipulation that the grant had to do through the school district which added a lot of approval challenges to the project. Some disconnect between funding source and how its actually used. Non profit, community orgs don't have a long track record with getting grants so they have a hard time competing for

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grants. Solution is to pair older organisations that could provide technical assistance/ grant administration for younger groups.

- e. Jess - local governments are seeking partnerships, especially as they understand the benefits of long-term relationships. Important to build in short term successes to keep momentum/ interest going. May not have time under an elected official's term to get through a project. Have local government spotlight/ share project with a wider audience and share information with other government agencies.
 - f. Julie - If things take a long time, trust can start to wither. Community isn't seeing results so they lose interest. Need short term wins to keep momentum going.
 - g. **Rec:** understand that long-term relationships take time and if you can build up organizational capacity in a community org, that would be better than keeping it with a government agency that might experience more turnover.
 - h. Britt - Are gov entities aware of the partners that are out there? Is there a place where matchmaking can happen?
5. Looking at the lessons learned from the case studies, and what was discussed over the last two questions, brainstorm all of the recommendations you want to make to develop or expand on collaborative watershed partnerships.
- a.
 - b.
 - c.
6. Please identify your top three recommendations for responding to this barrier in order to increase collaborative efforts with other entities and organizations?
- a. Understand that long-term relationships take time and if you can build up organizational capacity in a community org, that would be better than keeping it with a government agency that might experience more turnover.
 - b. Need for partnership matchmaking. Ideas:
 - i. Might be a role for local government/ CDC to make and maintain list/ database of partners and make matches. Local Govs should identify someone to serve that role.
 - ii. Asking funders to take on a more active role in match making.
 - iii. "Speed dating" events with folks from different segments of the community to talk about building partnerships. Julie - One hour meeting where each group in her office got one slide to talk about what they do and were able to generate interest in partnerships with groups they never would have connected with without the event.
 - iv. Tap into higher education to help build out programs that meet joint priorities.
 - c. Ask NFWF to prioritize and support/ facilitate local government collaboration projects in their Small Watershed Grants program. Provide training/ resources on how to build partnerships. Align groups/ partnerships with funding goals.

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- d. Go to community meetings not to speak but to listen. Preferably in your own neighborhood. Makes it easier to see you potential partners might be.

Is there a way to tap into groups in a grassroots way? DC pays two non-profits to offer free boat tours of Anacostia river to anyone. Push to take greek groups out as a social activity, led by river-keeper to provide education about the river.

Barrier-specific question

1. Are there ways to better engage with the private sector on this issue? If so, how?
 - a. Jess - something that has been successful for Alliance - corporations like to find ways to engage employees (trash clean-ups). These projects could be an easy way to invite companies to become a longer term partner.
 - b. Britt - Private industry needs to know partners are out there. Groups are often surprised to hear business are willing to donate/ looking for projects.
 - c. Jess - the importance of having one convener or organizer to research funding opportunities. Seems key.

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Barrier #4/Group 4 - Political Will

Moderator: Jen Cotting | Notetaker: Rachel Felver

Attendees:

- Heidi Bonnaffon (Metropolitan Washington Council of Governments)
- Anna Killius (James River Association)
- Barbara Gavin (Elizabeth River Project)
- Michelle Edwards (Eastern Shore SWCD)
- Penny Gross (Fairfax County Board of Supervisors)
- Robin Rich-Coates (Rappahannock-Rapidan Regional Commission)

** Almost everyone in this group has been involved in collaborative efforts up to this point.

1. What benefits do you see to collaboration across regions, sectors, etc?
 - a. Funding and it saves time for local governments in applying for funding.
 - b. Becoming the community's trusted source.
 - c. Leadership development opportunity.

Michelle: Funding--fundors like to see collaborative efforts. Always saves time for local governments to apply for funding if someone else is doing it.

Barbara: Value in collaborating with the city and their local leaders and gaining their trust. We worked hard to become the trusted source in our community and we don't take that lightly.

Penny: The opportunity to give new leaders a step up is a benefit of collaboration (could be a non-profit, local government, etc.).

2. Do you have local experience that would influence how to overcome the barrier? If so, please share. (CHALLENGES)
 - a. Juggling priorities. Watershed restoration and protection falls down the list if there is not a regulatory driver or pressing need to address.
 - b. Constituencies need to be better educated on issues. This is needed to both create political will and provide knowledge.
 - c. How do we get residents to care about these issues? There is often a mistrust between residents and local governments. (e.g., why do they care what I do with my shoreline?) Environmental solutions will not help put food on the table.
 - d. Continued turnover of elected officials.
 - e. The need for elected officials to see the "bigger picture" when it comes to issues like flooding.
 - f. Time constraints of elected officials in learning about these issues.
 - g. Contract or grant restraints with adjusting projects or messaging for different regions.

