

# ***Pennsylvania's Community Clean Water Implementation Guide***

## **Implementing Your Countywide Action Plan for Clean Water**



*Healthy Water, Healthy Communities*



# COMMUNITY CLEAN WATER IMPLEMENTATION GUIDE

## The Local Implementation Guide to Implementing Your Countywide Action Plan

### Introduction

Welcome to your ***Community Clean Water Implementation Guide***.

This guide has been created to help you implement your Countywide Action Plan. It is filled with resources and tips to help you achieve success in your county. Your goal is to accomplish the initiatives and action items set forth in your Countywide Action Plan (CAP). The Planning and Progress Report Template you created during your CAP planning process categorizes and outlines your desired actions, resource needs and timeline to reach your goal. This guide provides information and tools necessary to assist your county in reaching its goal, and is designed to complement your ***Community Clean Water Implementation Toolbox*** (Toolbox) which contains county-specific information.

The guide contains the following components to support the valuable work your county is doing in partnership with the Pennsylvania Department of Environmental Protection (DEP) to implement your CAP as a key part of Pennsylvania's Phase 3 Chesapeake Bay Watershed Implementation Plan (Phase 3 WIP).

- **Pennsylvania's Phase 3 WIP Implementation Framework**  
Pennsylvania has developed a framework to provide leadership and support for statewide and county-based initiatives.
- **CAP Implementation Success Strategy**  
This strategy outlines several key elements and steps to enable counties to successfully transition from plan writing to on-the-ground implementation.
- **Resources for Successful Implementation**  
This section outlines resources available to counties, the value they add to implementation and how to leverage them effectively. This section will continue to grow as more resources are added over time.
  - Clean Water Implementation Toolbox
  - County Community Clean Water Action Plan Coordinator
  - Block Grants and Project Funding Opportunities
  - Clean Water Academy
  - Technical Coordinator
  - DEP Chesapeake Bay Office Coordinator
  - Center for Water Quality Excellence
- **Appendix 1: Tools for Success**  
Here you will find sample agendas, meeting formats, email templates, contact information and other tools that will support successful implementation of your CAP.

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For more information on Pennsylvania’s Phase 3 WIP, please visit  
[www.dep.pa.gov/chesapeakebay/phase3](http://www.dep.pa.gov/chesapeakebay/phase3).

## Pennsylvania's Phase 3 WIP Implementation Framework

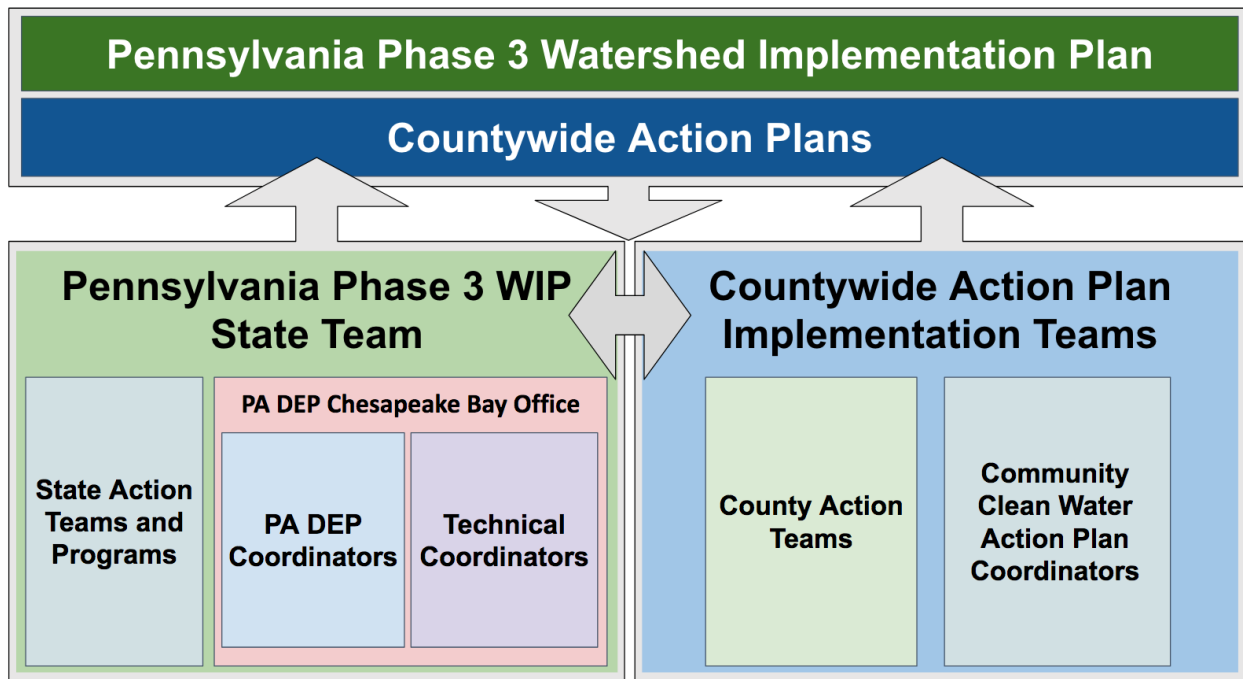
Pennsylvania and our neighboring states with river basins that drain into the Chesapeake Bay (Delaware, the District of Columbia, Maryland, New York, West Virginia, and Virginia) are each creating a Watershed Implementation Plan (WIP) that describes the work to be done to reduce pollution. The Chesapeake Bay Program Partnership recently completed a Midpoint Assessment of the 2010 Total Maximum Daily Load (TMDL) allocations for each state and re-established nutrient reduction planning target for each jurisdiction within the watershed. The goal is to have all practices to achieve these reductions in place by 2025. Each jurisdiction's plan for meeting their phosphorus (P) and nitrogen (N) pollution reduction goals is outlined in WIPs.

Pennsylvania's Watershed Implementation Plan strategy is to work together with local communities in the Chesapeake Bay watershed to clean up and protect local waterways. As part of this effort, Pennsylvania developed the Phase 3 Chesapeake Bay Watershed Implementation Plan (Phase 3 WIP) which outlines a strategy to partner with a team in each county to develop and implement a Countywide Action Plan (CAP). The Phase 3 WIP was submitted to the Chesapeake Bay Partnership on August 23, 2019. Outlined in this plan is the strategy Pennsylvania will implement between now and 2025 to put practices in place that will protect local waterways in the Chesapeake Bay watershed.

Clean water efforts at the county level are the foundation of Pennsylvania's Phase 3 WIP. The Phase 3 WIP identifies nitrogen and phosphorus pollution load reduction goals for each county. Achieving these goals will reduce the nitrogen and phosphorus pollution loads entering Pennsylvania's local waters, and ultimately reaching the Chesapeake Bay. To that end, the state is supporting county efforts to develop and implement a CAP in each of county in the Chesapeake Bay watershed.

New partnerships, ideas and funding sources will be needed to get the job done. As part of this process, the Pennsylvania Department of Environmental Protection (DEP), the Pennsylvania Department of Agriculture (PDA) and the Pennsylvania Department of Conservation and Natural Resources (DCNR) are partnering to form a Pennsylvania Phase 3 WIP State Team. This State Team, partnering with locally-led Countywide Action Plan Implementation Teams together with local stakeholders, will collectively help successfully implement Pennsylvania's Phase 3 WIP and put practices in place that will protect local waterways in the Chesapeake Bay Watershed.

As your county's team works toward implementing your CAP, the State Team will also be working toward enacting the Phase 3 WIP. As part of this effort, the State Team is taking specific measures to help your county's team implement its CAP. This is an adaptive process and will need continued support from both the State Team and CAP Implementation Teams. The figure below illustrates how State Team and CAP Implementation Teams will work together to achieve clean water.



### Pennsylvania Phase 3 WIP State Team

The Pennsylvania Phase 3 WIP State Team will rely on the leadership of the three agency Secretaries, from DEP, PDA and DCNR. DEP has invited members of the statewide Phase 3 WIP Steering Committee that guided the development of the Phase 3 WIP to continue as members of the State Team to support implementation. DEP also invited additional members with diverse and applicable skill sets to join the State Team. The State Team will meet on a bi-annual basis to:

- Support the implementation of Countywide Action Plans
- Review and revise milestones in the Pennsylvania Phase 3 WIP
- Provide programmatic support and updates as outlined in the Pennsylvania Phase 3 WIP
- Adapt the overall strategies, as needed

### State Action Teams

The State Team will rely on the framework and membership of the Pennsylvania Phase 3 WIP Steering Committee to serve as the framework for the State Action Teams. The existing framework includes seven sector workgroups, each led by co-chairs from a mixture of the public and private sector. The team co-chairs will determine the need and purpose of the existing Phase 3 WIP workgroups and member participation. It is up to each team as to the level of involvement they will choose to partake in during the State Team implementation process and their level of involvement in the State Action Teams. Below are the existing workgroups from the Pennsylvania Phase 3 WIP plan development process:

- Communication and Engagement
- Local Area Goals
- Agriculture
- Forestry
- Funding
- Stormwater/Urban
- Wastewater

## **Local Action Team**

The Local Area Goals workgroup was a key contributor during the Pennsylvania Phase 3 WIP development process and countywide planning process. The workgroup was responsible for developing the planning process for all 43 Pennsylvania counties within the Chesapeake Bay watershed.

