



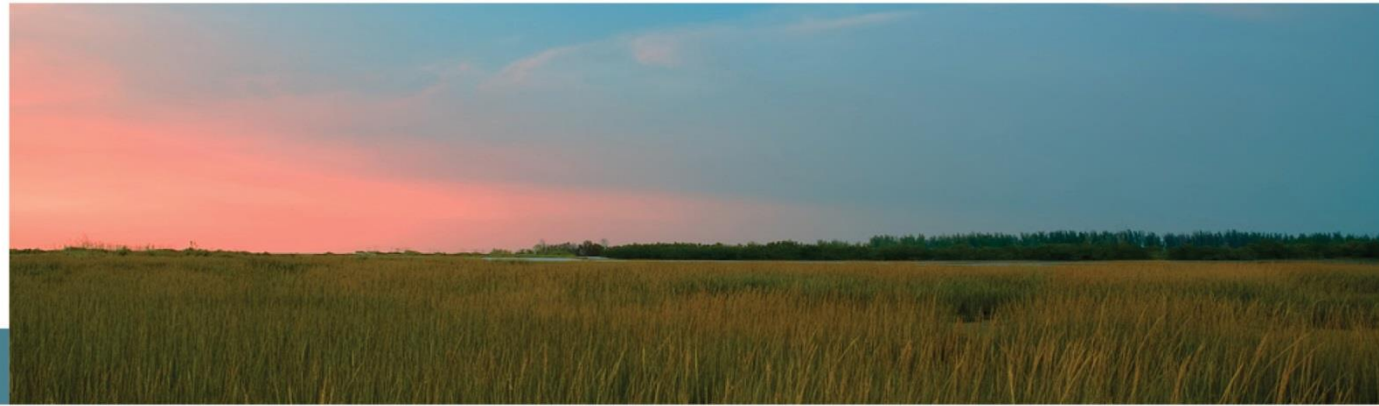
Key Findings and Recommendations from the Organizational Assessment: Opportunities for Re- Building the Partnership

October 9th Peconic Estuary Program Leadership Retreat

CoastWise PARTNERS

Holly Greening & Rich Batiuk

We'll work for (good) food!



Who We Are



Rich Batiuk, retired from U.S. EPA Chesapeake Bay Program Office. Instrumental in designing Chesapeake Bay's extensive cooperative approach to meeting Bay targets.

Holly Greening, retired from Tampa Bay Estuary Program. Facilitated Tampa Bay's successful nutrient management and seagrass recovery strategy.



OFFERING VOLUNTEER ASSISTANCE WITH...