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Barbara: Work closely with localities in our watershed, but only have homeowner contracts with three of the four. We've worked with anyone we can to push a cost-share benefit with homeowners to do more on their properties to improve water quality. We can't get approval because it is just not a priority for them. Had to circumvent local government and go through NFWF to do this work. Each locality is different in their priorities. We also run into this with our local action plan; getting residents to care about these priorities. How do we fix this? Mistrust between residents and local governments (e.g, why are impeding on my shoreline?)

Penny: Advocates are passionate about all sorts of priorities and as an elected official, they need to be balanced. In some cases, we may need to make phased plans. Our decisions will never please everyone. Often, it's an either/or question when it should be an "and" question. It's tough to increase the size of a pie. We need to get away from, "it's one or the other". Need to figure out how we can do both. We are in a position right now with a lot of people getting involved in advocacy that weren't before. May allow us to mesh some priorities together (e.g., water pipes and affordable housing). Integrate advocacy of disparate groups to come up with understanding and a better plan. May work best with water and sewage when compared to issues like forest buffers. That's part of the bigger picture, but it doesn't help people stay in their homes. Each legal structure is different--makes uniform issues a challenge to address across the watershed.

Robin: Educating those making decisions is a challenge. Several years ago, we held a symposium to educate local leaders on sea-level rise. They came the first morning, made an appearance and didn't come back. If we want to make it a priority, they need to understand the issue. We tried it a few years later and we asked our legislators to be the moderators. At least this got them involved, rather than just being a photo op. We need to educate decision-makers in understanding WHY this is a priority. No one will invest in something they don't understand the value of.

Michelle: Projects are being funded piece-meal, cobbled together with different funding sources. Funders don't want to start out your project, they want to put the cherry on top.

3. For this barrier, how does collaborative work vary across geographies and from rural to urban? Does this suggest additional lessons learned?
 - a. Challenges of scale.
 - b. Differing education needs (e.g., suspicion of science, more resources to hire experts).
 - c. Urban areas are driven to take action more than rural areas by regulatory requirements.
 - d. Larger regions will have more advocates to drive home the issue.
 - e. Trusted sources are more well-known in rural areas.

Penny: It's a matter of scale. The basic problems are the same. It's also a matter of education. A more rural area may not be adept at understanding the finer points. Finding now more than

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ever there is a suspicion of science. This needs to be overcome. Press needs to be more engaging with asking about environmental issues to drive interest for locals and residents.

Michelle: I respectfully disagree with Penny. When it comes to Bay issues specifically, one of the main differences is that smaller localities don't have to do anything. Larger areas are MS4 and required to do something by their permits. If smaller localities are not required to do something, the political will doesn't exist. There are capacity issues, but there is misinformation that it is about a lack of knowledge. It is more related to funding and resource capacity. Smaller regions have less advocates because there are less people. Natural resource issues in my region aren't as interesting unless it creates a public health issue. Turnover of local officials--continually needing to re-educate as new people come on. Feel like you are always preaching to the choir--need to reach others who are not as engaged (e.g, new advocates, elected officials themselves?)

Anna: It could be easier to cross-collaborate in rural areas because trusted sources are more well-known. Urban environments may have more experts and the ability to hire more people in specific areas. Smaller areas may not have the capacity to have these folks on staff. Urban environments have more of a push to see change happen, something distinct, etc. Rural communities drive more tradition, the way of life, etc. Making messaging fit with your community.

Barbara: Adjusting based on community needs can be hard. What we do is usually set in stone and can't be changed, even if homeowners in other areas may need something different. We may not have the ability to just shift things around.

4. Please identify your top three recommendations for responding to this barrier in order to increase collaborative efforts with other entities and organizations?
 - a. Need to focus on the co-benefits of restoration practices (e.g, economy, education, recreation).
 - b. Media should be educated on environmental issues, so local leaders and residents also pay more attention to what they are seeing in/on the news.
 - c. Capitalize on negative experiences to continue to drive the momentum for change.
 - d. Ensure clear and consistent messaging so that people understand the big picture. Be mindful of putting messages in terms that resonant with locals and residents ("humanize issue").
 - e. Build relationships with those local elected officials that have an interest in the cause you are championing.
 - f. Pay attention to the opportunities uncovered by COVID. Will this be an opportunity to attract and retain talent since more people are moving to rural areas and/or working remotely?
 - g. Bring local elected officials a sense of cost (opportunity, impact, the cost of not taking action, etc.).
 - h. Put the issue in smaller pieces so it is smaller for locals and residents to digest.

