Northeast Ohio Storm Water Training Consortium Strategic Plan: 2012-2014

Claudette Robey
Cleveland State University, c.robey@csuohio.edu

How does access to this work benefit you? Let us know!
Follow this and additional works at: https://engagedscholarship.csuohio.edu/urban_facpub

Part of the Natural Resources and Conservation Commons, and the Urban Studies Commons

Repository Citation
https://engagedscholarship.csuohio.edu/urban_facpub/454

This Report is brought to you for free and open access by the Maxine Goodman Levin College of Urban Affairs at EngagedScholarship@CSU. It has been accepted for inclusion in Urban Publications by an authorized administrator of EngagedScholarship@CSU. For more information, please contact library.es@csuohio.edu.
Strategic Plan: 2012-2014

Prepared for:
Northeast Ohio Storm Water Training Consortium

Prepared by:
Great Lakes Environmental Finance Center
Maxine Goodman Levin College of Urban Affairs
Cleveland State University

February 2012
TABLE OF CONTENTS

INTRODUCTION ......................................................................................................................... 3

STRATEGIC PLAN ..................................................................................................................... 4

APPENDICES ............................................................................................................................ 12

Appendix A: Inventory of How Members Can Assist the Council 13

Appendix B: Strategic Planning Process 16

This report was researched and prepared by the staff of the Great Lakes Environmental Finance Center, Maxine Goodman Levin College of Urban Affairs, Cleveland State University. Project management and oversight was provided Claudette Robey. Project support was provided by Scott Winograd. Principal author was Claudette Robey. For information or questions, contact Claudette Robey at 216.875.9988 or c.robey@csuohio.edu.

ABSTRACT: This report describes the strategy that the Northeast Ohio Storm Water Training Council will undertake over the 2012-2014 period to guide its operations and training and education opportunities.

Key Words: Northeast Ohio Storm Water Training Council, strategic plan, storm water training
INTRODUCTION

The Northeast Ohio Storm Water Training Council (Council) developed this strategic plan with assistance from The Great Lakes Environmental Finance Center (GLEFC) of the Levin College of Urban Affairs at Cleveland State University. The plan provides a three-year roadmap to guide Council operations and activities through 2014. The plan was developed with broad involvement and guidance from its participating agency member-representatives.

The Council’s initial strategic plan was developed when the group was formed in 2008. Recognizing a need to update that plan, the Council engaged the GLEFC to conduct a facilitated process that would result in the development of a strategic plan to guide the consortium over a three-year period. The GLEFC facilitated a series of interactive sessions with Council members that were designed to:

- Reassess the mission and purpose, structure and operations, membership and participation, and training opportunities and audiences of the group
- Identify opportunities currently available to the group or those that the group could further develop
- Identify challenges or obstacles that might prohibit or hinder the group from carrying out its mission
- Identify initiatives and/or activities that the Council should address or focus on over the next three years

These objectives were achieved through four facilitated sessions conducted over a four-month period (June 2, July 12, August 11, and September 13). Of the group’s 28 members, there were as few as 10 and as many as 16 who participated in each of the sessions.

The facilitator was able to gather significant qualitative information from these sessions, using a focus group approach to gather the thoughts, perceptions, and ideas from the members as to the role and function of the Council. Members who participated are professionals specializing in storm water regulations. The strategic plan is a synthesis of the comments collected from these sessions.
STRATEGIC PLAN

The Northeast Ohio Storm Water Training Council (Council) strategic plan describes the Council’s approach to coordinating and delivering storm water related training and education opportunities to its regulated communities over the 2012 to 2014 period. The strategy describes the mission that will guide the organization, its operating structure and membership, training opportunities and audiences, and initiatives through which the Council will focus its efforts through 2014.

Strategic Position

The Northeast Ohio Storm Water Training Council is the trusted resource among Northeast Ohio’s regulated communities for storm water training and education opportunities. The Council:

- Coordinates a consistent curriculum of storm water related training opportunities that promotes excellence among storm water professionals
- Advises its constituency and other communities on innovative and current storm water related trainings
- Advocates for quality training standards on behalf of storm water professionals within its regulated communities and within the state of Ohio

Through its collaborative efforts, the Council assists regulated communities across 10 (Cuyahoga, Erie, Geauga, Lake, Lorain, Mahoning, Medina, Portage, Stark, and Summit) counties by:

- Providing relevant and reliable information
- Providing and sharing consistent and legitimate resources
- Reducing duplication of training programs, thereby allowing its member organizations and the Ohio EPA to leverage staff time for training delivery
- Offering training at low or no cost and at three different levels (basic, intermediate, and advanced)
- Increasing peer-to-peer learning and dissemination of knowledge in the field

Mission Statement

The mission of the Northeast Ohio Storm Water Training Council is:

*To coordinate efforts among its member organizations in order to provide a consistent message in its curriculum and coordinated offerings of high-quality training opportunities on storm water-related issues and assisting in compliance achievement, with a focus on*
the regulated aspects, for regulated entities in Northeast Ohio.

Structure of the Organization

The Council was formed in 2008 to better coordinate storm water related training and education opportunities for regulated communities across Northeast Ohio. The Council is a consortium of organizations that educate, train, and/or guide curriculum development on storm water related issues. The Council is comprised of 28 volunteers who are professionals specializing in various aspects of storm water regulations. These volunteers currently represent the following 20 organizations:

- Biohabitats
- City of Avon Lake
- Chagrin River Watershed Partners
- Center for Planning and Community Development and The Countryside Program, Levin College of Urban Affairs, Cleveland State University
- Cuyahoga County Board of Health
- Cuyahoga Soil and Water Conservation District
- GPD Group
- Geauga Soil and Water Conservation District
- Great Lakes Environmental Finance Center (GLEFC)
- Lake County Storm Water Management Department
- Lake Soil and Water Conservation District
- Mahoning Soil and Water Conservation District
- Medina Soil and Water Conservation District
- Northeast Ohio Regional Sewer District (NEORSD)
- Northeast Ohio Areawide Coordinating Agency (NOACA)
- Ohio Environmental Protection Agency
- Ohio Department of Natural Resources and Old Woman Creek National Estuarine Research Reserve
- Stark Soil and Water Conservation District
- Summit Soil and Water Conservation District
- U.S. Environmental Protection Agency

The Council meets on a quarterly basis at the Twinsburg, OH office of the Ohio Environmental Protection Agency (a geographically favorable site for members), with an OEPA staff member leading the meetings. The OEPA currently handles most administrative functions on behalf of the Council (website postings, training notifications by email to audiences, maintaining email database). The GLEFC serves as the secretariat for the Council, writing and distributing meeting summaries and coordinating quarterly meetings.