As Pennsylvania and partnering counties move into implementation of CAPs, the Local Area Goals workgroup will evolve into the Local Action Team. This team will serve as the voice for county partners who are implementing their CAPs. Community Clean Water Action Plan coordinators will serve as the primary members of the Local Action Team.

The Local Action Team will be tasked with providing the Pennsylvania Phase 3 WIP State Team with updates and examples of successes and challenges with the implementation of CAPs. The Local Action Team will also be tasked with providing suggestions for potential solutions based on local knowledge and expertise of what will work at the local level.

## **DEP Chesapeake Bay Office: Coordination and Support**

DEP will provide support to the Pennsylvania Phase 3 WIP State Team as well as the counties implementing their CAPs. As part of the support during the implementation process, DEP will provide funding, coordinators, facilitation, and training resources to support counties.

### **DEP Chesapeake Bay Office Coordinators will:**

- Support the Pennsylvania Phase 3 WIP State Team
- Provide support to counties and the Community Clean Water Action Plan Coordinators as they implement their CAPs

### **DEP Technical Coordinators will:**

- Provide technical support and analysis to the Pennsylvania Phase 3 WIP State Team
- Provide technical support to Community Clean Water Action Plan Coordinators and counties as they implement their CAPs

### **DEP Facilitation and Training Support will:**

- Provide facilitation services to the Pennsylvania Phase 3 WIP State Team
- Provide training and facilitation support to the DEP Chesapeake Bay Office Coordinators
- Provide training and facilitation support to the county-based Community Clean Water Action Plan Coordinators

### **Community Clean Water Action Plan Coordinators will:**

- Support their counties by coordinating the efforts to implement their CAP
- Report progress and provide feedback and information for the Pennsylvania Phase 3 WIP State Team
- Coordinate efforts with the DEP Chesapeake Bay Office Coordinators
- Access PA Clean Water Academy for knowledge and skill building

## New Programs to Support Implementation of the State Numeric Commitments

Since 2017, several new initiatives and programs have been developed to accelerate Pennsylvania's progress towards achieving the nutrient and sediment reduction planning goals. The following provides a summary update of the programmatic changes Pennsylvania is making to support implementation of your CAP.

- **Pennsylvania Farm Bill**

The Pennsylvania Farm Bill has been passed, which includes the new Conservation Excellence Grant, with approximately \$2 million in funding; expansion of the Resource Enhancement and Protection (REAP) tax-credit program to \$13 million; and expansion of AgriLink, which is a low-interest loan program. The State Conservation Commission (SCC) is developing an initial pilot program with Phase 3 WIP Tier 1 counties (Lancaster and York).

- **Agriculture Plan Reimbursement Program**

The state-funded Agriculture Plan Reimbursement Program has approximately \$1.4 million available to offset costs for the development of plans that meet the agricultural erosion and sediment control (Ag E&S) and manure management requirements within the Chesapeake Bay watershed. Information on this program can be found at [www.dep.pa.gov/Business/Water/Pennsylvania%E2%80%99s%20Chesapeake%20Bay%20Program%20Office/agriculture/Pages/Funding-Programs.aspx](http://www.dep.pa.gov/Business/Water/Pennsylvania%E2%80%99s%20Chesapeake%20Bay%20Program%20Office/agriculture/Pages/Funding-Programs.aspx).

For more information on the Agriculture Plan Reimbursement Program, farmers in the southcentral and southeastern parts of Pennsylvania should contact Team Ag, Inc. and farmers in the northcentral and northeastern parts of the state should contact Larson Design Group; the link above contains their contact information.

- **Funding for Chesapeake Bay Agriculture Inspection Program Pilot - Phase 2**

The state-funded pilot for the second phase of the Chesapeake Bay Agriculture Inspection Program has approximately \$2.5 million available. This funding will be provided to County Conservation Districts in Lancaster, Adams, Cumberland and Chester counties in order to assist farmers with implementing their Ag E&S, conservation and manure management plans.

- **DCNR Community Conservation Partnership Program (C2P2) Buffer Grants**

DCNR's Bureau of Recreation and Conservation (BRC) assists local governments and recreation and conservation organizations with funding for projects related to parks, recreation and conservation. Applications for C2P2 grants are accepted once a year, typically during the spring.

In recent years, DCNR has been allocating about \$750,000 annually toward riparian forest buffer projects. The DCNR Riparian Forest Buffer Program provides financial assistance to identify locations in need of riparian forest buffers, and to design, establish, monitor and provide short-term maintenance for those buffers.

In addition to riparian forest buffers, C2P2 grants can also help to fund land acquisition and conservation projects for park and recreation areas, greenways and critical habitat areas. These projects can help to support the land conservation goals in Pennsylvania's Phase 3 WIP.

- **TreeVitalize Grants**

TreeVitalize is a public-private partnership established by DCNR to help build capacity within communities to plan for, plant and care for trees, and to offer educational trainings to help citizens understand the diverse benefits of trees and the importance of properly planting and maintaining them. TreeVitalize offers a broad range of services to support sustainable urban and community forestry programs across the state, including grants for tree planting, urban forest buffers, turf to trees planting and turf to meadows plantings. Grant applications are usually accepted once a year, with approximately \$125,000 available to communities in the Chesapeake Bay watershed.

- **Stream ReLeaf**

DCNR makes funding for riparian buffer implementation available to partners through its “Stream ReLeaf” program. This program is designed to provide flexible, on-demand funding for projects ready to plant. Typically, a flat, per-acre amount is provided to cover any costs associated with establishing a riparian forest buffer. DCNR will communicate continuously with its partners on the availability of this funding, and anticipates several hundred thousand dollars available through this mechanism.

- **Turf to Trees and Meadows**

DCNR is developing a new program to fund planting areas of turf grass to natural forests or meadows. The Chesapeake Bay Program’s formal names for these practices are urban forest planting and conservation landscaping, respectively. This program will be highly applicable to large turf areas found on municipal parks, schools, industrial landscapes, housing developments and other large ownerships. Funding will likely be incorporated into the TreeVitalize, C2P2 and Stream ReLeaf funding mechanisms.

- **Training, Technical Guidance, Frequently Asked Questions**

The [Soil Erosion and Sediment Control Manual for Agricultural Operations \(Ag E&S Manual\)](#) was published as final on October 5, 2019. This technical guidance document provides information for farmers and plan writers to meet erosion and sediment control regulatory requirements as they pertain to agriculture.

Web-based training via the DEP’s PA Clean Water Academy will continue to be made available to Sewage Enforcement Officers (SEOs), municipalities, conservation districts and agency personnel.

## **New Legislative Actions and Initiatives to Support Implementation**

Legislative actions have been identified in Pennsylvania’s Phase 3 WIP as priority initiatives to support implementation of your county’s CAP. These legislative actions are detailed in Section 2.IX.A of Pennsylvania’s Phase 3 WIP, one of which has already been enacted.

- **Keystone Tree Fund**

Governor Wolf signed House Bill 374, also known as the Keystone Tree Fund, on November 7, 2019. This fund allows citizens to make a voluntary \$3 contribution by checking a box on their driver’s license application and renewal form. The contributions will be used to fund DCNR programs that use trees to help filter pollutants from waterways.



## New Regulatory Actions and Initiatives to Support Implementation

Several regulatory actions and initiatives are proposed in Pennsylvania's Phase 3 WIP that will help to support implementation of your county's CAP. These regulatory actions are detailed in Section 2.IX.B of Pennsylvania's Phase 3 WIP, one of which DEP is currently working on.

- **Chapter 105 Regulatory Amendments**

DEP is actively working on revising the Chapter 105 regulations, which include clarifying waiver provisions and adding a new section that clearly outlines the environmental assessment requirements associated with a restoration project.

## New Programmatic and Policy Actions and Initiatives to Support Implementation

Several programmatic and policy actions and initiatives are proposed in Pennsylvania's Phase 3 WIP that will help to support implementation of your county's CAP. These programmatic and policy enhancements are detailed in Section 2.IX.C of Pennsylvania's Phase 3 WIP, one of which DEP has already begun implementing.

- **Expanded Coordination of MS4 and Nonpoint Source Nutrient Pollution Reduction Actions and Offsetting**

DEP updated the MS4 Frequently Asked Question (FAQ) document on October 21, 2019, to explain the ability for MS4 permittees to look for and utilize opportunities outside of the Urbanized Area (UA) to meet MS4 nutrient and sediment reduction goals. The updated MS4 FAQ document is available at [www.dep.pa.gov/ms4](http://www.dep.pa.gov/ms4).

## Incentives and Methods to Accelerate Implementation

Several incentives or methods to accelerate practice implementation are proposed in Pennsylvania's Phase 3 WIP. The following is a summary of the programmatic and policy actions and initiatives that will help to support implementation of your county's CAP.

- **Use of "Block Grants"**

DEP will provide flexibility to counties through block grant funding for the Countywide Clean Water Plan Coordinator positions in the eight Phase 3 WIP pilot and Tier 2 counties. DEP will also provide block grant funding for the pilot counties to begin implementing their CAPs through CAP Implementation Grants. Block grants will also be distributed to the Chesapeake Bay Agricultural Inspection Program Phase 2 Pilot counties. The Conservation Excellence Grant Program will also utilize the block grant concept in the distribution of funds to the Phase 3 WIP Tier 1 counties.