GOAL-SETTING



ESTABLISHING CRITERIA



TECHNICAL ADVICE



MONITORING DESIGN



WORKSHOP PARTICIPATION



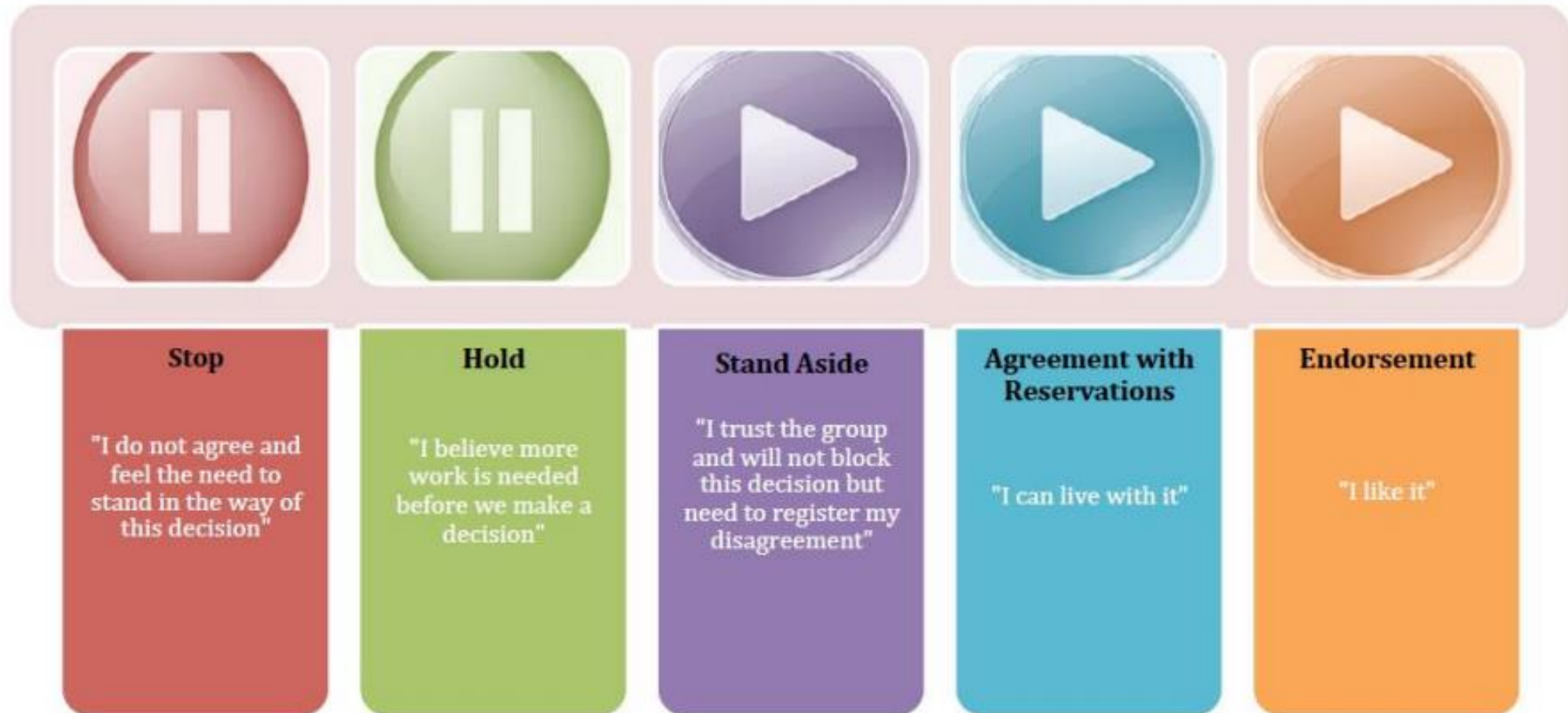
PEER REVIEWS

Desired Outcomes from the Retreat

- Agreement on unprecedented opportunity to re-new the Partnership
- Will actively seek input from all leadership retreat participants
- Will keep a record all suggestions and ideas raised throughout the retreat
- Agreement from the Policy and Management Committee members to act on the recommendations will be by consensus
- The Management Committee is addressing a similar series of findings and recommendations at the programmatic level at their meeting tomorrow

Working Towards Consensus

Consensus Continuum



Key Findings and Recommendations from the Organizational Assessment

Opportunities for Re-Building the Partnership

- Key findings from the organizational assessment
 - On-line survey
 - In-person interviews
- Recommendations from CoastWise Partners
 - Based on the organizational assessment and their experiences with the operation of numerous watershed-based partnership organizations across the country and around the world.

Key Findings and Recommendations from the Organizational Assessment

“Look at what we have in place or are in the process of putting in place. The sub-watershed plans are in place. The solute model is coming forward. Our monitoring co-op is also being finalized so our Towns can now measure their progress directly. The organizational assessment is underway. The Peconic Estuary Program is the entity that can pull all this together.”

Key Findings and Recommendations from the Organizational Assessment

- **Finding:** It's time for a re-building of the partnership and a renewal of commitment.
- **Recommendation:** Agree to work towards a fall 2020 timeframe for renewing the partners commitment to the goals of the Peconic Estuary Program through a formal agreement signed by the engaged partners and signing the final revised CCMP. Consider staging a public ceremony for these signings, signaling a renewal of the partnership to the public. Consider changing the name from “Peconic Estuary Program” to “Peconic Estuary Partnership” so that it's clear right from the start that this is a partnership, not just a program.

Retreat Discussion and Decisions

- **Summary of recommendations:** Work toward a 2020 timeframe for renewing the partnership, including a formal partner agreement; CCMP signing ceremony; name change.
- **Discussion:**
 - Engage more with other partners
 - Like the Partnership concept—encourage participation and commit to getting something done
 - Agreement to key outcomes and actions- common, measurable goals- strive to define them. Is there a need to identify goals for each partner?
 - What is the full potential of the partnership?
 - Recommitting to financial commitments and new funding opportunities- identify how to tap into other sources
 - A clearer linkages between PEP and LINAP and other entities is needed
 - Quantify goals of interest to the public- i.e., beach closures, opening shellfish beds
 - Definition of where we are now – how bad is it? Identify economic implications and the need to fix the Peconics. Measurable goals are needed
 - Conveying monitoring data to the public for the things they care about
 - Information shared so that towns and others can use it