Strategic Direction and Initiatives
The Council will focus on six initiatives over the next three years:

- Planning for roles, responsibilities, and structures
- Developing an electronic / online compendium of storm water resources and logistics
- Updating training opportunities
- Implementing new ways to deliver training
- Developing consistency in the Council’s outreach and marketing of training opportunities to its audiences
- Employing methods to sustain Council activities

Tasks for consideration by the Council members are indicated in bold under each initiative below.

**Planning for Roles, Responsibilities, and Structures**

The Council will strive to increase the roles and levels of involvement of its members, and **invite new organizations to participate** on the Council.

Membership on the Council is voluntary; the members currently participate in meetings and trainings as time permits. Inviting new members would increase the pool of experts to participate in and deliver trainings, thus reducing the time demands of the current members. The Council will **extend invitations to specific entities** such as the Cleveland Engineering Society and the Ohio Stormwater Association, as well as storm water certification groups and metropolitan planning organizations within the Council’s geographic footprint. The Council will also **review the training evaluations** to see if there are any suggestions for potential new Council members.

The Council will continue to focus its training opportunities within Northeast Ohio, and will strive to serve as a statewide model for other agencies and storm water training initiatives. One way to accomplish this is by **providing assistance to other communities** with similar needs by helping these communities to **initiate and develop storm water training opportunities**.

The Council will continue to operate through consensus and collaboration, yet will encourage members to become more involved and will create opportunities for them to do so. Due to an increasing need for additional training opportunities and expanding audiences, the Council will **migrate to a more formal process for some of its operating procedures** that will aid the group in better managing its activities while also creating opportunities for members to become more involved. These procedures include (but are not limited to) **designating some Council functions among members**, such as organizing agendas and meeting schedules, creating a standardized registration
and fee collection process for trainings, rotating leadership for running meetings, identifying potential fiscal agents for trainings and grants, and naming a lead for website postings and activities.

Council members developed an inventory of ways in which they and their organizations could participate and assist the Council and become more involved. This list included technical assistance, serving as speakers and presenters for trainings, hosting the Council’s website, providing facilities for meetings and trainings, and serving as fiscal agent for the Council. The inventory is found in Appendix A.

The Council initially identified a committee structure to address training needs and opportunities, but this structure was never implemented. Task forces were viewed as being more flexible than standing committees, in that a task force would be formed to deal with an opportunity or issue and then disband once the task was completed or issue resolved. The Council will create task forces as needed to address training opportunities, challenges, and/or issues (i.e., a task force to seek a grant opportunity).

One of the major concerns of the members is succession planning for the Council. The members expressed concerns about the sustainability of the organization should the Ohio EPA and other member organizations be unable to participate. Additionally, there was concern over who might replace members who transition off of the Council and whether the member organizations would be able to continue to send representatives to participate due to economic challenges. The Council will continue to monitor this challenge.

Developing a Compendium of Storm Water-Related Resources

Council members want to be able to archive, track, access, and share information derived from training opportunities sponsored by the group. To do so, the Council will develop an electronic and/or online compendium of these logistics and resources to enable members to access, share, store, and retrieve details of trainings and training participants, identify new training opportunities, and track and identify trends or patterns in trainings over time.

This compendium would be a structured mechanism for accessing and transmitting information, possibly an online repository of information generated from trainings (e.g., lists of participants, certifications, organizations represented at trainings, feedback from participants). While an electronic or online inventory would be useful to the Council, there exists an issue as to where this database would be housed, what it would cost to maintain it, and who would maintain it. The Council could seek grants to cover expenses for building and developing the database, and have one of its members house and maintain it.
Updating Training Opportunities

The primary purpose of the Council is to develop and deliver training and education programs to regulated communities across Northeast Ohio. These training initiatives focus on five areas:

- Public Education / Public Involvement
- Illicit Discharge Detection and Elimination
- Construction Site Storm Water Runoff Control
- Post Construction Storm Water Management in New Development and Redevelopment
- Pollution Prevention / Good Housekeeping for Municipal Operations

The Council will modify its training strategy to include basic, intermediate, and advanced levels to its current five topical areas. The Council provides training to many of the same types of audiences and these audiences are not in the same stages in their careers nor have the same levels of knowledge. Expanding the training offerings to basic, intermediate, and advanced levels would be appealing to larger groups of audiences. The advanced-level training sessions could be used to create opportunities for certification by conducting interactive sessions or adding testing components to these sessions.

The Council will also explore creating subcategories within each of its five training topic areas that would include the management and monitoring of practices, legal and economic aspects (include governmental responses to individual permits and regulations), and cost benefit analyses. In addition to these subcategories in the Illicit Discharge training topic, a subcategory on educating small communities on what they have the legal authority to do will be considered.

The Council will explore developing some new training topics in addition to its five current areas of training. These new training opportunities are New Permits and Requirements (the focus audience would be the industrial sector), Community Awareness, and External Influences (such as climate change). The Council intends to survey the private sector, the regulated communities, and current and past audience participants to help identify further training needs.

Implementing New Ways to Deliver Training

Devising new ways to deliver training is important to the Council in reaching its audiences. The Council will explore the feasibility of utilizing various types of technology – such as webinars, distance learning, video conferencing, videos, and public television – to convey training opportunities to multiple audiences across its broad geographic footprint.
The Council will also **reach out to those communities that completed enforcement action and ask them to serve as case studies**, thereby sharing their challenges and successes with other communities. The Council would also like to **engage communities to serve as satellite training locations** where professionals can view first-hand how these communities are addressing storm water issues. Further, the Council will **employ a roundtable discussion of best practices** from across Ohio and other regions and states as part of its training format, where audiences can learn of successful methods applied in other areas that could be implemented within their communities.