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Michelle: Hammering home the co-benefits of restoration practices. Lean on others in the collaborative for grant-writing, time, etc. The emphasis of coming up with numbers and costs to local elected officials is incredibly helpful. This helps resonate with locals, businesses, etc. Also the cost of NOT taking action.

Heidi: Negative experiences unfortunately are what gets the attention of residents and the media (e.g, crisis in TX in Feb., flooding). How do you capitalize on these situations to keep momentum going for future needs? Water is undervalued and undernoted. Being successful doesn't drive advocacy (e.g., people in our area don't usually worry that they won't have water). Need to attract and retain talent--will COVID change this at all as people work more remotely?

Robin: We need our elected officials to look at the bigger picture. If you are consistently flooding, what else can we do, so we aren't consistently spending money on the same issue every year? It's a messaging issue.

Anna: Look at which elected officials have similar interests that you can build a relationship with. They are human.

Penny: Sometimes local elected officials become a barrier themselves when people are nervous, not willing to talk to us. If you humanize the issue for your elected official, it will help them better understand. Put things in digestive pieces.

5. What are some of the reasons local governments aren't prioritizing funding and financing towards partnerships on a regional/local scale?
 - a.
 - b.
 - c.
6. Looking at the lessons learned from the case studies, and what was discussed over the last two questions, brainstorm all of the recommendations you want to make to develop or expand on collaborative watershed partnerships.

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Barrier #5/Group 5 - Innovative Approaches

Moderator: Josh Hastings | Notetaker: Laura Cattell Noll

Attendees: Josh Hastings, Jodi Rose, James Shallenberger, Kathryn Cloyd, Don Philips, Richard Baugh, Elizabeth Ronston, Ann Simonetti, James Shallenberger, Laura Cattell Noll

1. What benefits do you see to collaboration across regions, sectors, etc?
 - a. Kathryn - revising PRP, but need locations for BMPs, but neighboring municipality has lots of opportunities, our engineers are going to connect to see if they would revise PRP to share credit
 - b. Jodi - connecting thread to work across regions, lower shore of MD, Baltimore MD, nonprofits are learning from each other, localized non-profits can connect through networks of networks and have shared learning
 - c. Richard - I'll affirm with what Jodi said, there are a lot of locality aspects to it, regions in VA are all over the board in terms of jurisdictions that have a history of working together or not, distance, history etc. play a role, the advances are significant, the challenges is that there is not a one size fits all approach, need to be created from scratch for some areas and not for others, need to talking to folks with similar sizes and challenges, tricky when working with local governments of different sizes
 - d. Elizabeth - innovative ideas around collaborations is appealing to funders, particularly when pulling match together
 - e. Don - LGAC (included in three points) has spent 1 - 2 years to come up with two broad programs: 1) relationship building, circuit rider 2) on education of local leaders, manual for local officials - addresses turnover issue
 - f. Josh - this is the structure to address turnover and foster longer term collaboration
 - g. James - benefit of working regionally, from government/regulatory, the more entities that come together, the more attention you will garner from DEP, EPA etc. it creates an open door to regulators, the partnership created those connections and resources
 - h. Ann - the federal/state folks that have the resources, if you have municipalities that are working together they are much more likely to be funded
 - i. Richard - PDCs in VA have done the majority of that work, but it's been pigeonholed there
 - j. Josh - a circuit rider is a hired TA person to pool resources and find additional resources
 - k. Don - build the trusted relationships before the project, a years long project
 - l. Josh - from an elected position, you have someone that you trust and navigates those challenges for you
 - m. Ann - several years ago we hired circuit riders in PA and MD/VA, and they already had relationships with local governments