- **Expansion of Existing Funding Programs like REAP and Growing Greener**

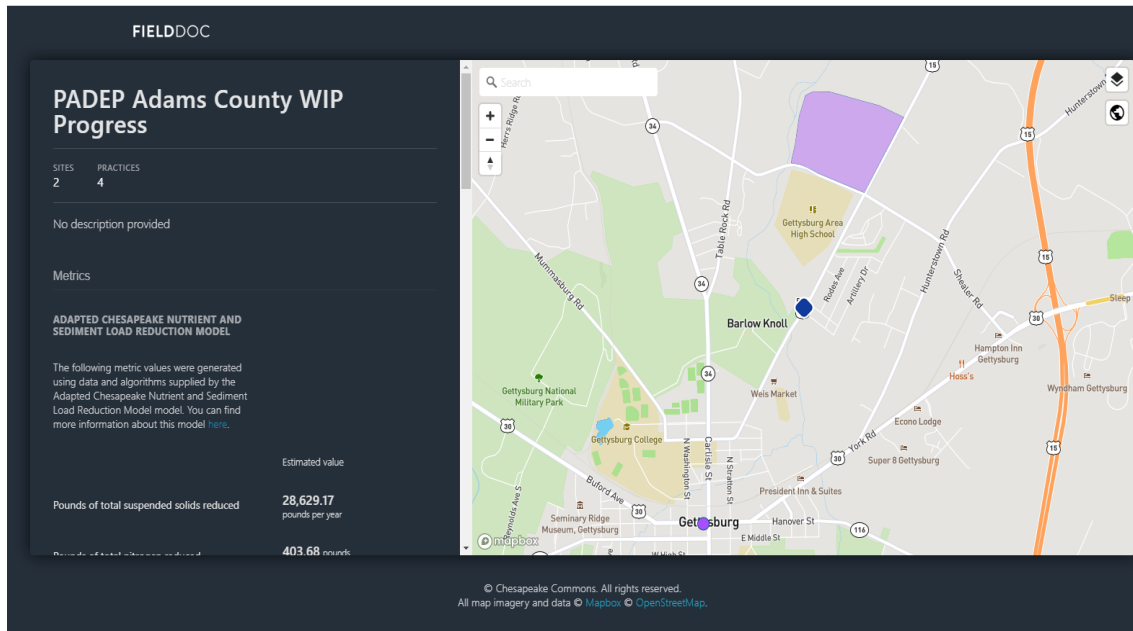
As part of the Pennsylvania Farm Bill, REAP increased by \$3 million, in addition to the existing \$10 million annual allocation, to be used specifically within the Chesapeake Bay watershed.

DEP intends to allocate 50% of available Growing Greener funds to address nonpoint source pollution within the Chesapeake Bay watershed. Priority will be given to Growing Greener grant applications that directly support implementation of your county's CAP.

- **Establishment of a Center for Water Quality Excellence**  
 Pennsylvania is working on establishing a Center for Water Quality Excellence. This would create a level of coordination among governmental agencies and stakeholders to facilitate and coordinate state and local interests, programs and projects, and funding to support initiatives. PENNVEST, in partnership with DEP, plans to issue a Request for Proposals to pilot this concept in the two Tier 1 pilot counties with completed CAPs (Lancaster and York with expansion to other counties, if successful) using EPA State Revolving Loan Fund administrative funds to allow the Center to be implemented by an entity outside of a state or federal agency structure. Depending on the results of this pilot project, this “One-Stop-Shop” concept may be expanded to other counties.
- **Review and Consideration of DEP Permitting Process Modifications**  
 Chapter 105 regulation revisions, the general permit for earth disturbance activities between one and five acres (PAG-01), and the general permit for earth disturbance activities greater than five acres (PAG-02), are examples of permitting initiatives on which DEP has been engaged.
- **Improvements to DEP’s Cross-Program Reporting**  
 DEP’s Air Program is working to report reductions from atmospheric deposition for credit in the Pennsylvania Phase 3 WIP. DEP’s Oil and Gas program has retroactively reported all stormwater Best Management Practices from 2013 through 2019 to receive credit in the Pennsylvania Phase 3 WIP. DEP’s Waste program has retroactively submitted all of the Stormwater Best Management Practices for existing solid waste landfills to receive credit in the Pennsylvania Phase 3 WIP.
- **DEP Chesapeake Bay Office Capacity Expansion**  
 By early 2020, the Chesapeake Bay Office will hire three additional staff, two who will be coordinators to directly assist with the countywide action planning and implementation. The third new staff person will assist with technical support aspects, to include data compilation, reporting, and developing and disseminate verification and validation protocols.

## Reporting Plan Implementation and Progress

Pennsylvania is committed to providing counties tools and resources to support collecting, tracking, and reporting implementation progress. DEP, working in partnership with the United States Environmental Protection Agency, Chesapeake Conservancy, and Chesapeake Commons, has developed a Pennsylvania-specific Community Clean Water Dashboard titled PA Clean Water Tool [www.pacleanwatertool.com](http://www.pacleanwatertool.com) within an online tool called FieldDoc (<http://fielddoc.org>). Counties will use this online tool to track and report progress on actions identified in their CAPs. This tool will simplify county's annual CAP reporting requirements.



In addition to tracking and reporting entire county progress, this tool is designed to collect, track, and report Best Management Practices normally not credited by the Chesapeake Bay Watershed Model. These “unreported” practices are not cost-shared and do not get reported through a state or federal reporting system. However, Pennsylvania wants to track these practices to give local and county partners the credit they deserve for their hard work. This tool will allow all partners to receive the credit they deserve.

# Countywide Action Plan Implementation Success Strategy

***“If you want to go fast, go alone. If you want to go far, go together.” - African Proverb***

The county-based implementation process provides an opportunity for local community members to be involved in cleaning up their local waters. The Phase 3 WIP planning process enabled your county to develop a specific Countywide Action Plan (CAP) to target the nutrient pollution running into local waterways, including development of numeric and programmatic goals, identification of available and needed resources, programmatic needs, and much more.

As you transition from planning to implementation of your CAP, one of the main functions of this document and the accompanying technical toolbox is to provide you with a framework for realistic implementation of your CAP. This framework serves as a good starting point for your county and can be adapted to suit your county’s unique needs.

## Transitioning from a Planning Team to an Implementation Team

Now that your county has completed your CAP, you will want to transition by formally closing that planning process and thanking those that participated on your county’s planning team. When forming your county’s Clean Water Implementation Team, you may want to invite those same invested stakeholders to continue to be part of the Implementation Team and/or recruit others in your community who will be valuable to the implementation process. It is important to continue to grow your coalition. Implementing your CAP will take a large group of diverse stakeholders with local knowledge, interest, and expertise. Continuing to grow the team will take time, but is important for long-term success. Having a goal to add a few new members each meeting is a good way to continue to build a powerful coalition.

It is also important to choose a lead county entity to provide leadership for your Clean Water Implementation Team. Leadership should come from an entity in your county that will remain significantly involved in implementing the CAP over the next five years. The role of the lead county entity will be to work with the Community Clean Water Action Plan Coordinator, engage stakeholders, provide guidance, and be a champion for successful implementation.

As you begin implementing your CAP, continue to think about who else should be at the table. Who is missing that can contribute to the team’s success? Consider inviting community members, businesses, non-profit organizations, or local government representatives/organizations who:

- have relevant specialized knowledge;
- may be impacted or be a potential landowner for restoration efforts;
- have project implementation expertise;
- have connections to relevant groups; and
- are willing to come to the table and contribute to consensus.

Below are examples of individuals and groups you may want to invite to join your County Clean Water Implementation Team. *Please note, these are merely suggestions.*

Countywide Implementation Team Membership Ideas	
<ul style="list-style-type: none"> <li>● Agriculture industry representatives</li> <li>● Business Associations</li> <li>● College/University personnel</li> <li>● Communications personnel</li> <li>● Cooperative Extension</li> <li>● County conservation districts</li> <li>● County or municipal officials</li> <li>● County or municipal planners</li> <li>● Farming associations and unions</li> <li>● Forest products industry representatives</li> <li>● Funding institutions, co-ops, banks</li> </ul>	<ul style="list-style-type: none"> <li>● Historic preservation groups</li> <li>● Hunting, fishing, and sportsmen’s groups</li> <li>● Land trusts and conservancies</li> <li>● Local/community leaders and champions</li> <li>● Local environmental consulting groups</li> <li>● Nursery and tree-growing industry</li> <li>● Private funders/foundations</li> <li>● Rural &amp; economic development groups</li> <li>● USDA</li> <li>● Water authorities/companies</li> <li>● Watershed groups</li> </ul>

### Forming Action Teams

Once your County Clean Water Implementation Team is formed, schedule a kickoff meeting. The kickoff meeting will provide an opportunity to identify action areas to focus your county’s efforts. The next step is to form Countywide Action Teams.

Action Teams are committees formed from your Implementation Team members, to specifically focus on a component of your CAP. When reviewing your CAP, consider which areas need the focus of a smaller group of people to ensure the success of the larger plan. For example, you may want an Action Team focused on “Education and Outreach” to ensure the right messages are reaching the right audiences to support successful CAP implementation.