The Council intends to **incorporate a collaborative learning approach** to its training sessions, where appropriate, to engage its audiences. **Training evaluations will also be reviewed** for ideas as to how the Council could improve training opportunities for its audiences.

**Consistency in Outreach and Marketing of Training Opportunities**

The Council would like to **expand its training opportunities to audiences other than those it currently serves**. Targeted groups for which the Council will develop training opportunities are elected officials, county prosecutors, law directors, businesses (retail, restaurants, car washes), general public (would collaborate with organizations already conducting training), landscapers (growers, garden centers), and architects.

The Council will **employ new methods** that will enable members to **reach out to not only its new target audiences**, but its **current audiences** as well. One suggestion is to establish a master email list for each target audience; these may be available from the various trade organizations that represent these audiences. Another suggestion is to ask professional organizations to circulate training information or post training opportunities on their websites.

There was some concern among members that audience participants don’t associate the Council as a sponsor or coordinator of training opportunities, that most audiences associate the Ohio EPA as sponsor. Because this group strives to become a model for storm water training across Northeast Ohio, visibility and identity of the Council is important. The Council would like to be viewed, among storm water professionals and the regulated communities, as the convener of storm water training opportunities in Northeast Ohio. Developing and maintaining an identity as a collaborative of professional agencies specializing in storm water trainings is essential. The Council will strive for a consistent message when marketing and advertising for training events; the **Council’s logo will be used on all training communications** and all **emails will indicate that trainings are sponsored by The Northeast Ohio Storm Water Training Council.**
The Council also currently does not have a stand-alone website and will explore opportunities to resolving this issue.

**Employing Methods to Sustain the Council**

One of the most important resounding concerns among members is the need for sustaining the Council’s efforts over time. The ability of the member agencies to continue to participate and to fund training opportunities, as well as the fiscal management of the Council, was continually emphasized.

The members are concerned with what might happen to the Council should Ohio EPA representatives leave their jobs or are no longer able to serve on the Council. The Council thought it would be helpful having the Ohio EPA include participation on the **Council as part of the representative’s job description**. It is unknown as to whether this can be accomplished; however, the Council will work with the Ohio EPA on this initiative.

Members are concerned with the long-term survival of the Council and, as such, will **identify funding opportunities** (e.g. grants and/or sponsorships) to sustain its efforts. The Council may explore the feasibility of **partnering with trade organizations** that offer storm water training.

The Council currently provides no- or low-cost trainings, only charging to recover actual costs to conduct an event (transportation costs to/from field sites, facilities, food and refreshments, and/or speaker fees). The Council will **continue to be open to charging for training to help with cost recovery when necessary**. Some training presenters may require reimbursement for time and travel, and the Council may need to charge for advanced levels of training.

Additionally, members want to **explore the feasibility of having one fiscal agent** for the Council, responsible for collecting and depositing training fees and fiscally managing grant activities. It was suggested that the fiscal agent be chosen from among the membership, along with a treasurer who would report on the status or availability of funds, though each would be from different agencies to avoid conflicts of interest.

**Direction and Results**

**Priorities and Implementation**

Of the above six initiatives, the Council considers the following two as priorities and will first focus on these:
1. Updating training opportunities
2. Implementing new ways to deliver training

There were three initiatives that shared a third-ranking priority and will be addressed by the Council:

- Developing an electronic/online compendium of storm water resources and logistics
- Employing methods to sustain the Council
- Improving outreach and marketing (branding the Council; visibility and awareness)

Regarding the first priority, the Council will form a task force to address modifying training opportunities (as discussed on pages 8-9), with the Council providing guidance to the task force. The members would like to see this accomplished by early fall of 2012.

To address the second priority, the members would like to form task forces to help develop new ways to deliver the Council’s current training programs, as well as strategize on ways to reach out to new audiences (discussed on pages 9-10). The members would like to begin this initiative immediately.

It is recommended that the Council review the status of its strategic planning initiatives at six-month intervals in an effort to maintain a continuity of progress toward goals. The first review date is September 1, 2012.
APPENDICES

Appendix A: Inventory of How Members Can Assist the Council

Appendix B: Strategic Planning Process
## APPENDIX A: Inventory of How Members Can Assist the Council

