



Filling Gaps to Advance WIP Implementation Forum Report

APPENDICES

Appendix A: List of Forum Participants

Local Government Forum Attendees	
James Barnhart, LGAC, West Virginia Delegation	Tom Leigh, Chesapeake Bay Foundation
Markus Batchelor, LGAC, DC Delegation	Leo Lutz, LGAC, Pennsylvania Delegation
Richard Baugh, LGAC, Virginia Delegation	John Magruder, Essex County Supervisor
Monica Billig*, Alliance for the Chesapeake Bay	Andria McClellan , LGAC, Virginia Delegation
Carin Bisland, EPA Chesapeake Bay Program Office	Chris McDonald, VA Association of Counties
Karl Blankenship, Bay Journal	Dianne McNally, EPA Region III Water Protection Division
Chip Boyles, Thomas Jefferson PDC	Linda Millsaps, George Washington Regional Commission
Ruby Brabo, LGAC, Virginia Delegation	Fredrika Moser, Maryland Sea Grant
Ed Bustin, LGAC, Pennsylvania Delegation	Lee Murphy, PA Department of Environmental Protection
Jennifer Cotting*, Environmental Finance Center	Harriet Newquist, Alliance for the Chesapeake Bay
Tom Damm, EPA Region III Water Protection Division	Matt Pennington*, WV Eastern Panhandle Regional PDC
Ola Davis, Alliance for the Chesapeake Bay	Don Phillips*, LGAC, Delaware Delegation
Suzanne Dorsey, Harry Hughes Center for Agro-Ecology	Jake Reilly*, National Fish & Wildlife Foundation
Sadie Drescher , Chesapeake Bay Trust	Amanda Rockler*, Maryland Sea Grant
Jim Edward, EPA Chesapeake Bay Program Office	Joan Salvati, VA Department of Environmental Quality
Sheila Finlayson, LGAC, Maryland Delegation	Sharon Sartor*, US Army Corps of Engineers
Donna Fisher, Blair County Conservation District	Tom Schueller, Chesapeake Stormwater Network
Kate Fritz*, Alliance for the Chesapeake Bay	Lisa Schaefer, County Commissioners Association of PA
Mary Gattis*, Alliance for the Chesapeake Bay	Ann Simonetti, LGAC, Pennsylvania Delegation
Laura Grape, Northern VA Soil & Water Conservation District	Philip Stafford, MD Department of Natural Resources
Penelope Gross, LGAC, Virginia Delegation	Jennifer Starr*, Alliance for the Chesapeake Bay
Alana Hartman, WV Department of Environmental Protection	Kathy Stecker*, MD Department of the Environment
Ann Jennings*, VA Deputy Secretary for Natural Resources	James Sullivan, DE Department of Natural Resources and Environmental Control
Caitlyn Johnstone, Alliance for the Chesapeake Bay	John Thomas, LGAC, Pennsylvania Delegation

Chip Jones, LGAC, Virginia Delegation	Sally Thomas, LGAC, Emeritus Member
Les Knapp*, MD Association of Counties	Bruce Williams, LGAC, Maryland Delegation
Adrienne Kotula, Chesapeake Bay Commission (VA)	
Additional Planning Team Representatives <i>(who were unable to attend forum)</i>	
Bob Agee*, Independent Consultant	Nicki Kasi*, PA Department of Environmental Protection
David Baird*, DE Conservation District	Wendy Walsh*, Upper Susquehanna Coalition

*Served on the Forum Planning Team

Appendix B: Backgrounder

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.

Introduction and Problem Statement

Due to inadequate in-house resources (staff and/or funding), local governments throughout the Chesapeake Bay watershed require outside services (technical assistance) to fully participate in

implementing their jurisdiction's Chesapeake Bay Watershed Implementation Plan (WIP).

What is Technical Assistance?

In the context of these discussions, technical assistance is defined as a service provided to local government by an outside organization or agency, which may otherwise be performed by staff or secured through normal procurement processes, e.g. municipal engineering services.