Retreat Discussion and Decisions

- **Summary of recommendations:** Work toward a 2020 timeframe for renewing the partnership, including a formal partner agreement; CCMP signing ceremony; name change.
- **Discussion (Continued):**
 - Wisdom, wealth, work—challenge our partners to commit to bring two of the three to the table
 - Need to factor in accountability to the agreement—actually how to accomplish this needs to be defined
 - All the underpinnings of a partners are there—we are not that far off
 - CCMP may be considered for accountability—annual conference for reporting out by entity, for example.
 - Implementation on action items to address CCMP issues, how to work together by groups
- **Decision:** Agreement to work toward a 2020 timeframe for renewing the partnership, including a signing a formal partnership agreement, a public CCMP signing ceremony and a program name change to Peconic Estuary Partnership.
- **Due Dates:** Timeline should consider town budget cycles. Draft by the spring 2020 and final ready for signing by early fall 2020.

Key Findings and Recommendations from the Organizational Assessment

- **Finding:** The Program needs clear definitions of measures of success and reporting of progress towards success and these measures of success should be numerical goals which are directly measurable and easily communicated to the public.
- **Recommendation:** Charge the Technical Advisory Committee to form workgroups to initiate development of numeric targets for eelgrass suitability (acres); water quality metrics adequate to support eelgrass recovery and other resources; and water quality metrics adequate to reduce harmful algal blooms and macroalgae.

Key Findings and Recommendations from the Organizational Assessment

- **Recommendation (Con't):** The Technical Advisory Committee will work with the Citizens Advisory Committee as the initial 'sounding board' to ensure that the draft numeric targets are understandable by, and resonates with, the public prior to presentation for review by the Management Committee and consideration and decisions by the Policy Committee.

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge the TAC to form workgroups to develop numeric targets for eelgrass suitability; and water quality metrics to support eelgrass recovery, reduce HABs and macroalgae. Work with CAC to ensure targets are understandable and resonates with the public.
- **Discussion:**
 - We have developed suites of indicators in the past; ask TAC to review the current suite of indicators and determine which we should develop goals for and what are feasible goals
 - Consider other non-scientific indicators which are important to the public when developing the goals
 - Work to assign the development of goals to the appropriate committee (TAC, CAC, others)
 - The goals need to be boiled down into a form that the public can easily understand and respond to
 - The public responds to very visible problems—we need to find a way to make the health of Peconic Estuary understandable by the public and something they can connect with

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge the TAC to form workgroups to develop numeric targets for eelgrass suitability; and water quality metrics to support eelgrass recovery, reduce HABs and macroalgae. Work with CAC to ensure targets are understandable and resonates with the public.
- **Discussion (Continued):**
 - The public needs to also understand the sources of the problems and what needs to be done to address those problems
 - The Management Conference needs to have measurable goals backed up by a specific budget to support public communication of the goals, progress towards them, and what further actions are needed to achieve them
 - Two elements: data driven, science based and public communication
 - People are responding to beach closures, shellfish bed closures, what directly effects them— we need measurable goals
 - Need to brand your metrics, goals so the public becomes familiar with the Partnership
 - Need technical contractor support to help the TAC and the PEP Office staff in development of the measurable goals

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge the TAC to form workgroups to develop numeric targets for eelgrass suitability; and water quality metrics to support eelgrass recovery, reduce HABs and macroalgae. Work with CAC to ensure targets are understandable and resonates with the public.
- **Discussion (Continued):**
 - We have come close to development of such goals with all the past work on the indicators—we need facilitation support to convert all our past work on indicators into a set of measurable, feasible, and publicly understandable goals
 - Consider modifying existing contracts to provide the support needed to translate the current body of work on indicators into measurable goals
 - Need more input on what the public is really interested in to ensure our measurable goals are meaningful and relevant to the public
 - We actually have a lot of understanding of what the public cares about so we can start working with that current level of understanding

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge the TAC to form workgroups to develop numeric targets for eelgrass suitability; and water quality metrics to support eelgrass recovery, reduce HABs and macroalgae. Work with CAC to ensure targets are understandable and resonates with the public.
- **Discussion (Continued):**
 - Public comments on the draft CCMP could help us to better understand and respond to what the public is concerned about
 - Recognize that the public comments received to date are general in nature and, therefore, might not be too helpful
 - Start with the local elected officials and council members to get their input on which the public is concerned about
 - What would be most helpful is describing what specific actions need to be take at the Village or Town level AND providing the strong rationale for asking their citizens to take those be specific actions, make those specific investments