<table>
<thead>
<tr>
<th>Organization</th>
<th>How Organization Can Help</th>
</tr>
</thead>
</table>
| Chagrin River Watershed Partners    | 1. Provide technical expertise & presentations on Low Impact Development BMPs & CRWP monitoring data, Phase II coordination & implementation at the community level  
2. Provide model codes & adoption & implementation assistance (CRWP has model codes for Erosion & Sediment Control, Comprehensive Storm Water Management, Riparian & Wetland Setbacks, Updated Parking Codes, etc.)  
3. Ability to collect fees for workshops                                                                                                                                                                                                                                                                 |
| Cuyahoga County Board of Health     | 1. Technical expertise  
2. Speaker / presenters  
3. Location for training opportunities                                                                                                                                                                                                                                                                                                                  |
| Cuyahoga SWCD                       | 1. Phase II program implementation for communities: Public Involvement & Public Education  
2. Storm water pollution prevention planning & implementation assistance  
3. Program design & speakers (drastically disturbed land rehabilitation, erosion, & sediment control, public involvement & education, plant-soil system water quality treatment (BMPs)                                                                                                                                                                |
| Great Lakes Environmental Finance Center (GLEFC) | Free of charge (irrespective of US EPA grant):  
1. Provide facilities for trainings provided by the Council  
As part of a 3-year US EPA grant, provide (free of charge):  
1. Administrative support  
2. Collect workshop fees  
3. Host & collect registration at trainings  
4. Host webpage  
5. Take notes at Council meetings & distribute  
6. Generate training completion certificates  
7. Assist in preparing grant applications  
8. Summarize training evaluations  
At cost:  
1. Serve as fiscal agent for grants (20% of overhead to CSU)  
2. Provide parking at CSU facilities for training events  
3. Provide live webcasts, which could be made available online after trainings                                                                                                                                                                                                                     |
| Northeast OH Areawide Coordinating Agency (NOACA) | NOACA is under contract with the OH EPA to support the Council by (depending upon funding, this role should continue):  
1. Providing technical assistance  
2. Participating in meetings  
3. Presenting at functions, as appropriate  
Financial or administrative functions would be subject to overhead costs. Assistance with graphics or web presence may be a possibility.                                                                                                                                                                            |
| Northeast OH Regional Sewer District (NEORSD) | The District has the capacity to:  
1. Provide no-cost meeting / workshop space (up to 100 participants)  
2. Provide funding support for the delivery of workshops  
3. Provide technical resources for topics of storm water management, including storm water control measures, engineering, and stream restoration  
4. Provide staff to participate in the organization and delivery of workshops                                                                                                                                                                                                                       |
| OH Balanced Growth – Best Local Land Use Practices | 1. Expertise on planning & zoning measures for watershed protection (development, resource protection, comprehensive planning, etc.)  
2. BG website is launching a place for case studies statewide that illustrate the practices & their costs/benefits/issues  
3. BG program will be generating research on key practices’ financial benefits / costs  
4. Knowledge/expertise on training, reaching the public, messaging, etc.  
5. BG program has statewide contacts on water resource protection |
| OH Coastal Training Program (CTP), ODNR, & Old Woman Creek | 1. Training design, facilitation, evaluation: Plan & facilitate at least 1 workshop annually in partnership with Council  
2. Conduct storm water needs assessment & share results to help Council identify priority training topics & audiences  
3. Develop & administer evaluation surveys that can help the Council demonstrate its impact to prospective funders (e.g. OEEF grant)  
4. Funding to develop tools, training, & implementation support: A NERRS Science Collaborative grant has been awarded to the CRWP, OWCNERR, & ODNR Soil & Water for collaborative research to develop credits & incentives for LID & other innovative storm water management practices. The OH CTP & ODNR storm water training mini-grant program that has funded past Council workshops (PPGH & Post Construction Storm Water BMP Tour) will continue in 2012.  
5. Connections to NOAA Science (e.g. UNH Storm Water Center, Office of Response & Restoration, Coastal Services Center Expertise: Environmental training design & facilitation, science communication, collaborative learning, needs assessment, program evaluation, biology, wetlands ecology, ecological engineering & monitoring; OEPA Level 2 QDC – Chemical & Water Quality Assessment) |
| ODNR – DSWR | 1. Field expertise, technical assistance, & expertise regarding storm water / construction site practices, hydrology, specification development  
2. Speakers or presenters for training  
3. Satellite location host (Columbus)  
4. Liaison with OH Storm Water Association |
| OH EPA | 1. Technical expertise  
2. Regulatory requirements  
3. Field experience with implementation  
4. Full-time focus on storm water  
5. Organize meetings  
6. Speakers / presenters |
| OH EPA / OCAPP | 1. Provide technical assistance to the regulated entities  
2. Registration for trainings  
3. Finding venues for trainings  
4. Arranging transportation for trainings  
5. Continuing education credits (Enviro Cert & Enviro Cert exams, wastewater and water treatment operating license)  
6. Organizing meetings  
7. Collecting workshop fees  
8. Grant applications  
9. Marketing (maintains master email list)  
10. Portal through OCAPP website  
11. Archives trainings on website  
12. Support with WEBx |
| Soil & Water Conservation Districts | 1. Assist with local events  
2. All could be fiscal agent (no overhead for grants)  
3. Facilitate events  
4. Locate venues for training  
5. Assist with local marketing (leverage within the communities)  
6. Contact local officials  
7. Technical expertise  
8. Speakers / presenters  
9. Assist with continuing education  
10. Field work  
11. Limited administrative tasks  
12. Advertising events on websites  
13. Hosting training events  
14. Training materials |
| Geauga SWCD | 1. Could possibly host website |
| Summit SWCD | Currently assists the Council with:  
1. Workshop planning & participation  
2. Assist with grant applications / proposals  
Staff time permitting, Summit SWCD will continue to participate with workshop planning & participation |
| US EPA – Cleveland | 1. Technical expertise  
2. Field experience  
3. Regulations  
4. Speakers / presenters  
5. Bring in agency expertise  
6. Funding for publications / travel (occasionally)  
7. Behind the scenes stuff |
APPENDIX B: Strategic Planning Process

Northeast Ohio Storm Water Training Council: Strategic Planning Sessions

- June 2, 2011
- July 12, 2011
- August 11, 2011
- September 13, 2011

Recap of June 2, 2011 Session

- Purpose of NEO Storm Water Training Council
  - Reduces duplication of training efforts across organizations/entities
  - Assists regulated communities
  - Provides consistent message (spatially & across multiple groups)
  - Save on OH EPA labor to provide training
  - Allows for sharing of resources (marketing & mailings)
  - Offer training at low- or no-cost and at different levels
  - Consistent use of resources among communities; relevant & reliable information
  - Group brings a legitimacy of the information/resources to the communities
  - Increases efficiency of organizations involved
  - Increases peer-to-peer learning
Mission Statement

- To coordinate efforts among its member organizations in order to provide a consistent message in its curriculum and coordinated offerings of high-quality training opportunities on storm water related issues and assisting in compliance achievement, with a focus on the regulated aspects, for regulated entities in Northern Ohio - Northeast Ohio.