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- n. Jodi - circuit riders should also focus on engaging local nonprofits, cross sector coordination is important and they can play that broker role
- o. Don - depends on size of local government, thinking about who the experts are, we have a few folks from DE that are sort of fitting into this role
- 2. Do you have local experience that would influence how to overcome the barrier? If so, please share.
 - a. Josh - innovative solutions are more of an opportunity than a barrier
 - b. Don - nonprofit and town have been collaborating closely for 25+ years, riverfront project shows that it works
 - c. Kathryn - just completed a traffic calming plan, will address a number of different issues, including dig once, saves money, beautifies the town and addresses traffic issues
 - d. Jodi - leverage of private land to help municipalities meet their MS4 goals, it's apparent that there are far more congregations interested in installing practices than available grant funds, install projects on congregations and minis get MS4 credit, social diffusion on information/education, given that these are smaller municipalities they can be more nimble, an innovative way to meet both needs, developer pays an annual amount to maintain the project
 - e. Josh - local governments have their own WIP/PRP and/or developments can install practices on congregations or other highly engaged individuals
 - f. Jodi - limitations to folks meeting regulatory requirements on public land
 - g. Josh - Salisbury does have a stormwater fee and going through that process, it was at first a challenge, but now that pot of funding is being administered through CBT to put even more money towards that
 - h. James - the places with stormwater fee allow folks to offset fee by taking an action on their land (rain garden etc.), we've started to reach out to corporate folks like shopping centers to see if we can install practices there, Turkey Hill Dairy is a major player through supply chains, influential players like that
 - i. Josh - the policy and the collaborative work as well, for example Oxford, MD, might be an initial political headache
 - j. James - it goes back to trust
 - k. Elizabeth - CBF, we have worked with churches and/or strip malls, to help reduce their stormwater fee, took a lot of work to coordinate with municipality, paperwork is a barrier
 - l. Jodi - what we are working on in Salisbury is to reduce the paperwork burden and create a pipeline of connection between developers and congregations, references diverting the funds into third party granting, but less innovative now, create a brokering system, when money is passed around the impact get smaller
 - m. Elizabeth - isn't the goal to leverage the fees to get match
 - n. Jodi - tough to use CBT to leverage for NFWF
- 3. For this barrier, how does collaborative work vary across geographies and from rural to urban? Does this suggest additional lessons learned?
 - a. Laura - innovative work that Kennett Township is doing to achieve MS4 credits via ag BMPs

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- b.
- c.
4. What are some of the reasons local governments aren't prioritizing funding and financing towards partnerships on a regional/local scale?
 - a.
 - b.
 - c.
5. Looking at the lessons learned from the case studies, and what was discussed over the last two questions, brainstorm all of the recommendations you want to make to develop or expand on collaborative watershed partnerships.
 - a.
 - b.
 - c.
6. Please identify your top three recommendations for responding to this barrier in order to increase collaborative efforts with other entities and organizations?
 - a.
 - b.
 - c.

Other:

- James - realized that TMDL work was seldom local in PA, there was a strong watershed association here, that was the innovative here, lots of partnerships and trust between DEP and EPA,
- Josh - I keep hearing trust/relationship building, I remember in the late 80s, early 90s going to the Nanticoke, watershed festival etc. I've learned that some parts of the watershed, there aren't watershed groups, it makes it more difficult because now you have the regulations, now you are coming back to that focus on local groups,
- James - in PA, if you talk about blue crabs or oysters it doesn't resonate, instead talk about flooding, outdoor recreation, drinking water from a well etc. That gets their attention.
- Josh - 1) communications/relationship building is important 2) shared priorities is essential 3) policy and collaborative funding 4) dovetail with other issues/local priorities 5) shared capacity, more public/private partnerships
- Don - needs to be local, local trusted voice, creates buy-in
- Ann - intergovernmental collaboration, businesses and faith-based folks
- Don - I never said N when I am talking to my DE neighbors, they want to hear about clean water, tree canopy, hunting etc. the things that already matter to them
- James - there aren't enough grants, but working with agricultural producers, peer to peer learning among, who are the effective voices for different audiences
- Kathryn - in our PRP the original plan didn't have green infrastructure, easier to get buy-in for projects that are public facing, amenities
- Elizabeth - the messaging is the important thing, sell the co-benefits
- Don - make it personal, help people to see that they are participating in something that is making a difference
- Josh - participatory governing

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- Jodi - instead of policy, is it guidance on how to structure collaboratives,
- Don - DNREC does some of that, but NFWF needs to do that, we need to go on the offensive, we'd like to challenge you to address clean water, some of these folks don't even know that they need something, direct benefit and a way to fund it

Josh take-aways:

- 1) Renewed Focus on Communications: Local trusted voice is essential**
 - a) Built out of shared values/priorities/mapping
- 2) Collaborative funding built out of local policy/local projects**
 - a) Local stormwater utility fees or ballot initiatives matched with CBT, NFWF, or other similar public/private funding pots
- 3) Shared capacity & public/private partnerships 2.0**
 - a) Circuit Rider Approach
 - b) Start a pilot project
 - c) Example: Federal partners like USFWS will help write grants for local nonprofits that have a MOU or partnership with local or regional governments

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Barrier #6/Group 6 - Water Quality Mitigation & Restoration Funding

Moderator: Nissa Dean | Notetaker: Patti Bohnsack

1. What benefits do you see to collaboration across regions, sectors, etc?
 - a. Small towns will not accomplish as much without partnerships. By doing so they can create **tangible products** for their volunteers. W/o being able to see the output, they lose volunteers.
 - b. Having a track record of tracking success is beneficial with funders. What is your history, how can it be sustained?
 - c. When collaborating with a committed organization, a partner can take the lead, no “ownership” issues, getting things done is the focus.
 - d.
2. Do you have local experience that would influence how to overcome the barrier? If so, please share.
 - a. Example from a small rural community: you know the partners, they can donate in-kind. Matches can be met. In house capacity.
 - b. Another smaller community example: Engage local entities, get government support, partners come together, it's “in sight of all involved”, the town pulls together. It HAS to be about partnership. As things pull together, more partners want to get involved.
 - c. DEQ gives funding based on resources available. When partners pull together, inventory is larger.
3. For this barrier, how does collaborative work vary across geographies and from rural to urban? Does this suggest additional lessons learned?
 - a. James River project - divided into 3 regions. Ag focus, oyster shoreline restoration, urban stormwater focus. Need to pay attention to everyone “in the room”. If you have multiple resources available to big and little folks you will be more well rounded.
 - b. Need to be sensitive to optics in PR. Make sure what you are doing is seen positively in the community members eye. If things are negative, you will lose partnerships. Make it long term.
 - c.
4. What are some of the reasons local governments aren't prioritizing funding and financing towards partnerships on a regional/local scale?
 - a. **Staff capacity.** Idea of having someone to write grants is low priority.
 - b. Time / skill set capacity
 - c. Communities need an individual to step forward to run a partnership. Having someone who is able to manage and implement is difficult.
 - d. Sometimes there isn't time to build a partnership to meet deadlines set by the state.
 - e. Communities need to be proactive to plan ahead for issues (climate change)

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5. Looking at the lessons learned from the case studies, and what was discussed over the last two questions, brainstorm all of the recommendations you want to make to develop or expand on collaborative watershed partnerships.
 - a. Reach out to community colleges for volunteers
 - b. Lean on grassroots organizations - use their volunteers
 - c. Can you pull together the resources?
 - d.
6. Please identify your top three recommendations for responding to this barrier in order to increase collaborative efforts with other entities and organizations?
 - a. **Leadership** - it starts with one really good champion to pull people together
 - b. **Connect needs with resources** - stay aware of others needs and others resources to help make connections without worrying about boundaries, “share well with others”
 - c. **Build trust/ relationships** - track records are key. Long term relationships.

Barrier-specific questions

These questions may invoke more comments and discussion.

1. What are some of the ways to increase local government programs and activities in these areas?
 - Set aside specific funding
 - Have a pre application to know if it is worthwhile to get an engineer to do the work in the first place
 - Simplify the process, provide benefits for working together
2. Capacity is often connected to funding as without the right capacity, there is no one dedicated to expanding funding opportunities? What can we do to make a stronger connection between successful funding opportunities and capacity?
 - If a non-profit can figure out how to do a project instead of a consulting firm/ engineer, they will come in as the lower bid. Capacity is greater due to working together.
 - Don't make a non profit rewrite their grant proposal every year. Have it for 5 years with updates to scope of work.
3. What are the co-benefits of watershed health-related partnerships?
 - Shared cost
 - Technical expertise that would be fiscally prohibitive for a community
 - Grant writing knowledge

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Barrier #7/Group 7 - Starting a Collaborative

Moderator: Nancy Nunn | Notetaker: Andrew Szwak

PARTICIPANTS:

Nancy Nunn, Moderator, University of Maryland, Harry R. Hughes Center for Agro-Ecology