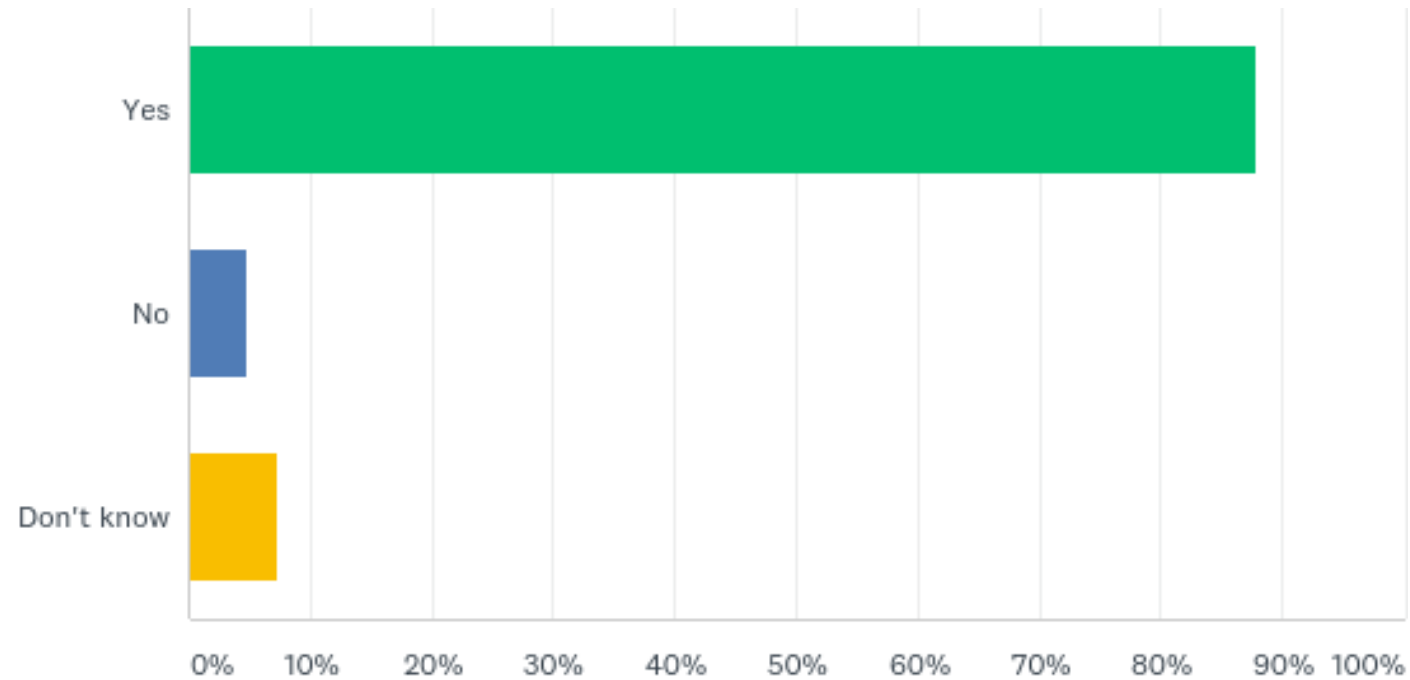
Retreat Discussion and Decisions

- **Summary of recommendations:** Charge the TAC to form workgroups to develop numeric targets for eelgrass suitability; and water quality metrics to support eelgrass recovery, reduce HABs and macroalgae. Work with CAC to ensure targets are understandable and resonates with the public.
- **Discussion (Continued):**
 - If the local elected officials heard from the Partnership, there would be more willingness to initiate the actions that need to be implemented at the local level
 - Work to modify an existing contract/grant to provide for support for goal development and better understand the what issues are of concern to the public
 - We need to have members of the TAC, CAC, LGC working together on workgroups charged with development of the measurable goals to ensure the goals are achievable and understandable by the public

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge the TAC to form workgroups to develop numeric targets for eelgrass suitability; and water quality metrics to support eelgrass recovery, reduce HABs and macroalgae. Work with CAC to ensure targets are understandable and resonates with the public.
- **Decision:** Agreement to move forward with development of numeric goals, which are feasible to achieve and understandable by the public, working through the TAC workgroup formed to develop them goals and engage the CAC to ensure the goals are understandable by the public.
- **Due Dates:** Policy Committee wants to ensure work to support development of measurable goals is in next year's budget in addition to modifying an existing contract to initiate this work now. Draft CCMP includes a September 2020 date for goal development.