Recap (continued)

- Council’s role within storm water training community
  - Provide low- or no-cost training
  - Opportunity to “steer” or set direction of training
  - Council is unique; it is convener of storm water training in NEO
Recap (continued)

- Opportunities for expanding Council’s role or geography
  - Invite more people to participate on Council
  - Help other training areas get started; a willingness to train in other locations expands knowledge base
  - Use technology (webinars)
  - Provide support to similar needs statewide; serve as a model
  - Attracting different audiences, particularly training elected officials
  - Communities in Ohio could serve as satellite areas for training (one community can go to another to see what/how doing)
  - Bring in people/examples from the state, other regions, other states

[Signature]

Maxine Goodman Levin College of Urban Affairs
Cleveland State University

Recap (continued)

- Opportunities for expanding Council’s role or geography
  - Charge fee to cover cost(s) of bringing in people from other places
  - Should not expand geographically
  - Continue to seek funding from outside sources such as grants

[Signature]

Maxine Goodman Levin College of Urban Affairs
Cleveland State University
Recap (continued)

- Challenges for expanding Council’s role or geography
  - Funding
  - Level of volunteerism
  - Expanding number of experts on the Council & in delivering training
  - Politics of engaging elected officials
  - Cultural differences (urban vs. rural) in other areas are detriment to expanding training geographically
  - Downside to training by webinar is that audience lacks ability to engage
  - Already challenge to handle current training, time limitations of members
  - Different land use views, reluctance to change
  - Continuity when taking the message across the state

---

Recap (continued)

- Council structure & operations
  - Cooperative allocation of responsibilities has worked well, but would be helpful to formally allocate some Council responsibilities
  - Suggestion to have rotating leadership
  - Suggestion to have Council participation as part of OH EPA job description
  - Inventory the resources of Council members (who has what resources)
  - Council constructively utilizes feedback from training, but would be helpful to track patterns or trends
  - Organize administrative capacities: Formalize registration, fees, fiscal agent for trainings
  - Council does not have a committee structure; utilizes consensus
  - Could use facilitators of events rather than committee chairs
  - Task forces are used rather than committees for different tasks
Recap (continued)

- Council structure & operations
  - Need repository of information from events (structured reporting mechanism) to eliminate redundancy
  - An emerging need is funding training activities – is an ad hoc task force needed to seek grant opportunities?
  - Satisfied with current meeting protocol, schedule, location

Recap (continued)

- Council membership – who’s missing?
  - Private sector, but is private sector necessary: some concerns such as whether or not affiliation with the Council is seen as an endorsement
  - Metropolitan planning organizations
  - Ohio Storm Water Association
  - Suggestion to survey private sector and communities to identify their needs
  - Suggestion to scan training evaluations to see if they suggest other potential members
  - Engineering organizations
Recap (continued)

- Council membership – member role(s) and capacity over next 2-3 years
  - Members enjoy current role(s)
  - Some would like to expand their role(s) and would like more opportunities to contribute
  - Funding to continue to participate is concern of some; others are funded and will continue to participate

Recap of July 12, 2011 Session

- Current training topics
  - Public Education/Public Involvement
  - Illicit Discharge
  - Construction
  - Post Construction
  - Pollution Prevention/Good Housekeeping
Recap of July Strategy Session (cont’d)

- Update to training topics
  - Continue basic training but offer multiple levels of training (basic, intermediate, advanced courses)
  - Add subcategories within the topic areas, especially with Post Construction
  - Add management of / monitoring of practices of public education/public involvement, illicit discharge, construction, post construction, and pollution prevention/good housekeeping as a training topic
  - Add training to the industrial sector on new permits and requirements
  - Add training on community awareness (service directors, fire depts)
  - Add training on the legal and economic aspects of each topic; cost benefit analysis
    - Include municipal responses to individual permits and regulations
  - Add training that addresses external influences, such as climate change

Recap of July Strategy Session (cont’d)

- Update to training topics
  - Consider...
    - Using feedback from training sessions to devise new training
    - Trainings should clearly identify EPA expectations & how these can be put into practice
    - Educating smaller communities on illicit discharges and what smaller communities have the authority to do
  - Council would like to...
    - Create an inventory where each on the Council identifies his/her role (with regard to training) and what each is able to contribute
Recap of July Strategy Session (cont’d)

- Training delivery methods
  - Currently – workshops, field tours, interactive tours, webcasts
  - Consider...
    - Creating an online repository of information (such as tracking the information generated from the trainings, lists of audiences, who’s attended each training and their certification) and a place to house the online repository. All need access.
    - Heather currently able to track attendees (who attends what events and when; can set up profiles of attendees)

Recap of July Strategy Session (cont’d)

- New ways to deliver training
  - Collaborative learning (engage the audience in research)
  - Videos (downside is that it’s lots of work, but do have Joe’s access to cable studio). (Videos need to be professional)
  - Pamphlets as yearly summaries of projects
  - Utilize public television
  - Distance learning (E-tech Ohio)
  - Identify communities subject to enforcement and use as case studies
Recap of July Strategy Session (cont’d)

- Frequency of training
  - 8-10 times per year; average audience 100 persons
  - Are resources to increase frequency of training, but limited by OEPA availability

- Ways to increase training
  - Webinars
  - Video conferencing / distance learning
  - A follow-up to workshops for certification (i.e., interactive session, quizzes, etc.)
  - Ask trainees what they would like to see as a second phase to training
  - Invite Cleveland Engineering Society, Ohio Storm Water Association, & Storm Water Certification group to participate on Council (EnviroCert).