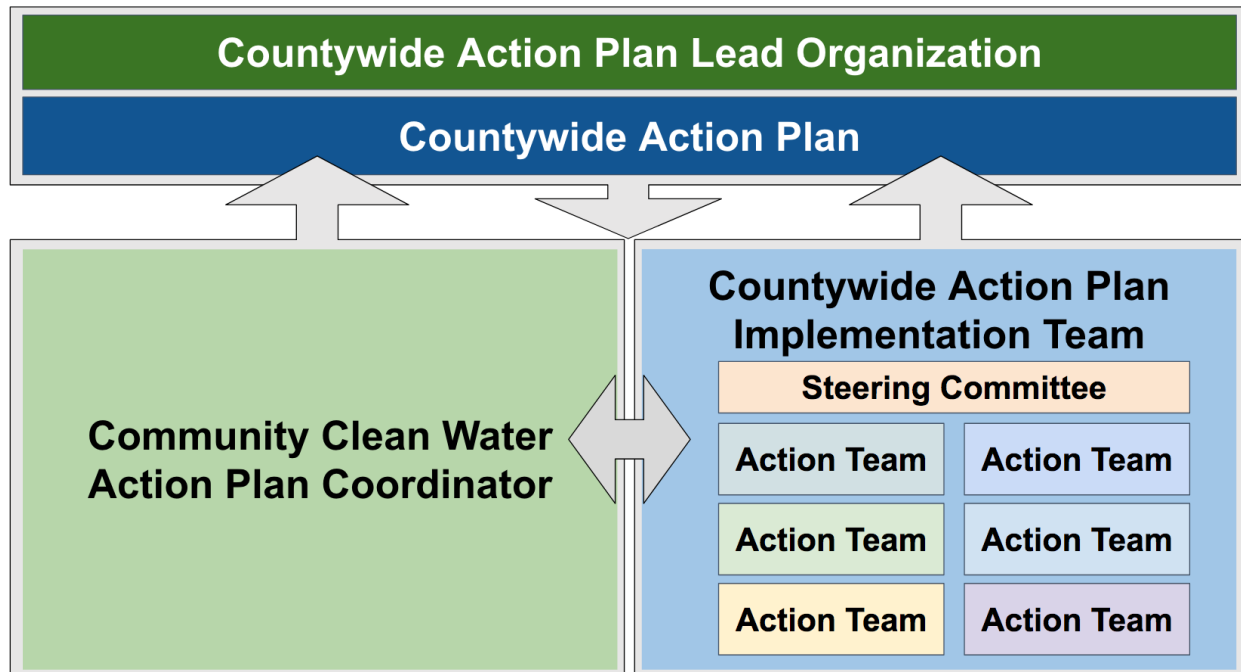
Below is an example list of potential Action Teams formed by Phase 3 WIP pilot counties. Your county’s Action Teams should specifically focus on implementing your CAP and support the bigger picture. They may be taken directly from your CAP - a category or sector (e.g., Agriculture) - or they can be more thematic in nature (e.g., Data Management). *Please note, these are merely examples.*

Examples of Countywide Action Teams	
<ul style="list-style-type: none"> <li>● Agriculture</li> <li>● Buffers</li> <li>● Data Management</li> <li>● Education and Outreach</li> <li>● Land Use &amp; Preservation</li> </ul>	<ul style="list-style-type: none"> <li>● Programmatic Changes</li> <li>● Project Implementation</li> <li>● Revenue Building</li> <li>● Stormwater</li> <li>● Stream Restoration</li> </ul>

Just as leadership is critical to the full Implementation Team, it is just as important that the Action Teams identify a strong leader within each team. The role of the Action Team leader is to guide, coordinate, direct, and champion their Action Team’s work. Some Action Teams may want to identify a few leaders, depending on the workflow of the Action Team. Additional team roles can be assigned, such as facilitator, note taker, meeting logistics, etc.

For continuity, coordination, and enhanced collaboration, your lead county entity and Coordinator may wish to form a Steering Committee consisting of the leaders of each Action Team. This provides your county leadership team the opportunity to work together to move your goals forward.

Once formed, your County’s Clean Water Implementation structure should follow a similar workflow to the figure below. The Community Clean Water Action Plan Coordinator will facilitate, manage, and coordinate the actions outlined in the CAP and undertaken by the Countywide Implementation Team. The Implementation Team will break into individual Action Teams based on identified areas of focus. Each Action Team will identify leaders who will lead the members of the Action Team. The leaders of the Action Teams will coordinate directly with the Community Clean Water Action Plan Coordinator and Implementation Team to ensure all teams and members are working toward a common goal.



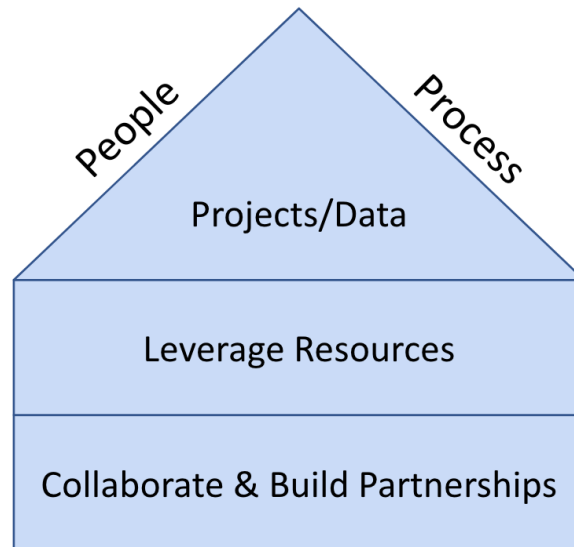
The Countywide Action Teams are crucial to successful CAP implementation. To ensure the success of your Action Teams, it is important to develop a consistent meeting schedule for your Action Team. Depending on the workflow of the Action Team, each team may need to meet more or less frequently. It is recommended for the Action Teams and the Implementation Team to meet at least once a month.

Below is an example of a meeting schedule tracker, where each “x” represents one meeting.

Team	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Implementation Team (monthly)	x	x	x	x	x	x	x	x	x	x	x	x
Action Team 1 (monthly & as needed)	xx	x	x	x	x	xxx	xx	x	x	x	xx	x
Action Team 2 (monthly & as needed)	xx	xxx	xxx	xx	xx	x	xxx	xxx	xx	xxx	xx	x
Action Team 3 (monthly & as needed)	x	xx	x	x	xx	xx	x	xx	x	xx	x	xx
Action Team 4 (every other month)	x		x		x		x		x		x	

## Strategies and Steps to Success

Strategic multi-party efforts typically rely on three basic components: people, processes, and projects/data. These components are supported by leveraging resources and building partnerships. The figure below demonstrates the interdependence of these elements.



## Collaborating, Partnering and Leveraging Resources

The scope and scale of implementing Countywide Action Plans will vary across Pennsylvania, but the interdependence of these elements will not. There are two key strategies that serve as the foundation for success: (1) collaboration and building partnerships and (2) leveraging available resources. These strategies lead to outreach, education, and engagement to support your Clean Water Implementation Team throughout the journey. People, process, and projects/data drive plan implementation, but counties will not be successful without effectively *Leveraging Resources* and *Building Partnerships*.

These two components are fundamental keys to success because they are necessary for any priority or initiative; these are the first two building blocks to success. *Leveraging Resources* is all about knowing what is available, understanding how to access/leverage available resources, and tapping into these resources to support success. *Building Partnerships* is about understanding the value of collaboration, knowing how to effectively collaborate, and building and leveraging partnerships for success.

These two keys to success go hand-in-hand because building partnerships is about leveraging the resource of people - who have other resources! Some resources are outlined in this guide and can be accessed through state support, but there are additional resources you can leverage as you collaborate and build partnerships. For example, look for partnerships with River Keepers, your agriculture community, watershed groups, academia, etc. You can also build partnerships with school districts, local news channels and publications, and civic groups to help with education and outreach.

Implementing your CAP is not such an overwhelming task when you approach it with a mindset to collaborate, build partnerships, and leverage available resources.

## **Mobilizing People, Directing Process, and Managing Projects and Data**

While focusing on data and projects is important to this process, it is equally important, and essential, to effectively communicate progress. More often than not, groups encounter roadblocks or issues because they have not engaged the right people and/or have not directed processes well. *Mobilizing People, Directing Process, and Managing Projects and Data* are the key steps that need to be taken to implement your county's CAP successfully. It is critical to understand that it takes knowledge and attention to all three to be successful.

### **Mobilizing People**

Successful implementation of your CAP is about more than just completing a list of on-the-ground projects; it is about bringing the right mix of people to the table, building partnerships, and working together to get the job done. It is important to take time at the beginning of your CAP implementation to look around the room and figure out who else should be at the table. And, it is also important to revisit this question regularly. As you progress through plan implementation, the mix of skills, knowledge, and resources you need will likely change.

CAPs are drafted by citizens, organizations, and other stakeholders in each county; successful CAP implementation relies on their continued involvement. Taking time out at meetings to check in with the group on collaboration and partnership needs will reduce the chance for opportunities to be missed. This can be done with the full Implementation Team or at the Action Team level.

Ideally, once planning is done, a similar group and organizational structure will remain in place for CAP implementation. If this is the case, it is important to take the time to validate that the group wishes to proceed using the same structure and hold the same roles. Some tweaks might be necessary, and discussing organizational structure at this point will help ensure a smooth transition.