Despite the vast array of technical assistance services being delivered in the Chesapeake Bay watershed, many local governments are unable to secure the services needed to plan, design, implement, and maintain watershed restoration projects and programs. **[Problem Statement]**

technical assistance gaps with the Chesapeake Executive Council for more than ten years. At the August 7, 2018 meeting of the Chesapeake Executive Council, LGAC again raised the issue, calling for an evaluation of the nature, sufficiency, and scope of technical assistance resources and programs available to local governments to be conducted for the purpose of establishing new, re-tooling existing, or expanding state and/or federal programs to achieve greater effectiveness in WIP implementation.

The Local Government Advisory Committee (LGAC) has raised the issue of staff capacity and

LGAC is hosting this Forum in order to provide the Chesapeake Bay Program leadership with more specific recommendations for addressing staff capacity and technical assistance gaps.

EPA expects each of the seven jurisdictions to describe in their respective Phase III WIPs:

- Programmatic and numeric implementation commitments between 2018 and 2025 needed to achieve their Phase III WIP planning targets;
- Comprehensive strategies for engagement of the full array of their local, regional, and federal partners in WIP implementation.

Meeting Goal

By the end of the day, we expect to have jurisdiction specific recommendations for expanding technical assistance delivery to low capacity communities throughout the Chesapeake Bay Watershed.

Phase III WIPs should address the following:

“Identification of gaps in capacity in programmatic, financial, technical assistance, or other capacity needed to advance WIP implementation and recommendations to address those gaps and needs.”

Our work will help the jurisdictions (“states”) comply with EPA’s Expectation that Phase III WIPs will include **recommendations for filling gaps in capacity in programmatic, financial, technical assistance, or other capacity needed to advance WIP implementation.** See sidebar and EPA Expectations for additional details.

Background and Assumptions

The Forum Planning Team identified three key factors affecting local government access to technical assistance.

1. Insufficient staff capacity. Many local governments operate with minimal staff and thus do not have the internal capacity to take advantage of services that may otherwise be available to them.
2. Technical assistance provider capacity limitations. Technical assistance providers' ability to meet the demand for services may be limited by insufficient resources (staff/funding), geography, and/or the range of expertise/services within the organization.
3. Lack of awareness about available services. Identifying agencies or organizations that can provide assistance is time consuming. There is no central repository for information about technical assistance and the range of agencies and organizations providing technical assistance to local governments is vast.

Additional information on Factors #1 and #2, which we will address on September 26th, is below. Lack of awareness (#3) was considered a tertiary issue, best addressed after the other two issues are resolved.

Key Factor #1: Insufficient Staff Capacity

While we recognize that almost every community could use more staff, we are focusing exclusively on the needs of **low capacity communities** to undertake watershed protection and restoration activities, including but not limited to managing stormwater.

Staffing assumptions that inform our recommendations:

1. Staffing needs may vary from one community to the next, even within the same region.
2. Staffing goals may vary from one community to the next, i.e. some communities may ultimately need/want to become self-sufficient while others may be best served by long-term assistance from an external provider (adjunct staff).
3. Sharing staff can be a cost effective strategy for filling staffing gaps.
4. Needs are not always "technical."
5. Low capacity communities benefit from services that can be provided by a generalist rather than a specialist.
6. Relationships matter. Building trust takes time.

Approaches to meeting staffing needs in low capacity communities may include:

Circuit Rider - Examples include York County Circuit Rider (2009); Eastern Shore Healthy Waters Initiative, MD (current); Otsego County Conservation Association Circuit Rider Planner Program, NY (current)

Quasi-governmental or Governmental Agency Support. Examples include Watershed Assistance Collaborative, MD; Eastern Panhandle Regional Planning and Development Council, WV; Upper Susquehanna Coalition, NY/PA; DE Department of Natural Resources and Environmental Control

Shared Staff - Examples include Blair County MS4 Collaborative, PA

Key Factor #2: Technical Assistance Provider Capacity Limitations

Technical assistance providers working in the Watershed include federal, state and local agencies, quasi-governmental organizations, University Extension Agents, NGOs, private firms and others.

Assumptions regarding Technical Assistance Services that inform these recommendations:

1. Demand for technical assistance exceeds supply.
2. Most Technical Assistance Providers (TAPs) are limited by insufficient resources (staff/funding), geography, and/or the range of expertise/services within the organization.
3. The competitive nature of funding doesn't facilitate collaboration among TAPs.
4. Better collaboration among TAPs will improve delivery of services that meet local governments' needs.
5. The types of services needed include planning, engineering, financing, grant writing and reporting, legal, project management, etc.
6. Some TAPs are providing services outside their area of expertise.