Maxine Goodman Levin College of Urban Affairs -17- Cleveland State University

Recap of July Strategy Session (cont’d)

- Cost recovery needs for training
  - Speaker fees (outside & local speakers)
  - Travel expenses
  - Transportation costs for participants to sites
  - Staff time
  - Setting up registration services
  - Printing costs
  - Website, technology, and technical support
  - Facilities
  - Providing food & refreshments on site

Maxine Goodman Levin College of Urban Affairs -18- Cleveland State University
Recap of August 11, 2011 Session

☐ Current audiences
  ■ Municipal & consulting engineers, service directors, elected officials
    (they are targeted but often do not come), service department
    workers, planners (occasionally), community phase II coordinators,
    soil & water conservation districts, health departments, watershed
    organizations

☐ Audiences would like to reach
  ■ Elected officials (have specific training for them, get on agenda for
    public meetings), county prosecutors, law directors, businesses
    (retail: restaurants, car washes), public/citizens (already an
    organizations doing public outreach, maybe we can help them or
    collaborate with them), landscapers (growers, garden centers),
    architects

Audiences (cont’ d)

☐ Incentives for participation
  ■ Continuing education units (satisfies professional development
    requirements, ex. CLE requirements for lawyers), good public
    relations, adding to existing credentials, helps to satisfy NPDES
    requirements, low costs, training necessary for new employees,
    supported by OEPA, networking opportunities, certificate
    programs.
Strategic Plan: 2012-2014

Outreach

☐ Current methods
  - Meetings, flyers, emails, press releases, partnering with other organizations, word of mouth, members of the council send emails out to their networks, EPA email list, members announce at their local meetings
  - Some methods are more informal and rely on secondary networks relaying information on their own

☐ New methods that could be used
  - Master email list, using professional organizations to send out information (may already do this for some things, such as the planner listserv), new list for elected officials, prosecutors, or law directors (probably available from organizations like NOACA), getting on agendas of professional organizations, public meetings, and conferences.

Outreach (cont’d)

☐ Consistency of outreach materials & marketing
  - Council isn’t recognized as entity providing / coordinating training events
    - Distribute training notices (emails) from the Storm Water Training Council rather than a person’s name to provide more visibility to the Council
    - List the Council as the coordinator / sponsor of the trainings and the Ohio EPA as in partnership with the group
    - Use standard language in training notices that consistently describes the Council (who/what Council is, its purpose, etc.)
  - What level of visibility is needed for the Council? Will being visible ensure consistency?
    - There should be a certain level of visibility to ensure relevance
    - Council doesn’t have its own website, but would need someone to maintain it
      http://www.epa.ohio.gov/ocalpi/storm_water.aspx
Outreach (cont’d)

- What level of visibility is needed for the Council? Will being visible ensure consistency? (cont’ d)
  - Visibility not as significant if the Council could become part of or a branch of another organization, such as the Ohio Storm Water Association
  - Ohio EPA can’t endorse another agency, so couldn’t be part of another agency, but could participate in its events

- Sustainability concerns
  - Ohio EPA representative’s job description should include duties for the Storm Water Training Council
  - Can this Council survive without the Ohio EPA?
    - Ohio EPA lends credibility to the Council
    - Ohio EPA currently provides administrative support to the Council
    - Partnership with Ohio EPA helps validate certification at different levels

---

Outreach (cont’d)

- Sustainability concerns (cont’d)
  - Would being part of or a subchapter of some formal organization allow for survival?
    - Could Council become part of or a branch of another organization, such as the Ohio Storm Water Association?
Sustainability

☐ Cost recovery methods
  ▪ Have charged for food, transportation (buses to sites)

☐ Needs for delivering training
  ▪ Grants or fees for cost recovery
  ▪ Might be possible to include travel costs or speaker fees in grants
  ▪ Council should identify priority costs that it wants to recover (such as travel costs or speaker fees); this should be predetermined before the grant is written

Sustainability (cont’d)

☐ Issues / actions that could impact Council’s ability to deliver training
  ▪ Funding decreases (federal, state, local) could lead to less money available to the Council and less staff from participating organizations being able to participate
  ▪ New federal / state regulations present opportunities for the Council to offer training
  ▪ More opportunities will come up over time; thus, Council will become more valuable to its communities
  ▪ Demand for Phase II training will increase due to new communities being added because of the Census changes in population
    ▪ Audiences could expand exponentially due to possible expansion of Phase II training, will need to add different levels of training
Sustainability (cont’d)

- Issues / actions that could impact Council’s ability to deliver training (cont’d)
  - Utilizing large groups to combat lack of funding can be beneficial (have Storm Water Council’s strategic plan written into member organizations’ or other organizations’ strategic plans)
  - Reductions in funding at members’ organizations leads to reductions in hours and positions not being filled
  - Losing people in the field will also reduce the pool of presenters available for training
  - Organizations may be directed by management to decrease participation.

Sustainability (cont’d)

- Cost recovery
  - Need to be open to charging for training to help with cost recovery
  - Need to offer to reimburse presenters for time & travel
  - May need to charge for various levels of training
    - Introductory levels could be free & then charge for increased levels of training
  - Council members should continue to participate on Council at no cost
  - May need a fiscal agent (other than Ohio EPA); one that is nonregulatory
    - Could centralize money collection and put money into a fund for later use
    - Could have Treasurer of the funds be from the nonfiscal agent organization
Sustainability (cont’d)

- Cost recovery (cont’d)
  - Should a nonprofit entity (one of the Council’s membership) manage all of the functions?
    - Fiscal agent, administrative responsibilities (registration system, outreach, etc.), collection of training fees, website location and management
    - Council could become a nonprofit organization, but would not be worth it unless had a consistent revenue source
    - Infrastructure is in place within the Council’s membership for one of its organization to have a management role
    - A nonprofit would allow consistent recordkeeping; other Council agencies could volunteer their services to assist with some functions
    - Council doesn’t want to be seen as another Center for Watershed Protection – as a research or for-profit group
    - What are the initial costs (if any) to this? Are grant funds available?