Andrew Szwak, Notetaker, Land Trust Alliance

Alan Girard, Chesapeake Bay Foundation

Ashley White, Pa Council of Governments

Jennifer Miller Herzog, Land Trust Alliance

Leo Lutz, Mayor, Columbia, PA

Kate Wofford, Alliance for the Shenandoah Valley

1. What benefits do you see to collaboration across regions, sectors, etc?
 - a. Efficiency - many hands make light work.
 - b. Overcoming past failures
 - c. Finds ways to overcome cross-sector issues.
2. Do you have local experience that would influence how to overcome the barrier? If so, please share.
 - a. Identification of common needs between different stakeholders
 - b. Communicating these needs in compelling, convincing, data-based ways
 - c. Create welcoming environment for local elected officials to initiate conversation
 - d. Follow up with more in-depth meeting
 - e. Engage 'critical mass' of core leaders.
 - f. Trust-building through expression of commonly used language to describe the goal(s), problems, etc.
3. For this barrier, how does collaborative work vary across geographies and from rural to urban? Does this suggest additional lessons learned?
 - a. Needs to be a problem &/or opportunity that a collaborative can solve to attract participation. (e.g. Shenandoah Rail Trail project)
 - b.
 - c.
4. What are some of the reasons local governments aren't prioritizing funding and financing towards partnerships on a regional/local scale?
 - a. Local govts may not be able to realize the full project themselves.
 - b. Hesitancy to participate in anticipation of resource commitments.
 - c. Difficulty to balance costs with benefits across jurisdictions.
 - d. Lack of perceived 'pain points' that bring/force them to a common table.
 - e. Fear of missing out on an opportunity or being left out are often needed.
 - f. Fear of advocacy organization participation and what that could create.
 - g. Influence of voters on elected leaders (e.g. fiscal responsibility, adherence to values, etc.)

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5. Looking at the lessons learned from the case studies, and what was discussed over the last two questions, brainstorm all of the recommendations you want to make to develop or expand on collaborative watershed partnerships.
 - a. Trust - must acknowledge and build where possible.
 - b. Invite participation both as individuals as well as local govt or organizational representatives
 - c. Maintain consistent staff participation in issues and involvement, even across elections.
 - d. Collaboratives create their own momentum and can often survive headwinds.
 - e. Knowing where the limits of a collaborative exist, such as when they should end and when they have accomplished their goals, can be useful during start-up.
6. Please identify your top three recommendations for responding to this barrier in order to increase collaborative efforts with other entities and organizations?
 - a. Funding - Create opportunities for funding to form and participate in collaboratives (by funders).
 - b. Education/awareness - Advocate for local or state government resources to participate in &/or support collaboratives.
 - c. Scoping - Be explicit about common expectations & outcomes to be pursued and organization collaborative around pursuing them.

NOTES:

Regional planning commissions have trust with local governments. Partnerships between these entities and nonprofits can hold sway with local governments to incite action.

Appendix F

Additional Resources

Examples of collaborative partnerships within the Chesapeake Bay watershed:

Delaware

Water Quality

- [Nanticoke Watershed Alliance](#) - *The Alliance includes partners from Maryland and Delaware including representatives from industry, agriculture, environmental, business, community, state, local, and federal governmental organizations. They are dedicated to working together to protect the Nanticoke River watershed.*

Resilience

- [Resilient and Sustainable Communities League \(RASCL\)](#) - *RASCL is a collaborative network of state, nonprofit, and academic partners working to create a more resilient, sustainable Delaware for everyone.*

Maryland

Green Infrastructure

- [Sustainable Maryland](#) - *Sustainable Maryland is a certification program for Maryland municipalities that want to go green, save money and take steps to sustain their quality of life over the long term.*
- [Edmonston Maryland: Green Street Project](#) - *The Edmonston Green Street project has transformed Decatur Street, our main residential street, into a fully environmentally responsible street. It utilizes the best sustainability practices from across the country – from the tree canopy overhead to the storm water system underground. It is the first street of its kind in Maryland, and perhaps even on the east coast.*
- [Harford County's Floodplain Management Project](#) - *Harford County integrated the National Flood Insurance Program's (NFIP) Community Rating System in 1990 to recognize and encourage community floodplain management activities that exceed the minimum NFIP standards.*
- [Defensores de la Cuenca](#) (meaning Watershed Defenders) - *A non-profit that works to create a green infrastructure network that is both inviting and inspiring from the point of view of the Latino community.*
- [Delmarva Oasis](#) - *By the year 2030, the eastern Shore Land Conservancy seeks to protect 50% of the Delmarva Peninsula with the support and partnership of multiple conservation-based organizations, the Maryland, Delaware, and Virginia state governments, the private sector, and forward thinking landowners.*

Resilience

- [Charles County Resilience Authority](#) - *The Resilience Authority will undertake and support resilience infrastructure projects that mitigate and adapt to the effects of climate change by offering a range of financing structures, forms, and techniques that leverage public and private investment.*

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- [Deal Island Peninsula Project \(DIPP\) in Somerset County, MD](#) - DIPP is a network of diverse stakeholders brought together through various collaborative projects to address challenges impacting the health and wellbeing of the local communities and coastal environments.