Common approaches to meeting local governments needs for technical assistance include:

Grant Funded Services. Examples include [NFWF's Technical Capacity Grants Program](#) (in 2018 this program was combined with the Small Watershed Grants program and projects are being solicited under the [SWG Planning and Technical Assistance \(SWG-PTA\)](#) heading).

Federal or State Assistance. Examples include MS4 training, US Army Corps of Engineers Planning Assistance to States (PAS) Program, state or federal procured services such as the PA Department of Environmental Protection Source Water Protection Plan assistance provided by SSM.

Criteria for TA Services

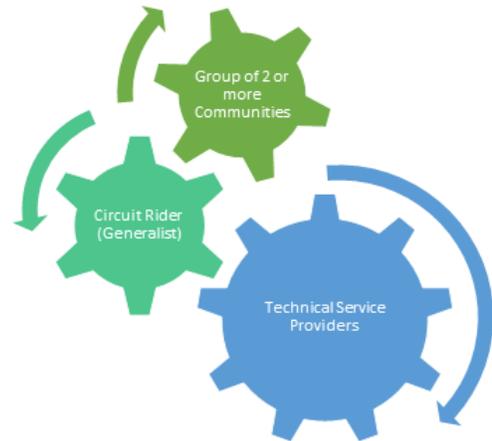
An effective technical assistance system will meet the following criteria:

1. **Credible** - TA providers should be able to demonstrate that they possess the expertise needed to meet the clients need. Having an established relationship with the client or a history of providing services to similar clients is preferable. *If they are providing services related to statutory or regulatory programs, how do you ensure TA providers possess the appropriate credentials? See [Water and Wastewater System Operator Model](#) provided by Nicki Kasi which requires DEP pre-authorization.*
2. **Consistent** - TA services should be available on an ongoing basis, i.e. not dependent on short-term funding. *What constitutes on-going basis, e.g. 3 years, 5 years, indefinite? If services are grant funded, need to determine what constitutes a reasonable time frame, e.g. CBPO funded support contracts are generally 6 years.*
3. **Convenient** - Local governments should have a one-stop shop where they can go to locate services and the process for securing services should be simple (see [PA DCED Technical Assistance program Letter of Intent process](#); *do you know of other examples?*).
4. **Cost-effective / Affordable** - Services may be considered cost-effective if they result in an overall reduction in the cost to meet the desired ends. For example, it may be more cost effective for the state to secure a contractor to map MS4 systems (reference PA DEP Source Water Assessment example). There should be an expectation that local governments will contribute financially. In other words, they must have "skin in the game" and shouldn't expect to get something for nothing. *Should there be a sliding scale for determining what an equitable contribution is?*

Preliminary Recommendations

To address both the insufficient staff capacity and technical assistance provider capacity limitations, LGAC recommends the establishment of a Circuit Rider Network and Technical Assistance Collaborative. See diagram below.

We envision this as a two pronged approach, involving the establishment of the Circuit Rider Network first, followed by the establishment of one or more Technical Assistance Collaboratives. Additional details about each of these aspects is described below. During the Forum, participants will refine these recommendations, and develop details specific to each state.



1) Establish a Network of Circuit Riders

We envision a network of generalists (“Circuit Riders”) who provide services to a discrete group of communities. This recommendation is based on the demonstrated success of Circuit Rider models identified above. The Network is a new aspect which will increase the effectiveness of individual Circuit Riders by providing a forum for peer-to-peer exchange, support and shared services. Refer to the Upper Susquehanna Coalition model for sharing technical expertise.

Individual Circuit Riders will serve as adjunct staff for two or more communities. Their job will be to supplement or build local staff capacity, depending on a particular community’s needs/goals.

Circuit Riders help assess each community’s needs, provide support and function as adjunct staff, and help secure outside services from specialists as needed. Employing a Circuit Rider ensures that when specialists are brought in, the community is ready to engage those services.

This approach to addressing insufficient staff capacity addresses all four criteria established by the Planning Team (Credible, Consistent, Convenient and Cost Effective/Affordable).

Obstacles/Barriers to be Addressed (for further discussion at the Forum)

1. Some communities are well served by an existing network of generalists and/or specialists, while others are underserved or even unaware of the need to invest in watershed protection/restoration.