If there is a large amount of turnover from planning to implementation, it will be necessary to meet with the new group to revisit the organizational structure and implementation responsibilities. It may seem tedious, but to ensure buy-in, everyone must be on the same page for how decisions will be made, projects will be implemented, tracked, and reported.

CAP implementation will look different for each county, but all will have common needs for committed partners and effective communication. Special attention should be placed on motivating and maintaining committed partners as well as communicating effectively. In the Appendix, you will find sample meeting agendas and emails to partners that are designed to motivate and maintain commitment.

To ensure upfront and ongoing support, education and outreach are key. Successful CAP implementation will provide opportunities for community members to learn about the effort and plan outcomes. Ideally, each plan will offer opportunities for community members to get involved, get their hands dirty, and contribute to local clean water efforts.

### **Directing Processes**

CAP implementation must follow a clear plan that outlines who, what, how, and when for each clean water project. This framework will vary based on the scale of each county's CAP, how the implementation team is organized, and the resources needed to complete the full suite of projects.



The Implementation Team should spend time up-front reviewing the project list and determining:

- what steps are needed to complete each item
- who is responsible for completing each step
- who is responsible for tracking progress
- how will progress be tracked (e.g., online tools, forms)
- when each step needs to be completed
- what are the resource needs (e.g., staff, revenue)

Regular implementation team meetings should be held to keep the group up-to-date on progress, needs, and roadblocks. Conducting implementation in a transparent and open way will keep team members engaged and give everyone a chance to contribute to the process in a meaningful way. Each meeting should follow a pre-published agenda, have identified facilitators, and be mindful of all participants' time.

### **Managing Projects and Data**

Your Community Clean Water Technical Toolbox is an excellent resource for specific data on land and water resources in your county. It is a great place to start when you begin implementation planning, and will continue to be useful as a reference document throughout implementation of your CAP.

### **Reporting, Collecting and Tracking Data**

Each county will be expected to submit annual updates on plan implementation progress by utilizing the CAP templates found in FieldDoc at [www.pacleanwatertool.com](http://www.pacleanwatertool.com). To access the reporting template, your Community Clean Water Action Plan (CCWAP) Coordinator and other team members will visit your County page, click on your County WIP page found below the Pennsylvania progress, then click on the "Report WIP Milestones" button found in the header of your County page. Please note that this site is password protected to preserve the quality of the data your Coordinator is reporting.

In addition to the reporting templates, you will find your county's CAP on your County page in FieldDoc. It can be used as a reference throughout the implementation process. Every two years, your county will have the option to change and revise your CAP based on progress to date. Your county will submit two-year milestone revisions through the "Report WIP Milestones" button in FieldDoc.

In summary, your county will be responsible for reporting the following:

- Annual CAP Implementation Progress, submitted on the due date provided in your Community Clean Water Implementation Toolbox
- Milestone Updates (every two years), submitted on the due date provided in your Community Clean Water Implementation Toolbox

# County Snapshot

**SUMMARY**

Adams County benefits from abundant natural resources, a conservation-minded agricultural community, a thriving tourism industry, and an active stakeholder base with a demonstrated commitment to land and water resource stewardship. This plan includes recommendations for activities that help to achieve local goals like environmental health and economic development as well as Chesapeake Bay water quality goals. The plan's recommendations were developed with input from diverse county stakeholders. Adams County is one of the higher loading counties in Pennsylvania's Chesapeake Bay Watershed. Current loading rates are 4.72M lbs of nitrogen and 360.41K lbs of phosphorous annually. Adams County's goal is to reduce 1.49M lbs of nitrogen and 39.5K lbs of phosphorous by 2025.

REPORT WIP MILESTONES

### Project Phases and Tasks

Breaking big projects into phases and tasks makes getting the job done more manageable. A task is usually a simple step that can be accomplished easily and furthers the project. A phase is a set of tasks that logically group together.

Developing a list of phases and tasks can be challenging. To get started, begin by brainstorming a list of all the things that must be done. Then, review the list and label each item as either a phase or task. Review the list again. Is anything missing? What else has to be accomplished for the project to be completed? Add those items to the phase and task list until you are satisfied with the list. Then put the phases in order and group the tasks into their phases.

A final step is to determine who will complete each task and decide when each task/phase should be completed.

Below is an example of a completed Phase and Task table for a rain garden project.

Phase	Tasks	Who?	When?
Project Kickoff	Assemble team Identify site options Hold kickoff meeting Finalize site location Send follow-up info Permit pre-meeting w/DEP	Project Coordinator Project Coordinator Project Team Project Team Project Coordinator Project Coordinator	July August September 3 September 3 September 4 September 4
Site Planning	Garden design plan Plant list Contractor list Request bids Review bids Hire landscaper	Landscape Intern Landscape Intern Project Coordinator Project Coordinator Project Team Project Coordinator	October 10 October 10 October 10 October 15 November 7 November 15
BMP Install	Site plan finalized Secure permits Purchase materials Press release Invite volunteers Install rain garden	Project Team Landscaper Project Coordinator Project Coordinator Project Assistant All	January 10 February 18 March March March April 15
Wrap-up	Finalize maintenance plan Secure volunteers Final report Project review meeting	Project Team Project Assistant Project Coordinator Project Team	April May May May

### Key Milestones

Milestones are dates important to your project that cannot be changed. Tracking milestones can help set deadlines, schedule work and are useful for getting your team focused on the task at hand.

Start by identifying key dates such as annual progress reporting deadlines and funding due dates. Then brainstorm a list of other events, meetings and important dates could/should be tracked as milestones.

Below is an example of a completed Phase and Task table.

Date	Milestone
Monthly	County Board Meetings
Quarterly	Implementation Team Progress Report
July 4, 2020	Grant Application XYZ Due
August 8, 2020	Final report for ZYX Community Fund Grant Due
October 22, 2020	Fall Field Days
Q1 Annually	CAP Progress Report Due to DEP

## Timeline

Project timelines are useful for project planning. They allow for easy project status tracking. Using a Gantt chart, project timelines can be visualized at the level of phases or tasks.

To create a Gantt chart, list the project phases or tasks down the first column of a table. Then fill in the time scale you wish to use across the top (e.g., days, weeks, months, years). Then place an “x” where the phase will be in progress until the full project is mapped out. Gantt charts can be as simple or as detailed as you need them to be to accomplish the goals of your project on time.

Below is an example of a completed Gantt chart for a BMP project. The timing of activities for each phase is indicated by an “x” in the column for each month activities are expected to occur.

Phase	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Project Kickoff	x	x	x								
Site Planning				x	x						
BMP Install							x	x	x	x	
Wrap-up										x	x

## Deliverables

A deliverable is a good or service produced as part of a project. Some common deliverables include project reports, outreach materials, presentations, project data and construction projects.

Deliverables are often the final product of a project or materials produced during the course of the project. Deliverables are trackable, are typically agreed upon at the beginning of a project, and their due dates often make excellent milestones.

A key project deliverable for your CAP is your annual progress data. This data should be tracked throughout the year and submitted through FieldDoc.

## Resources for Successful Implementation

There are many resources available to counties to support their CAP implementation. DEP’s Chesapeake Bay Office is an important source of support. In addition to this Community Clean Water Implementation Guide, you have received:

- Community Clean Water Implementation Toolbox
- The opportunity to hire a county Community Clean Water Action Plan Coordinator to lead your county’s CAP planning and implementation
- The opportunity to apply for funds for project implementation (Block Grants)
- A county-specific WIP page on the FieldDoc Clean Water tool at [www.pacleanwatertool.com](http://www.pacleanwatertool.com)
- Access to the Pennsylvania Clean Water Academy, a clearinghouse of education resources, to support your county’s implementation <https://pacleanwateracademy.remote-learner.net/>

## Community Clean Water Implementation Toolbox

DEP's Chesapeake Bay Office developed a Community Clean Water Implementation Toolbox to provide resources and technical support to counties implementing their CAP. The Implementation Toolbox will be provided to your Countywide Planning Team as well as your Community Clean Water Action Plan Coordinator.

The Implementation Toolbox will contain various funding sources that can support your county in the implementation process. These recurring funding sources will be updated with the newest application deadlines and instructions when grant rounds are made available. New funding sources targeted toward implementation of CAPs will also be added to the Implementation Toolbox once made available. The toolbox will be updated regularly with specified funding opportunities and can be found on your county WIP page at [www.pacleanwatertool.com](http://www.pacleanwatertool.com).

More information on how to collect, track, and report can be found in the Implementation Toolbox. The toolbox will provide step by step instructions on how to report annual progress on your CAP and Best Management Practices. Your county's required reporting timeline can also be found in the collecting, tracking, and reporting section of the Implementation Toolbox.

Permitting is an important step in the implementation process. Step-by-step instructions on how to easily navigate the permit application process can be found in the Implementation Toolbox. Also included are tips to help your county streamline the permitting process.

The Implementation Toolbox is to be used as a tool to support your county's implementation of your CAP. This tool alone will not lead you to successful implementation but will be a valuable resource when used in combination with other tools.