Homework

- For next session
  - Examine your organization’s capabilities to assist this council: administrative assistance (recordkeeping, registration, outreach, etc.), ability to award grants, website (IT) storage, creation, & maintenance, etc.
  - Can one of the organizations become the fiscal agent for the Council?
Recap of September 13, 2011 Session: Homework

<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>How can organization help?</th>
</tr>
</thead>
<tbody>
<tr>
<td>GLEFC</td>
<td>Administrative support, could be fiscal agent, registration, webpage, note taking for meetings (all free of charge), fiscal agent for grants (20% overhead to CSU), 3 more years left on federal grant), facilities for training, summarizing evaluations.</td>
</tr>
<tr>
<td>Ohio EPA</td>
<td>Technical expertise, regulatory req., experience in field with implementation, full time focus on stormwater, organizing meetings, speaker/presenters.</td>
</tr>
<tr>
<td>OEPA/OCAPP</td>
<td>Provide technical assistance to the regulated entities, registration, finding venues, arrangement (transportation), continuing ed. Credits (enviro cert, wastewater and water treatment operating (license), organization meetings, collecting money, grant applications, marketing (has master email list), contact through OCAPP website, training is archived on website, support with WEBs, speakers/presentees, can collect money but cannot be formal fiscal agent, proctor enviro cert exams.</td>
</tr>
</tbody>
</table>

Maxine Goodman Levin College of Urban Affairs
-31- Cleveland State University

Homework (cont’d)

<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>How can organization help?</th>
</tr>
</thead>
<tbody>
<tr>
<td>US EPA Cleveland</td>
<td>Technical expertise, field experience, regulations, speakers, bringing in agency expertise, money for publications/travel (sometimes), behind the scenes stuff.</td>
</tr>
<tr>
<td>SWCDs</td>
<td>Assisting with local events, all could be fiscal agent (no overhead for grants), facilitating events, finding venues, helping with local marketing (leverage within the communities), contacting local officials, technical expertise, helping with continuing ed. (they will let us know which groups), field work, limited administrative tasks, advertising events on websites, speakers, hosting events, materials, Geauga could possibly host website.</td>
</tr>
<tr>
<td>Ohio Coastal Training Program (CTP); ODNR &amp; Old Woman Creek</td>
<td>Training design, facilitation, evaluation – Plan &amp; facilitate at least 1 workshop annually in partnership w/council. Conduct storm water needs assessment &amp; share results to help council identify priority training topics &amp; audiences, develop &amp; administer evaluation surveys that can help the council demonstrate its impact to prospective funders (e.g. OEEF grant).</td>
</tr>
</tbody>
</table>

Maxine Goodman Levin College of Urban Affairs
-32- Cleveland State University
### Homework (cont’d)

<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>How can organization help?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ohio Coastal Training Program (CTP); ODNR &amp; Old Woman Creek</td>
<td>Funding to develop tools, training, &amp; implementation support – A NERRS Science Collaborative grant has been awarded to the CRWP, OWCNERR, and ODNR Soil and Water for collaborative research to develop credits &amp; incentives for LID &amp; other innovative storm water management practices. The Ohio CTP &amp; ODNR storm water training mini grant program that has funded training council workshops in the past (PPGH &amp; Post Construction Storm water BMP Tour) will continue in 2012. Connections to NOAA Science – e.g. UNH Storm water Center, Office of Response &amp; Restoration, Coastal Services Center Expertise: Environmental training design &amp; facilitation, science communication, collaborative learning, needs assessment, program evaluation, biology, wetlands ecology, ecological engineering &amp; monitoring. OEP Level 2 QDC – Chemical &amp; Water Quality Assessment.</td>
</tr>
<tr>
<td>Chagrin River Watershed Partners</td>
<td>Can provide technical expertise &amp; presentations on Low Impact Development BMPs and CRWP monitoring data, Phase II coordination and implementation at the community level, provide model codes &amp; adoption and implementation assistance (CRWP has model codes for Erosion &amp; Sediment Control, Comprehensive Stormwater Management, Riparian &amp; Wetland Setbacks, updated parking codes, etc.). CRWP collected workshop fees for the Green Infrastructure Conference for 2009; could do this in the future as well.</td>
</tr>
<tr>
<td>NOACA</td>
<td>NOACA is under contract with Ohio EPA to support the SW Consortium by providing technical assistance, participating in meetings and presenting at functions as appropriate. Depending on funding, this should continue. Financial or administrative functions would be subject to overhead costs. Assistance with graphics or web presence may be a possibility.</td>
</tr>
<tr>
<td>OH Balanced Growth-Best Local Land Use Practices</td>
<td>• Expertise on planning &amp; zoning measures for watershed protection (development, resource protection, comprehensive planning, etc.) • BG website is launching a place for case studies statewide that illustrate the practices &amp; their costs/benefits/issues • BG program will be generating research on key practices’ financial benefits/costs • Knowledge/expertise on training, reaching the public, messaging, etc. • BG program has statewide contacts on water resource protection</td>
</tr>
</tbody>
</table>

Maxine Goodman Levin College of Urban Affairs
Cleveland State University
Homework (cont’d)

<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>How can organization help?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summit SWCD</td>
<td>SWCD currently assists the training council with workshop planning &amp; participation. We worked with OEPA this past year to submit the OEEF grant proposal to aid with funding of the various workshops and programs. Staff time permitting, we will continue to participate with workshop planning &amp; participation.</td>
</tr>
<tr>
<td>ODNR-DSWR</td>
<td>Field experience, technical assistance, and expertise regarding storm water / construction site practices, hydrology, specification development, speaker or presenters, satellite location host (Columbus), liaison with OH storm water Association.</td>
</tr>
<tr>
<td>Cuyahoga County Board of Health</td>
<td>Technical expertise, speaker / presenters, location for training opportunities</td>
</tr>
</tbody>
</table>

Action Plan

- What should the council accomplish over next 2-3 years?
  - Opportunities, challenges, & issues
    - A need to expand the Council’s role & operating structure
    - A need to develop an electronic / online compendium of storm water resources & logistics
    - A need to update training opportunities
    - A need to implement new ways to deliver training
    - A need to improve outreach & marketing
    - A need to implement fiscal methods to sustain Council
Action Plan: Identified Opportunities, Challenges, Issues

- A need to expand Council’s role & operating structure
  - Increase the number of experts on the Council by extending invitations to entities such as Cleveland Engineering Society, Storm Water certification group, Ohio Storm Water Association, Metropolitan Planning Organizations, possibly private sector. Also, scan training evaluations to see if there are suggestions for potential Council members.
  - Serve as a model statewide by providing support to other communities with similar needs by helping them begin training opportunities there.
  - Formally designate some Council responsibilities (organizing agendas & meeting schedules, rotation of leadership, formalize registration process & fees, and designate fiscal agent for trainings)
  - Succession planning for Ohio EPA participation on Council (include Council participation as part of Ohio EPA representative’s job description) and all Council members