Possible solution/response: States could survey communities to identify areas of need.

2. Funding a Circuit Rider Network will be expensive.

Possible solution/response: The amount of funds needed will depend on the number of Circuit Riders. Discussion about funding should be limited to policy decisions, such as whether participating local governments should be expected to contribute financially.

2) Establish a Technical Assistance Collaborative

We envision a collaborative comprised of technical assistance providers with a range of expertise who can meet the needs of local governments participating in the Circuit Rider Network. Circuit Riders would be responsible for identifying the appropriate TAP and engaging them on behalf of or in cooperation with the local government. Using this approach ensures that the community engaging the TAP is in fact ready for the services being requested.

Taking a collective impact approach requires moving away from the traditional, more isolated ways that service organizations attempt to solve problems. Traditional, isolated approaches to making an impact on outcomes often look like this:

Funders select **individual grantees**

Organizations seeking to implement change **work separately and often compete against each other for funding**

Evaluation is structured to **isolate a particular organization's impact** to show progress

Large-scale change is assumed to depend upon **scaling individual organizations or interventions**

Corporate and public sectors are not **heavily involved in the process**

Like other approaches to collaborative action, the collective impact approach engages multiple players in working together to solve complex social problems:

Funders and implementers understand that social problems – and their solutions – arise from the **interaction of many organizations** within a larger system

Organizations **actively coordinate their actions** and share lessons learned

Progress depends on **working toward the same goal and measuring the same things**

Large-scale change depends on **increasing cross-sector alignment and learning among many organizations**

Corporate and public sectors are **essential partners**

Excerpt from the Community Tool Box's Collective Impact Model, found here <https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/collective-impact/main>

Employing the principles of Collective Impact, TAPs working in the Chesapeake Bay Watershed can help ensure that the limited resources available for these services are deployed in the most efficient and effective way.

Obstacles/Barriers to be Addressed

1. TAPs may be concerned by this approach. To succeed in meeting the needs of local governments we must acknowledge that there is plenty of work to be done in the Watershed.

Possible solution/response: A sustainable source of funds that is shared by a collective will help TAPs play to their strengths, not compete against one another to provide services that others may be better suited to provide.

Appendix C: Forum Agenda

Filling Gaps to Advance WIP Implementation 10:00 am - 4:00 pm, September 26, 2018

Location: The George Washington Hotel, 103 E. Piccadilly Street Winchester, VA 22601

Problem Statement: Despite the vast array of technical assistance services being delivered in the Chesapeake Bay watershed, many local governments are unable to secure the services needed to plan, design, implement, and maintain watershed restoration projects and programs.

Meeting Goal: Develop jurisdiction specific recommendations for expanding technical assistance delivery to low capacity communities.

10:00 a.m.	Welcome/Introductions	Bruce Williams, Chair, LGAC Jake Reilly, Director, NFWF Chesapeake Bay Programs
10:10 a.m.	Workshop Overview/Purpose	Mary Gattis, Director of Local Government Programs Alliance for the Chesapeake Bay
10:30 a.m.	Defining the Issues (Constraints / Obstacles) and Review of Preliminary Recommendations	

Desired Outcome: Reach consensus on problem statement, key issues/assumptions and approach to refining recommendations.

Reference Materials:

- *Backgrounder*
- *Bay Journal Local Government Edition, Summer 2018*

11:30 p.m.	Working Lunch (provided)	
12:30 p.m.	Refine Recommendations	Small Group Discussions
	<i>Group 1: Insufficient Staff Capacity (Facilitator: Mary Gattis)</i> <i>Group 2: Technical Assistance Provider Capacity Limitations (Facilitator: Monica Billig)</i>	
2:30 p.m.	Break	
2:45 p.m.	Develop Final Recommendations and Next Steps	Small Group Discussions

Participants will finalize recommendations and identify next steps necessary to advance recommendations.

- 1. Are recommendations actionable?**
Amend as needed or provide additional notes to clarify intent.
- 2. Is further work needed to develop recommendation/s?**
Clearly describe additional research/discussion needed to develop actionable recommendation.
- 3. Who is best suited to carry out each recommendation?**
Identify those who need to be involved in carrying out the recommendation or advocating for action.
- 4. What are the Next Steps?**
Take a stab at identifying who needs to do what next.