## Community Clean Water Action Plan Coordinator

The Community Clean Water Action Plan Coordinators (County/External Coordinators) play a critical role in Pennsylvania's success in implementing the Phase 3 WIP. These Coordinators provide regular progress updates to DEP's Chesapeake Bay Office coordination team and support county efforts to implement their CAP by:

- Facilitating Implementation Action Team efforts and coordinating regular meetings
- Seeking financial resources to support county efforts (grants, partnerships, etc.)
- Helping counties with permitting of plan-related projects
- Developing and updating county plans and progress as needed
- Submitting annual reports
- Coordinating the verification process within their designated county/counties

DEP's Chesapeake Bay Office provides support to the county Coordinators in the following ways:

- Providing a DEP-based coordination team assigned to your county
- Coordinator Handbooks, containing the necessary plans and documents to guide their work
- Coordinator Training Academy (CTA), which provides the necessary information, technical and professional skill building, and connection to key contacts
- Continuing Education and Networking
- Pennsylvania Clean Water Academy

Your county Coordinator will be tasked with leading your county through successful implementation of your CAP. Questions regarding your county's CAP or Pennsylvania's Phase 3 WIP should be directed to

your county Coordinator. The county Coordinator will need your continued support during the implementation process to successfully implement your CAP.

## **Block Grant Opportunities**

Pennsylvania is working to support the implementation of your CAP. As part of this process, Pennsylvania is creating additional funding opportunities that align with your CAP. Block grants are one of the innovative funding ideas DEP has introduced to streamline the funding process and provide immediate funding opportunities to your county. Once your county completes its CAP, your county will qualify for funding to be used for implementing projects aligning with your CAP and help you reach your nutrient reduction goals.

DEP is working with various funding sources to align and streamline the application process with your CAP. The Community Clean Water Implementation Toolbox provides additional information on larger recurring funding sources. Please note, your county is not limited to only the funding sources provided in the toolbox! You are encouraged to seek other public and private funding sources. Below is a list of funding sources DEP has targeted toward implementation of your CAP.

- National Fish and Wildlife Services (NFWF), Pennsylvania Local Government Implementation Grants
- Growing Greener
- Environmental Protection Agency Section 319 Grant (319)
- Agriculture Plan Reimbursement Funds
- Resource Enhancement and Protection Tax Credit Program (REAP)
- Agriculture-Linked Investment Program (AgriLink)
- Conservation Excellence Grants
- PENNVEST
- Chesapeake Bay Agriculture Inspection Pilot Implementation Grants
- Natural Resource Conservation Services (NRCS) Funding and Resources

## **Pennsylvania Clean Water Academy**

Understanding the need for and value of education and outreach is key to success. The Pennsylvania Clean Water Academy is a vast online resource that offers multiple options for the Community Clean Water Action Plan (CCWAP) Coordinator and County Implementation Teams. This resource includes a comprehensive list of webinars and workshops, from beginner to advanced. It is designed to be user-friendly and point the user in the right direction to augment their knowledge and skills.

The CCWAP Coordinator can use this resource as an opportunity to find webinars and workshops for their own professional development and/or to facilitate the professional development and skill building of the county's Implementation Team. The Pennsylvania Clean Water Academy includes general leadership skill building offerings plus topic-specific training related to areas of the Pennsylvania Phase 3 WIP and CAPs.

CCWAP Coordinators are required to register for an account with the Pennsylvania Clean Water Academy and complete the Orientation Program. Specific programs and associated coursework will be added to the CCWAP Coordinator's account that will be helpful for the countywide planning process. Some of these courses found on the CCWAP Coordinator profile will be mandatory to complete, while others will be optional. Through your coordinator, you will be able to access additional courses not

found on the public Clean Water Academy website. To visit the Clean Water Academy website, please visit <https://pacleanwateracademy.remote-learner.net/>.

## Technical Coordinator

As part of the Phase 3 WIP process, DEP will continue to provide technical support to your county Implementation Team to assist you with CAP implementation. The Technical Coordinator will:

- Be responsible for providing information and facilitation of prioritization and reporting tools through the implementation process
- Provide technical support with FieldDoc
- Assist with technical questions about reporting and tracking of milestones and annual progress
- Assist in model runs during two-year milestone updates
- Provide guidance and support for technical questions during the implementation process

## Chesapeake Bay Office (CBO) Coordinator

DEP will continue to provide support to each county with a CBO Coordinator. This coordinator is a member of the DEP Chesapeake Bay Office and serves as the point of contact for the technical support team and the county planning team. The CBO Coordinator will work directly with your CCWAP Coordinator. The CBO Coordinator will:

- Work directly with CCWAP coordinators to assist your county with meeting your CAP goals
- Coordinate facilitation services between county partners and technical support team
- Facilitate and communicate state resources for implementation
- Assist, when applicable, CCWAP Coordinators with the permitting and grant process
- Assist with coordination of the practice verification process
- Manage and oversee annual reporting and two-year milestone tracking from your county

## Center for Water Quality Excellence

The state is working on establishing a Center for Water Quality Excellence. This will create a level of coordination among governmental agencies and stakeholders to facilitate cohesion of state and local interests, programs and projects, and funding to support initiatives.

The purpose of the Center is to support the efforts of Pennsylvania's Chesapeake Bay program to reduce nutrient loading to local waters by providing much needed facilitation, coordination, technical assistance, and support in simplifying the process to fund projects. The Center will serve as a clearinghouse for sharing ideas, proposals and projects for effective conservation management, financing and assistance on a countywide, inter-county, regional and watershed-wide basis. The Center will be success- and results-driven while providing the necessary outreach and engagement to all sectors with a focus on agriculture and stormwater. The Center will be flexible, adaptable and use various methods to supplement and/or complement the services already provided by Pennsylvania's many committed partners such as: practice design standards, regulatory obligations, technical assistance, data collection, progress summarization, project prioritization and financial assistance.

PENNVEST, in partnership with DEP, plans to issue a Request for Proposals to pilot this concept in two pilot counties with completed CAPs (Lancaster and York and, if successful, expansion to other counties) using EPA State Revolving Loan Fund administrative funds to allow the Center to be implemented by an entity outside of a state or federal agency structure. Depending on the results of this pilot project, this "One-Stop-Shop" concept may be expanded to other counties.

# Appendix 1: Tools for Success

## Tips for Effective Implementation Team Management

The success of a collaborative project depends on how well the group members understand their roles, understand others' roles, and work with each other to get the job done. Purposeful, clear, and concise communication is central to this. Much of the communication from Implementation Team leadership to individual team members will happen through email and at meetings. By writing emails with intent, and drafting agendas with purpose, team members will come away with a clear picture of the project's status and trajectory.

## Engaging Emails

Email is a critical form of communication. More often than not, if you're inviting someone to a meeting, responding to an inquiry, sending out program information, etc... it's through email. When emails lack meaningful content, veer off-topic, or are overly complicated, confusion and frustration may result. To avoid this, it is important to take time to carefully plan your email communication with the intended audience in mind--whether the audience is one person, or a thousand people.

Emails directed at your Implementation Team should be engaging, interesting and informative. They should let the team know why it's important they attend a meeting, participate in an individual project, or respond with their thoughts on project next steps. Take the time to carefully craft the message. Include all necessary details and attach important documents. Each message sent to the group should serve a purpose, and that purpose should be clear to each person who reads it.

Here are some tips for writing effective emails:

- Open with 'tone of excitement' and thankfulness for involvement
- Key points shared - use numbers or bullets if possible
- Include dates, times, locations - use highlighting or bold appropriately
- Be clear about homework, deadlines, deliverables, RSVPs, etc. (highlight, bold as needed)
- Attach necessary documents (meeting notes, graphs, charts, etc.)

Sample implementation team meeting emails are included in this appendix.



## Implementation Kickoff Email

### Inviting planning team to implementation kickoff:

Dear Implementation Team Members,

We are ready to move from planning to ACTION! Our next meeting on **DATE** will focus on implementation of our Countywide Action Plan (CAP). The agenda for our meeting is attached.

It's time to take all of the hard work that was put into our CAP plan and transition to successful implementation... getting the work done. You play a vital role in discussing who and what is needed and how we make **OUR COUNTY'S** CAP a reality.

Developing a successful implementation strategy will take a collective effort of diverse skills and interests and your help is needed. Please plan to attend this important next step meeting and feel free to invite others to join you **DATE** from **TIME**, at the **LOCATION**.

RSVP to this email to let us know that you will be there. See you on the **DATE**!

Sincerely,

### Inviting new groups/individuals to join your implementation kickoff:

Dear **CITIZEN/GROUP**,

I am extending an invitation for you to participate in our Countywide Action Plan (CAP) implementation kickoff meeting. Please join us as we take our CAP from planning to ACTION! An incredible amount of work went into developing our Countywide Action Plan for Clean Waters, and it is time for implementation. The agenda for this meeting is attached.

This CAP was developed to reduce **XXX** of nitrogen pollution from entering our local waters. The **ORGANIZATION** and the **ORGANIZATION** collaborated with the Countywide Action Planning Team to create our CAP.

As the **ORGANIZATION** prepares to successfully implement the CAP, we value having a diverse set of skills and interests coming together to strategize the people and processes needed to make this plan a reality. You are welcome to attend our meetings and to invite others who will add value to this process. The next meeting is **DATE** from **TIME**, at the **LOCATION**.

Please consider attending to learn more about this important effort. Please RSVP to this email.

Sincerely,

## Meeting Invitation Email

Greetings [REDACTED] County Clean Water Implementation Team Member!

As many of you know, the [REDACTED] County Clean Water Planning Team worked very hard developing [REDACTED] County's Countywide Action Plan (CAP). We are now transitioning to implementation of that plan. To be successful, WE NEED EVERYONE'S HELP.