---

Action Plan: Identified Opportunities, Challenges, Issues

- A need to expand Council’s role & operating structure (cont’d)
  - Create task forces instead of committees to address training, opportunities, challenges, and/or issues (for example, a task force to seek grant opportunities)
Action Plan: Identified Opportunities, Challenges, Issues (cont’d)

- The need for an electronic / online compendium of storm water resources & logistics
  - Create a structured reporting mechanism for access & transmittal of information (an online repository of information generated from trainings, such as lists of audiences, who’s attended each training & their certification, etc.)
  - Create an inventory of Council members’ roles (with regard to training) and identify what each is able to contribute
  - Utilize training evaluations / feedback to track patterns or trends, & identify new training opportunities
  - Need a “place” to house the online compendium

---

Action Plan: Identified Opportunities, Challenges, Issues (cont’d)

- A need to update training opportunities
  - Create multiple levels of training (basic, intermediate, advanced)
  - Create subcategories within each training topic area (Public Education / Public Involvement, Illicit Discharge, Construction, Post Construction, Pollution Prevention / Good Housekeeping)
    - Management / monitoring of practices
    - Legal & economic aspects (include governmental responses to individual permits and regulations)
    - Cost benefit analysis
    - Under Illicit Discharge, educate small communities on what they have they authority to do
Action Plan: Identified Opportunities, Challenges, Issues (cont’d)

- A need to update training opportunities (cont’d)
  - Create the following new training opportunities:
    - New permits and requirements (audience is the industrial sector)
    - Community awareness
    - External influences (such as climate change)
  - Survey private sector & communities to identify training needs
  - Survey participants to identify what they would like to see as second phases to training

Action Plan: Identified Opportunities, Challenges, Issues (cont’d)

- A need to implement new ways to deliver training
  - Utilize technology for training delivery (webinars, distance learning [E-Ohio], video conferencing, videos)
  - Utilize public television
  - Utilize community case studies (identify communities subject to enforcement and use as case studies)
  - Bring in experts and examples from across Ohio, other regions, and other states to conduct training
  - Utilize a collaborative learning approach by engaging the audience in research
Action Plan: Identified Opportunities, Challenges, Issues (cont’d)

- A need to implement new ways to deliver training (cont’d)
  - Engage communities to serve as satellite locations for training (one community goes to another to see what/how doing)
  - Develop & utilize yearly summaries of projects
  - Develop followup sessions to training workshops for certification (i.e., interactive session, testing, etc.)

Action Plan: Identified Opportunities, Challenges, Issues (cont’d)

- A need for improved outreach & marketing of training opportunities
  - Target new audiences (i.e., elected officials, county prosecutors, law directors, businesses [retail: restaurants, car washes], public/citizens [collaborate with organizations already conducting training], landscapers [growers, garden centers], architects) & develop training opportunities for these audiences
  - Employ new methods to reach current & new audiences
    - Master email list, using professional organizations to send out information (may already do this for some things, such as the planner listserv), new list for elected officials, prosecutors, or law directors (probably available from organizations like NOACA)
Action Plan: Identified Opportunities, Challenges, Issues (cont’d)

- A need for improved outreach & marketing of training opportunities
  - Consistency in Council’s message & outreach materials
    - Council isn’t recognized as entity providing / coordinating training events
    - What level of visibility is needed for the Council? Will being visible ensure consistency?

Action Plan: Identified Opportunities, Challenges, Issues (cont’d)

- A need to implement fiscal methods to sustain the Council over the next 2-3 years
  - What happens if Ohio EPA unable to participate?
    - Ohio EPA representative’s job description should include participation on the Storm Water Training Council
  - Identify creative funding opportunities (i.e., grants, sponsorships, etc.)
    - Would being part of or a subchapter of some formal organization allow for survival?
  - Implement cost recovery mechanisms
    - Need to be open to charging for training to help with cost recovery; Need to offer to reimburse presenters for time & travel; May need to charge for various levels of training
    - Provide low/no-cost training if it is possible. Only charge if necessary.
Action Plan: Identified Opportunities, Challenges, Issues (cont’ d)

- A need to implement methods to sustain the Council over the next 2-3 years
  - Fiscal management
    - May need a fiscal agent (other than Ohio EPA), one that is nonregulatory
    - Should a nonprofit entity (one of the Council’s membership) manage all of the functions?

Action Plan: What’s not yet been mentioned?

- Anything that we should add to this list?
  - Accountability, what happens if people do not complete their tasks?
  - Taskforces with leaders of projects
  - Someone has to pick up slack if leader fails
  - Should certain organizations be the lead on projects?
  - Rotating leadership positions/ chair
  - Who decides what is needed?
  - The group plans together what to do
    - Based on consensus and evaluations.
    - Informing possible attendees in advance
    - Use meetings to get things done and plan
    - How do we run meetings? General meetings and workgroups.
Identifying Priorities

<table>
<thead>
<tr>
<th>Action Item</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand Council’s role &amp; operating structure</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Develop electronic / online compendium of storm water resources &amp; logistics</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Update training opportunities</td>
<td>8</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Implement new ways to delivery training</td>
<td>5</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Improve outreach &amp; marketing (branding the council; visibility and awareness)</td>
<td>1</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Implement fiscal methods to sustain Council</td>
<td>1</td>
<td></td>
<td>3</td>
</tr>
</tbody>
</table>

Accountability & Timing

<table>
<thead>
<tr>
<th>Priority Action Items</th>
<th>Who?</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update training opportunities</td>
<td>Council (steers) vs. Taskforces (details)</td>
<td>Early Fall 2012</td>
</tr>
<tr>
<td>Implement new ways to deliver training</td>
<td>Taskforces</td>
<td>Immediately</td>
</tr>
<tr>
<td>Improve outreach and marketing</td>
<td>Council vs. Taskforces</td>
<td>Immediately</td>
</tr>
</tbody>
</table>