3:30 p.m.	Small Group Report Out and Next Steps
4:00 p.m.	Adjourn

Appendix D: LGAC Quarterly Meeting Financing Strategies Discussion

November 2018

Discussion

LGAC discussed allocating a portion of the CBPO \$5 million for local government implementation to funding the Circuit Riders and meeting local government's needs for technical assistance.

- Established in 2014, \$5 million a year and the funds *have to be matched dollar per dollar by the states*. The funds are distributed through 1 of 2 grant programs.
 - Chesapeake Bay Implementation Grants (CBIG)
 - Chesapeake Bay Regulatory and Accountability Program (CBRAP)
- Not all states match this funding with allocated dollars.
- If it goes through CBPO, there would only be \$5 million per year, whereas if it goes through the state, because it is a dollar per dollar match, it will be \$10 million per year.
 - The states have to create work plans with well-defined measurable outputs.
 - Possible uses of funding on a local level:
 - Local stormwater program improvements
 - Training sponsored by local governments for local governments
 - Filling gaps in technical assistance
 - Compliance monitoring and assistance, and inspections and enforcements of MS4'S, construction stormwater, animal feeding operations, and wastewater treatment plants.
 - Development/improvement of new/existing authorities, rules, codes, zoning, and/or regulations to reduce nutrient and sediment loads delivered to the bay through enforceable or otherwise binding commitments.
 - Development and implementation of protocols and procedures, and provision of staff resources to track, verify and report BMP data from local governments, conservations districts, non-governmental organizations and other local partners implementing BMPs
- There should be a report semi-annually made by the state to understand unliquidated allocations, money not spent.

Recommendations

- States should identify funding gaps that exist at the local level, and then determine how to support communities through developing and/or expanding upon existing circuit rider programs/staff.
- States should match this funding with state dollars to support filling gaps.
- States should coordinate among local groups to figure out who is carrying out services, or who does what, and decide how money is being distributed among those entities.
- States should be required to submit a report showing any unliquidated allocations. Once the state identifies local and regional needs, it can utilize any unliquidated funds to prioritize support in areas of critical need. LGAC recommends that any additional funding to fill capacity gaps be supported through existing programs in place.
- Local contributions should be considered and do not have to be monetary. Local contributions can be in the form of office space, staff time and labor, and resources.

- Have a scaling where 80 percent of funding is given to the states or circuit rider program to build capacity in rural localities and scale it so it goes down by 10 percent each year. This way we can achieve something that can be implemented and everyone is up to speed as it relates to the implementation of projects.
- A mentoring process can be applied in order to understand environmental challenges and how to translate those into a competitive grant application.
- Metrics are needed and a progress report of success should be in regards to the audience. Some areas focus very heavily on TMDLs and some do not. We need to figure out what metrics each audience will need in order to get state funding long-term.

Appendix E: “Generalist” Models across the Watershed

Examples of Circuit Riders:

York County Circuit Rider Pilot Project, York County, Pennsylvania

Partners: Alliance for the Chesapeake Bay, York County Community Foundation, local agencies

Year established: 2009-2010 Pilot

Budget: approximately \$100,000/year

Financial contribution to participate: Grant-funded pilot project, no financial contribution by localities to utilize staff position

Staff: One staff person hired as circuit rider

Job description: *Tasks included:* Construction management and oversight; landowner assistance; grant writing; stream restoration design; agency coordination; ordinance establishment; developed series of workshops; local government outreach and engagement; etc.

Geographic range served/Number of communities served: Engaged 8 municipalities in York County, PA

Program Objectives: Engage local governments and facilitate on-the-ground implementation

Measures of Success: Over \$1,000,000 awarded for grants written by circuit rider; request for assistance from 40 landowners; engaged 8 municipalities and 3 watershed organizations; over 1,051,875 lbs of sediment reduced from project implementation

Eastern Shore Healthy Waters Initiative, Eastern Shore, Maryland

Partners: Chesapeake Bay Foundation; local, regional, state, and federal partners

Year established: 2018

Budget: *3-year estimates:* \$200,000 for salary, fringe and benefits for the Regional Service Provider, \$9,900 for office space and utilities, \$6,100 for travel, \$3,600 for meeting space, \$900 for telecommunications, and \$200,000 for projects and consultant services that galvanize and accelerate the work of the partnership. (3 year total = \$420,500; annual = \$140,167)