We are so thankful for the time, energy, and input that so many gave to [REDACTED] County's CAP. While we transition to action, we are extending an invitation for you to become an active member and contribute to implementation of [REDACTED] County's CAP.

The next Clean Water *Implementation* meeting is **DAY, DATE, from TIME to TIME at the LOCATION.** The implementation Action Teams will be coming up with game plans to accomplish the CAP action items and improve local waterways.

### **Please RSVP by DATE to let me know one of the following:**

- I will attend the **DATE** meeting. OR
- I am unable to attend the **DATE** meeting, but want to be part of the CAP implementation effort; Keep me on the membership list. OR
- I will not be attending & Please remove me from the membership list

If you do not RSVP by the deadline, you will automatically be removed from the membership list and no longer receive Clean Water Implementation team emails.

We encourage you to attend the **DATE** meeting and become actively engaged with a diverse group of partners who are dedicated to improving the health of our local waters and the quality of life in [REDACTED] County.

Have a great day,

## Meeting Reminder Email

Good morning!

Lots of important information is in this email so please read thoroughly.

WE REALLY NEED YOUR HELP to move forward and have a meeting scheduled for **DATE** from **TIME** to **TIME**, at the **LOCATION**. To provide time for all of us to prepare to hit the ground running, please **DATE**. At the meeting, you will hear updates from the state and county, and we will break into our Action Teams to begin working on our CAP action items.

Grant opportunities, resources, reporting tools and support are coming our way thanks to the time, energy, and commitment you've put into **COUNTY'S** CAP so far! It's exciting to move from planning into ACTION! Together, **DATE** County residents and partners have made some important decisions about how we approach implementing our CAP for clean water.

Our **DATE** meeting agenda and materials are attached to this email. **We need every partner to be in attendance on DATE and we need you to invite others who are interested and can play a valuable role in this effort.**

Here are the steps you can take to come prepared to make the most of this meeting:

1. Review the **DATE** meeting agenda (attached)
2. Review the **DATE** meeting summary (attached)
3. Review the **DATE** County CAP (three documents attached—the CAP Overview and the two WIP Templates)
4. Review the Action Team Members list (attached—will be expanded as we go)
5. Think about which Action Team you'd like to serve on to best use your skills and passion.
6. Think about who you know and invite at least one person that could contribute to our County's WIP implementation and may be willing to serve on the Implementation Team and its action areas. Forward them this invite. They can contact **NAME** at **email** or **phone number** to RSVP to join the group at the next meeting.
7. Mark your calendar for future meeting dates: **DATE; DATE; DATE**

We look forward to seeing you and your invited partners on **DATE**! Please RSVP to **NAME** by **DATE** to let us know you are coming and which **Action Team** you would like to join.

Thank you and have a great day!

## Meeting Follow-up Email

Dear Implementation Team Members,

Wow! Thank you so much for all your hard work at Friday's meeting!

Here's a quick recap for anyone who missed it:

- Coalition Leadership - **ORGANIZATION** has accepted the role of lead agency for the **COUNTY** CAP
- Community Clean Water Coordinator - will be hired soon
- The group worked in Action Team groups to identify which Actions they should take the lead on
- The Action Teams breezed through the first activity, so they got an early start on the homework (see below)

The next implementation meeting is scheduled for **DATE**. To make the meeting as productive as possible, you've got some homework. Don't worry, you don't have to do it alone! It's an assignment for each Action Team. First, you'll need to organize the team and select leaders. Next, you'll work together to begin breaking your team's CAP actions into the tasks that need to happen to get it done.

Action Team Homework:

1. Setup and hold an Action Team meeting (in person, conference call, etc...) before next meeting on **DATE**
2. Decide who else should be on the team & invite them to join
3. Assign Action Team roles: Team Leader, Note Taker, Meeting Coordinator (others as needed)
4. Review CAP Actions assigned to your team
5. Start identifying/prioritizing tasks

Homework Questions?? Contact **PERSON**: **email**; **phone**

Thanks again for your continued support of the **COUNTY** CAP! We can't do it without you!!

Have a great weekend,

## Effective Agendas

A good meeting agenda is worth its weight in gold. Implementation meetings are working meetings. Implementing your Countywide Action Plan involves lots of people, lots of projects, lots of steps - in other words, there are a lot of moving parts to track and manage. Implementation meetings are an excellent opportunity to check-in on how things are going. Because of the complexity of the CAP, it is essential to spend time in advance of the meeting to carefully plan the agenda.

### Consider these components when creating agendas

- Include meeting's purpose
- Start times for each section
- Welcome and Intros (as needed)
- Updates
- Summary/Highlights
- Next Steps
- Include next meeting date if known

Sample meeting agendas are included in this appendix.

While we all are familiar with meeting agendas, a handy planning tool you may not be familiar with is a **process agenda**. Process agendas are excellent meeting planning tools. They are agendas used internally by the planning team to think through and document all of the meeting elements.

A process agenda includes much more detail than should be included in an agenda for distribution. The high level of detail included in a process agenda ensures that everyone involved in managing the meeting knows who is doing what, when, and what materials are needed. Here's what's covered:

- Supplies
- Responsibilities
- Detailed objectives
- Timing
- Identification of activities and interactions

Included in this appendix is a process agenda template. Using a thoughtful process agenda to plan your implementation team meetings will ensure that a meeting meets objectives and leaves very little to chance.

## Process Agenda Template

**Title of Event**  
**Date**  
**Location**  
**Meeting Start and End Times**

**Meeting Purpose and Objectives:**

- Describe the primary purpose of this meeting
- Describe the meeting objectives
- Describe the decisions to be made

**Participants:** List of participants

**Meeting Leader:** name(s) of meeting leader

**Facilitator:** name(s) of facilitator and breakout group facilitator

Time	Topic, objectives, and activities	Setup and materials
<b>Clock time here</b>  <b>Names of people responsible here</b>  <b>Meeting leader, facilitator, time keeper, recorders</b>	<b>1. Name of activity</b> <b>Objective:</b> What you would like to accomplish for this session <b>Activities/Interactions:</b> List of specific activities using process techniques and recording methods with times attributed to each step  Total time = — minutes	Room setup  Equipment, materials, supplies needed
<b>Time</b>  <b>Names of people responsible here</b>	<b>2. Name of activity</b> <b>Objective:</b> What you would like to accomplish for this session <b>Activities/Interactions:</b> List of specific activities using process techniques and recording methods with times attributed to each step  Total time = — minutes	Equipment, materials, supplies needed
<b>Time</b>	Break – also include activities needed to prep for next session	Food, Beverages
<b>Time</b>  <b>Names of people responsible here</b>	<b>3. Name of activity</b> <b>Objective:</b> What you would like to accomplish for this session <b>Activities/Interactions:</b> List of specific activities using process techniques and recording methods with times attributed to each step  Total time = — minutes	Equipment, materials, supplies needed

<b>Time</b>	Lunch – also include activities needed to prep for next session	Food, Beverages
<b>Time</b> <b>Names of people responsible here</b>	<p><b>4. Name of activity</b></p> <p><b>Objective:</b> What you would like to accomplish for this session</p> <p><b>Activities/Interactions:</b> List of specific activities using process techniques and recording methods with times attributed to each step</p> <p>Total time = — minutes</p>	Equipment, materials, supplies needed
<b>Time</b> <b>Names of people responsible here</b>	<p><b>5. Name of activity</b></p> <p><b>Objective:</b> What you would like to accomplish for this session</p> <p><b>Activities/Interactions:</b> List of specific activities using process techniques and recording methods with times attributed to each step</p> <p>Total time = — minutes</p>	Equipment, materials, supplies needed
<b>Time</b>	Adjourn	

## Sample Implementation Kick-off Agenda

**County**  
**CAP Implementation Kick-Off!**  
**Location**  
**Date, Time ~3.0 hrs**

**PURPOSE:** Moving from planning to action! Develop a strategy to successfully implement        County's CAP.

### AGENDA:

- I. Welcome and Opening
  - Opening remarks (Implementation leadership): thank you, “can’t do this without you.”
  - Intros: Name, affiliation, Why is successful implementation important to our county?
  
- II. Move from Planning to Action!
  - Provide updates from planning / since last met
  - Review county implementation leadership and state support for success
  - Review Implementation Strategy for Success (from Guide)
  
- III. Review County's CAP and Identify Action Teams
  - Explore themes, projects, goals
  - How does county's CAP connect to other county plans/initiatives?
  - Identify priorities for successful implementation - Where do we need to focus to ensure success?
  - Identify Action Teams - areas of focus for success
  
- IV. Identify Needs and Wants for Successful Implementation
  - Identify strengths of members
  - Who's missing – skill, sector, etc.
  - How to best equip members (training needs?)
  - Structure – Action Teams and Roles of members
  - Meetings – frequency and content
  
- V. Wrap Up and Next Steps
  - Summarize meeting highlights
  - Review action items and next steps toward successful implementation
  - Next Meeting: DAY, DATE at TIME, LOCATION

Homework: invite others, consider action team to serve on, become familiar with CAP.



## Sample Second Implementation Team Agenda

**County**  
**CAP Implementation Team**  
**Location**  
**Date, Time ~3.0 hrs.**

**PURPOSE:** Develop Action Teams and set priorities and next steps to successfully implement County CAP. Explore resources and partnerships that will support our success.