Urban

- [Greater Baltimore Wilderness Coalition](#) - The Greater Baltimore Wilderness Coalition is a coalition of public, private, and nonprofit organizations working through our collective impact model to connect people to greenspaces through our four pillars of equity, discovery, biodiversity, and resilience.
- [Prince George's County Composting Facility](#) - Prince George's County manages the County's Yard Waste Composting Facility and contracts with the Maryland Environmental Service (MES) to operate the facility capable of composting food waste as well as green waste.

Water Quality

- [Envision the Choptank](#) - Envision the Choptank works with conservation organizations, government agencies and local citizens to find collaborative solutions that support healthy and productive oyster reefs, and restore fishable, swimmable waters to the Choptank River.
- [MD Healthy Waters Roundtables](#) - In 2015, the Chesapeake Bay Foundation, Eastern Shore Land Conservancy, Harry R. Hughes Center for Agro-Ecology, and University of Maryland Sea Grant Extension, supported by consultant services supplied by Earth Data, Inc. (hereafter the supporting partners), convened Eastern Shore local leaders to form the Healthy Waters Round Table. This effort sought resource enhancements and collaborative actions able to bolster implementation of Watershed Implementation Plans. The Round Table worked to grow the local government capacities to achieve clean water goals.

Watershed Restoration

- [Maryland Watershed Assistance Collaborative](#) - Maryland's State agencies, the Chesapeake Bay Trust, University of Maryland Sea Grant Extension Program, University of Maryland Environmental Finance Center, NOAA and the EPA joined together to create the Watershed Assistance Collaborative (Collaborative) in the Fall of 2008. The Collaborative is a partnership that provides services and technical assistance to communities to advance restoration activities and projects.

Environmental Justice

- [Environmental Justice Implementation at the Maryland Department of the Environment \(MDE\)](#) - Efficiently build a network of people who are knowledgeable about the issues of concern to share expertise and advance the EJ agenda in Maryland, this includes reaching out to local businesses, legislators, planning and community organizations, and the academic community.

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New York

Water Quality

- [Upper Susquehanna Coalition \(USC\)](#) - The USC consists of 22 Soil and Water Conservation Districts (18 in NY and 4 in PA) that cover 99% of the headwaters of the Susquehanna River upstream of Towanda, PA. The USC was established in 1992 to work on quality issues in the headwaters of the Chesapeake Bay.
- [Walkable Watershed](#), Cortland, NY - Cortland, New York, is located in the Tioughnioga River Watershed, part of the headwaters of the Susquehanna River Basin and the Chesapeake Bay Watershed. The City of Cortland recognizes an opportunity to advance watershed restoration goals, improve local stewardship and reconnect the City to the Tioughnioga River.
- [New York City Watershed Agricultural Council \(WAC\)](#) - The WAC works with farm and forest landowners in the New York City Watershed region to protect water quality on behalf of nine million New York residents.

Pennsylvania

Water Quality

- [Lancaster Clean Water Partners](#) - The Lancaster Clean Water Partners aims to unite Lancaster's various perspectives to achieve a shared vision of clean and clear water in Lancaster County by 2040.
- [Chesapeake Conservancy: Precision Conservation Partnership](#) - Together with our partners, Chesapeake Conservancy is working to create a healthier environment upstream, for a healthier Chesapeake Bay downstream.
- [Oxford Regional Planning Committee](#) - Municipalities across the Pennsylvania portion of the Chesapeake Bay watershed are grappling with how to meet MS4 and Chesapeake Bay Pollution Reduction Plan requirements, as well as local water quality and nutrient reduction goals. Many are now looking to collaboration across multiple municipalities as a means to creating efficiencies that can reduce overall costs to each community.
- [Chiques Creek Restoration Initiative](#) - The Susquehanna River Basin Commission is partnering with the Pennsylvania Department of Environmental Protection, the Penn State Agriculture and Environment Center, Lancaster County Conservation District, local municipalities, and many other interested stakeholders to collaborate on an innovative approach for achieving water quality improvements in the Chiques Creek Watershed, Lancaster and Lebanon Counties, Pennsylvania.