Financial contribution to participate: Three year grant-funded project, no financial contribution by localities to utilize staff position

Staff: One staff person hired as Regional Service Provider

Job description: *Tasks include:* Plan, prioritize, and streamline projects that control polluted runoff

Geographic range served/Number of communities served: 4 municipalities and 2 counties

Program Objectives: Assist local governments on Maryland’s rural Eastern Shore to develop increased stormwater management capacity, and facilitate a collaborative regional structure among cities and towns including Cambridge, Easton, Oxford and Salisbury, and Queen Anne’s and Talbot County, that will aid in the planning, prioritization and streamlined delivery of restoration projects.

Measures of Success: TBD

Circuit Rider Planner Program, Otsego, New York

Partners: Otsego County Conservation Association (OCCA), local governments

Year established: 2011

Budget: Staff position salary range \$35,000-\$39,000 (half covered by contracts with localities, other half supported by local benefactor)

Financial contribution to participate: 50/50 matching grant -- full rate is \$70/hour and the municipality pays \$35/hour

Staff: One staff person hired as circuit rider, need to hire more staff

Job description: *Tasks include:* Grant writing, farmland protection, watershed planning, liaison between citizen groups and local Boards, work with communities to meet their needs on whatever comes up (need flexibility in rural communities), etc.

Geographic range served/Number of communities served: Ebbs and flows - currently serving 2 municipalities with 3 in the pipeline

Program Objectives: Fill planning gaps in rural communities (review large scale land use and infrastructure projects, comprehensive planning, etc.)

Measures of Success: Built strong relationships with municipalities enabling access to greater resources and capacity; No need to seek out projects, the demand is there

Examples of Quasi-governmental or Governmental Support:

Upper Susquehanna Coalition (USC), New York and Pennsylvania

Partners: USC is a coalition of 21 Soil & Water Conservation Districts in NY and PA

Year established: USC has been in place for 25 years

Budget: Data not available

Financial contribution to participate: No membership dues; all work done under grant funding

Staff: Tioga County SWCD is administrative entity: 7 USC staff (3 in wetlands, 2 in buffer, 1 in stream and 1 in agriculture)

Job description: *Tasks include:* Provide technical support and additional capacity and funding across three focus areas in the watershed (wetlands, streams, buffer restoration)

Geographic range served/Number of communities served: 17 SWCDs in NY and 4 CDs in PA

Program Objectives: Recognized the need to supplement local capacity by providing support, capacity, and funding

Measures of Success: Districts have trust with the localities; USC works closely with Districts to identify needs and go after funding to secure projects

West Virginia Eastern Panhandle Regional Planning & Development Council (PDC)

Partners: Eastern Panhandle Regional PDC, local governments

Year established: 2011

Budget: Overall cost of program is \$75,000 that includes salary, fringe and transportation (logs up to 15,000 miles/year)

Financial contribution to participate: The PDC pools resources from all communities in addition to federal resources (Appalachian Regional Commission and Economic Development Council); A very small revenue that comes in from taxes required by state code; they write grants to supplement and leverage (the position was leveraged through Chesapeake Bay Regulatory and Accountability Program (CBRAP))

Staff: Environmental Program Coordinator position

Job description: *Tasks include:* First and foremost, be a listener; Spends lots of time on the ground with communities in order to learn the local issues; once he figures out local issues, starts relating back to water quality component which is where the traction starts

Geographic range served/Number of communities served: 12 municipalities (3 counties and 9 municipalities)

Program Objectives: Originally staff position was brought in to meet expectations set up in Phase II WIP; hired to be local governments' voice when drafting that plan - reflecting local governments' interests on what could be done, then help implement those strategies after approval of document and now going into Phase III drafting process

Measures of Success: Getting ideas across and going from discussing the issues to putting solutions into comprehensive plans. Overall perception has changed at all levels. What once was not welcome in a very conservative state, now is being supported by high level politicians in the state because of the Coordinator's due diligence. Which has been an effect of messaging and positive results in demonstration projects.