### **AGENDA:**

- I. Welcome and Introductions
  - Opening remarks (Implementation leadership): thank you - to returning and new members, “can’t do this without you.”
  - Intros: Name, affiliation, What strengths/skills do you bring to the Team?
  - Updates: State and County
  - Review Implementation Kick-off Meeting
  
- II. Collaboration, Partnership Building, Leveraging Resources
  - Explore available resources (fed, state, county, local)
  - Identify strengths and skills of partners
  - Identify partnership and resource needs - who, what, how to leverage
  
- III. Action Team Development ~ 1.5 hrs
  - Validate Action Teams
  - Full Group breaks out into Action Teams
  - Action Teams discuss roles, questions, needs ~1.0 hr
    - Clarify purpose of Action Team
    - Assign roles, responsibilities within team - lead, note taker, etc.
    - Consider how Action Team will specifically participate in plan implementation
    - List questions/needs to continue successfully
    - Set-up first Action Team meeting - date, time, location
  - Full Group discussion, review and answer questions from Action Teams
  
- IV. Wrap-up and Next Steps
  - Summarize meeting highlights
  - Review action items and next steps toward successful implementation
  - Next Meeting: DAY, DATE at TIME, LOCATION

Homework: invite others, meet in your Action Team to identify priorities, needs and game plan.

## Sample ACTION Team Agenda

### Action Team

### Location

### Date, Time ~3.0 hrs

**PURPOSE:** Begin Action Team work in support of the successful implementation of county CAP.

- Validate Action Team purpose
- Consider Action Team membership, roles of members
- Review CAP to determine scope of work and priorities

#### AGENDA:

##### 1. Welcome

- Thank you for joining the Action Team
- Intros: name, affiliation, why this Action Team for you?

##### 2. Membership and Roles

- Establish and/or clarify team roles
- Who are we missing? How will we engage them?
- How often will we meet?
- How will we make decisions?
- How will we communicate within the team? outside the team?

##### 3. Review CAP and Identify Action Team objectives

- How can our Action Team support successful implementation?
- What are our priorities?
- How does our Action Team interface with other Action Teams?
  - questions for other Action Teams?
  - needs from other Action Teams?
  - messages to other Action Teams?
- What do we need to know that we don't know?
- What will we do next? (begin planning Action Team's work)

##### 4. Wrap Up and Next Steps

- Review action items and next steps toward successful implementation
- Clarify homework
- Next Meeting: DAY, DATE at TIME, LOCATION

## Key Contacts & Resources

The Pennsylvania Department of Environmental Protection Chesapeake Bay Office is the lead contact regarding questions around the Pennsylvania Phase 3 WIP. For questions about the Pennsylvania Phase 3 WIP for please email [RA-EPChesBay@pa.gov](mailto:RA-EPChesBay@pa.gov).

Pennsylvania Department of Environmental Protection Regional Offices are able assist with questions surrounding project implementation, including permitting. For questions regarding project implementation please reach out to your regional office contact information provided below.

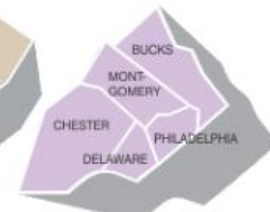
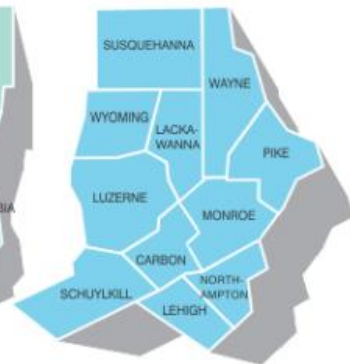
**NORTHWEST**  
814-332-6945



**NORTH-CENTRAL**  
570-327-3636



**NORTHEAST**  
570-826-2511



**SOUTHWEST**  
412-442-4000

**SOUTH-CENTRAL**  
717-705-4700

**SOUTHEAST**  
484-250-5900

## Online Resources for Watershed Implementation Plans, Studies, and Projects

In addition to the County Resources Inventory Template, the following list below helps to identify existing plans that may help coordinate planning efforts in your county. Some of the links below provide information on existing plans, or future plans to be completed in relation to water quality projects.

### 1. DEP Grants Awarded

Online portal that can be searched by Year (beginning 1999), Grant Program (e.g., Growing Greener, EPA 319, Source Water Protection, ...), County, and Watershed. Results include summary information about awardee, funding amount, and project description.

[www.dep.pa.gov/DataandTools/Reports/Pages/Grants-and-Loans.aspx](http://www.dep.pa.gov/DataandTools/Reports/Pages/Grants-and-Loans.aspx)

### 2. DEP Watershed Implementation Plans

Division of Planning and Conservation non-point source program link to Watershed Implementation Plans (WIPs) completed for Pennsylvania. Includes hyperlink to .pdf for each completed WIP.

[www.dep.pa.gov/Business/Water/PlanningConservation/NonpointSource/Pages/Plans.aspx](http://www.dep.pa.gov/Business/Water/PlanningConservation/NonpointSource/Pages/Plans.aspx)

### 3. DEP Watershed Restoration Action Strategies

Watershed Restoration Action Strategies (WRAS) were developed in cooperation with federal, state and local agencies, watershed-based organizations, and the public for those watersheds most in need of restoration. WRAS are described as plans to restore watersheds that do not meet clean water, natural resource, and public health goals. Includes hyperlink to .pdf for each completed WRAS.

[www.dep.pa.gov/Business/Water/PlanningConservation/NonpointSource/Pages/Watershed.aspx](http://www.dep.pa.gov/Business/Water/PlanningConservation/NonpointSource/Pages/Watershed.aspx)

### 4. DEP TMDL Priorities and Alternative Plans

Provides the list of DEP's priority watersheds and the reasoning for their prioritization and PADEP contact for more information.

[www.dep.pa.gov/Business/Water/CleanWater/WaterQuality/Integrated%20Water%20Quality%20Report-2016/Pages/TMDL-Priorities.aspx](http://www.dep.pa.gov/Business/Water/CleanWater/WaterQuality/Integrated%20Water%20Quality%20Report-2016/Pages/TMDL-Priorities.aspx)

### 5. DEP Acid Mine Drainage (AMD) Set-Aside Program

AMD Set-Aside funds can only be expended for the abatement of the causes and treatment of the effects of AMD in a comprehensive manner within a Qualified Hydrologic Unit (QHU) (formerly Hydrologic Unit Plan (HUP)) affected by coal mining practices. A link to map and list of Pennsylvania's approved QHU is provided.

[www.dep.pa.gov/Business/Land/Mining/AbandonedMineReclamation/Pages/AMD-Set-Aside-Program.aspx](http://www.dep.pa.gov/Business/Land/Mining/AbandonedMineReclamation/Pages/AMD-Set-Aside-Program.aspx)

### 6. DCNR Rivers Conservation Program

The program, administered by DCNR's Bureau of Recreation and Conservation, provides technical and financial assistance to partners to carry out activities that improve watershed health and/or provide water-based outdoor recreation opportunities.

[www.dcnr.pa.gov/Conservation/Water/RiversConservation/Pages/default.aspx](http://www.dcnr.pa.gov/Conservation/Water/RiversConservation/Pages/default.aspx)

## 7. NRCS PL 566 Watershed Protection and Flood Prevention Operations Program

The Watershed Protection and Flood Prevention Operations Program provides for cooperation between the Federal government and the states and their political subdivisions to work together to prevent erosion; floodwater and sediment damage; to further the conservation development, use and disposal of water; and to further the conservation and proper use of land in authorized watersheds.

[www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/landscape/wfpo/](http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/landscape/wfpo/)

## 8. Integrated Water Quality Report – 2018

The 2018 Integrated Report marks a significant change from previous reports by moving to a new digital and fully interactive format. This offers the ability to convey tremendous amounts of information in a way that is much easier to understand. As a supplement to the Integrated Report, DEP has also created the 2018 Integrated Report Viewer, which provides enhanced search capabilities and export functions. The combination of these two tools should greatly facilitate the public's access to water quality assessment information and better inform the public on the steps DEP takes every day to protect Pennsylvania's waters.

<https://www.dep.pa.gov/Business/Water/CleanWater/WaterQuality/IntegratedWatersReport/Pages/2018-Integrated-Water-Quality-Report.aspx>

## 9. Other Resources

- **Pennsylvania Emergency Management Agency (PEMA)/Federal Emergency Management Agency (FEMA)** flood hazard preparedness and mitigation information resources. [www.pema.pa.gov](http://www.pema.pa.gov)
- **Pennsylvania Stormwater Management Act of 1978 (Act 167)** required that within two years following the promulgation of guidelines by DEP, each county must prepare and adopt a stormwater management plan for each watershed located in the county as designated by DEP, in consultation with the municipalities located within each watershed, and must periodically review and revise such plans at least every five years. [www.dep.pa.gov/Business/Water/CleanWater/StormwaterMgmt/Pages/Act-167.aspx](http://www.dep.pa.gov/Business/Water/CleanWater/StormwaterMgmt/Pages/Act-167.aspx)
- **United States Army Corps of Engineers (USACE) Chesapeake Bay Comprehensive Water Resources and Restoration Plan**  
<https://usace.contentdm.oclc.org/digital/collection/p16021coll11/id/432>