Green Infrastructure

- [Blair County Conservation District Partnership](#) - The District works closely with local municipalities with respect to their ordinances and our delegation for Erosion and Sediment Pollution Control and Stormwater Management.

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Virginia

Resilience

- [The Resilience Adaptation Feasibility Tool \(RAFT\)](#) - *The RAFT is an innovative “collective impact” collaborative approach to climate resilience that leverages the expertise and resources of multidisciplinary partners and diverse stakeholders to assist coastal localities striving to increase their resilience.*

Urban

- [City of Richmond’s RVAH20](#) - *RVAH20 is a collaborative, long-term effort to represent every aspect of the City’s clean water efforts.*
- [The Richmond Urban Forestry Collaborative](#) - *The Urban Forestry Collaborative represents unique organizations with common purpose- to protect and enhance the urban tree canopy in Richmond, Virginia.*

Watershed Restoration

- [Elizabeth River Project](#) - *The project consists of citizens, businesses, schools and government working together to restore the Elizabeth River.*
- [James River Consortium](#) - *Partners in the Upper and Middle James Riparian Consortium are working together with landowners to install acres of riparian buffers within the James River watershed.*
- [University of Virginia: Ecosystem Restoration & Conservation Collaboratives](#) - *UVA’s Institute for Engagement and Negotiation won a prestigious contract from the National Fish and Wildlife Foundation (NFWF) Chesapeake Bay Restoration Fund to investigate and analyze what specific aspects of collaborative partnerships make a difference in terms of ecological restoration and conservation activities and outcomes.*
- [Alliance for the Shenandoah Valley](#) - *The Alliance works to ensure the Valley’s rural character, scenic beauty, clean water and vibrant communities are protected by providing accurate and timely information to community members and decision makers.*

Environmental Justice/Water Quality

- [Walkable Watershed Approach](#) - *In partnership with the James River Association, Skeo Solutions summarized lessons learned in their Walkable Watersheds Guide that includes tips for more effectively engaging underserved communities in watershed planning that results in community benefits.*

Washington DC

- Metropolitan Washington Council of Governments (MWCOC) - DC, MD and VA
 - [Anacostia Watershed](#) - *The Anacostia Watershed Steering Committee was created in 2006. Its principal purpose is to provide policy, program and financial oversight for the ecological restoration and protection of the Anacostia watershed*

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- [Chesapeake Bay Water Resources and Policy Committee](#) - Elected officials and staff from COG's member governments and water & wastewater utilities tracks developments under the federal-state Chesapeake Bay Program for implications to local governments and recommends Bay-related and water quality policies to the COG's Board of Directors

West Virginia

- [West Virginia Rivers Coalition](#) - WV Rivers is a statewide organization focused on promoting the overall health of West Virginia's waters and their downstream benefits.

Watershed-wide

- [Urban Sustainability Directors Network \(USDN\)](#) - USDN's programs mobilize members to pursue collaborative projects that address urgent challenges and timely opportunities facing multiple cities.
- Community Based Private-Public Partnerships (CBP3)
 - [EPA's CBP3 Guide for Local Governments](#) - EPA Region 3 developed this guide for local governments on CBP3s and alternative market-based tools for integrated green stormwater infrastructure.
 - [EPA: Financing Green Infrastructure](#) - Is a CBP3 Right for You?

Examples of collaborative partnerships outside of the Watershed:

- [Center for Collaborative Conservation \(CCC\)](#) - The CCC builds the capacity of organizations, communities, and future leaders to achieve conservation impact, while applying Colorado State University's world-class research and education.
- [Puget Sound Partnership](#) - The Partnership created and now manages the infrastructure needed to enable and encourage partners to come together to develop and implement priority actions needed to accelerate ecosystem recovery.
- [Long Island Sound Funders Collaborative](#) - The collaborative is a group of funders with missions that include protecting and restoring the Long Island Sound.
- [Foundation for Louisiana: LEAD the Coast](#) - Foundation for Louisiana was born in 2005 in the tumultuous days following Hurricanes Katrina and Rita. Founded as the Louisiana Disaster Recovery Foundation, initial work was to invest in and support the immediate recovery of Louisiana's communities following the storms.
- [Moonshot Missions](#) - Moonshot Missions works with communities to identify and customize suitable projects within a roadmap that increases cash flow and may even reduce customer rates, while solving significant environmental and public health challenges.