Maryland Sea Grant, Watershed Restoration Specialists

Partners: Maryland Sea Grant, local governments, citizen groups, individuals

Year established: 2009

Budget: N/A

Financial contribution to participate: No financial contribution by localities to utilize specialist

Staff: 5 regional watershed restoration specialists throughout Maryland

Job description: *Tasks include:* Build programs to assist local governments and non-profits in achieving measurable improvements in water quality. Tasks include capacity building, providing grants assistance, helping with project identification and implementation, social marketing, and providing education & outreach.

Geographic range served/Number of communities served: Entire state

Program Objectives: Assist communities to connect to funding, contractors, and technical assistance for watershed restoration projects; assist communities to establish watershed steward academies; helping communities work toward TMDL goals

Measures of Success: Measures include number of communities served, number of program participants or individuals reached, number of grants approved, nutrient and sediment load reductions, jobs created or sustained, number of best management practices implemented as a result of our programs.

Northern Virginia Regional Council

Partners: NVRC is made up of 13 participating municipalities

Year established: 1947

Financial contribution to participate: Annual membership dues

Geographic range served/Number of communities served: Any incorporated county, city or town in Northern Virginia may become a member of NVRC, provided the jurisdiction has a population of more than 3,500 and adopts and executes a Charter Agreement

Program Objectives: Providing information, performing professional and technical services for its participating members, and serving as a mechanism for regional coordination

Examples of Shared Staff:

Blair County MS4 Collaborative, Blair County, Pennsylvania

Partners: Intergovernmental Stormwater Committee (ISC), Blair County Conservation District

Year established: NFWF Grant project completed in 2015/16; ISC established in 2016 as two-year trial term; commitments to continue from all but one municipality (who received a waiver)

Budget: Conservation District is compensated \$100,000 per year

Financial contribution to participate: All ISC members pay into supporting the Stormwater Coordinator (from \$2,560 to \$37,270 annually based on population, stream length, and impervious surface breakdown developed by the Environmental Finance Center); they are currently discussing fees for non-permitted municipality participation and how and when to role in the implementation cost to the annual fee

Staff: Utilizing existing staff at the Conservation District

Job description: *Tasks include:* Communicate with DEP and other agencies on behalf of ISC, regularly convene group, maintain all records, receive and distribute MS4 Program funds from grants, coordinate completion of all required MS4 Program funds, carry out appropriate MCMs, etc.

Geographic range served/Number of communities served: 10 municipalities plus Blair County joined together to form the ISC

Program Objectives: Conservation District serves as “generalist” to support regional approach - help communities more adequately address MS4

Measures of Success: All participating ISC members committed to continue, currently discussing the term of the next agreement (anticipated 5 year to match permit cycle)

Appendix F: Annual Costs Based on Existing Circuit Rider Models

LGAC staff conducted research and interviews with current program staff listed below to better understand CR costs. We received varying information depending on the program. In some cases we received the salary for the staff person, in other cases we received the total annual program cost that includes the salary for the staff person.

This table shows the cost for each circuit rider program and/or staff person.

Program/Title (State)	Organization where Housed	Funded by	Annual Cost
York County Circuit Rider (Pilot) (PA)	York County Community Foundation	Grant	\$100,000 <i>for program, including CR salary</i>
Eastern Shore Healthy Waters Circuit Rider (MD)	Chesapeake Bay Foundation	NFWF grant	\$140,167 <i>for program, including CR salary</i>
Otsego Circuit Rider Planner Program (NY)	Otsego County Conservation Association	50/50 matching grant (full rate is \$70/hour) between municipalities & benefactor	\$35,000 <i>for staff person</i>
Environmental Coordinator (WV)	Region 9 Eastern Panhandle Region PDC	Communities, federal resources, taxes written into state code, and grants	\$75,000 <i>for staff person and travel</i>
Watershed Restoration Specialists (MD)	Maryland Sea Grant	State of MD	\$61,800 ¹ <i>for staff person</i>
Blair County MS4 Collaborative (PA)	Blair County Conservation District	Intergovernmental Stormwater Committee (ISC) members ²	\$100,000 ³ <i>for program utilizing existing staff</i>

¹ Average cost for one specialist based on 2017 salary for each of the 5 specialists at a total of \$309,000

² Ranges from \$2,560-\$37,270 based on formula that includes population, stream length, and impervious surface

³ Utilizes existing staff to provide support for member municipalities