Q22: Would it be beneficial to have the descriptions of each of the Peconic Estuary Program's committees, advisory committees and workgroups, their respective charges, how their members and chairpersons are selected, and whether and how they are being asked to make decisions documented and agreed to by the involved agencies, organizations and institutions?



Key Findings and Recommendations from the Organizational Assessment

- **Finding:** The current management structure is missing key community and partner representatives, committees are disconnected, there is widespread lack of understanding of the roles and responsibilities of the different committees and all are lacking basic governance procedures.
- **Recommendation 1:** Charge the Program Office staff to work with the chairs of each of the committees and workgroups to prepare draft roles and responsibilities for each respective committee and workgroup.

Key Findings and Recommendations from the Organizational Assessment

- **Recommendation 2:** Charge Program Office staff to work with each committee/workgroup chair and their respective committee/workgroup, to develop bylaws for each committee/workgroup, for review by the Management Committee and consideration and decisions by the Policy Committee. Consider the issues identified through the organization assessment and by survey participants, including frequency of meeting, selection and terms of chairs, selection, diversity and representativeness of membership, and voting/building consensus.

Key Findings and Recommendations from the Organizational Assessment

- **Recommendation 3:** Charge the chairs of the Management, Local Government, Citizens Advisory and Technical Advisory Committees to discuss increasing the role of the chairs in helping shape the agenda for the larger partnership as well as managing the business of the partnership through the management structure. The Chairs will bring their recommendations to the joint meeting of the Management and Policy Committee for consideration and decisions.

Key Findings and Recommendations from the Organizational Assessment

- **Recommendation 4:** Convene a joint meeting of the Policy Committee and Management Committee to work with all the committee and workgroup chairs to define: the roles and responsibilities for each committee and workgroup; how policy decisions are made and approved; how programmatic and technical decisions are made and approved; how consensus decisions will be reached by the advisory committees and technical workgroups; expectations for how information and recommendations for actions and decisions will flow among the committees and workgroups; and how the committees and workgroups will interact with each other. The Policy Committee and Management Committee will review and approve by-laws for each of the committees and workgroups, working from the recommendations put forward by the respective committee and workgroup chairs.

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge staff to work with Chairs of each Committee to: define roles and responsibilities; develop by-laws; and define roles of Chairs. Convene a joint PC/MC meeting to finalize and approve the above.
- **Discussion:**
 - Being part of the NEP network, PEP can get direct access to 28+ different sets of by-laws so the partners can directly build from existing documentation
 - If we get a draft set of by-laws written, we could schedule a conference call between the Policy Committee and Management Committee to review and approve the by-laws
 - Work towards a simple statement for our by-laws, followed by the details on how to address the exceptions to those by-laws focused on making decision by consensus
 - Key need is defining the roles and responsibilities of each committees and workgroup—those roles and responsibilities should be committee/workgroup specific
 - The by-laws could apply across all committees and workgroups
 - NEIWPC can't have a separate set of by-laws from their own organization's by-laws
 - Could use another term to refer to by-laws—guiding principles, for example

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge staff to work with Chairs of each Committee to: define roles and responsibilities; develop by-laws; and define roles of Chairs. Convene a joint PC/MC meeting to finalize and approve the above.
- **Decisions:** Agreement to move forward with development of by-laws applicable to the entire partnership, defining roles and responsibilities specific to each of the committees and workgroups, and defining the roles of the chairs. The PEP Office staff will work with the committee chairs in drafting the by-laws, committees' roles and responsibilities and the chairs' roles.
- **Due Date:** Have the draft by-laws, committees' roles and responsibilities and chairs' roles ready for review during the February 2020 joint Policy/Management Committees meeting.

Key Findings and Recommendations from the Organizational Assessment

- **Finding:** At the local scale, the Program is considered a fringe player, the Program's role is unclear to many local officials, considered a minor player by the local governments, and not recognized but not central to water quality issues facing the local governments.
- **Recommendation:** Charge the Local Governments Committee to work with the Program Director and staff to re-examine where and how local governments are represented through-out the Program's management structure as well as what roles should local government representatives be carrying out within the partnership into the future. The Local Government Committee Chair and the Program Director will present their findings and recommendations to the Management Committee for review which will forward their recommendations to the Policy Committee for consideration and decisions.

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge the LGC to work with Staff to recommend: how the LGC interacts within the PEP management structure; and roles of local government representatives with the partnership.
- **Discussion:**
 - Need to define local government—should mean towns, villages and the county
 - We need to be clear to our local governments what the partnership means to them—helping them make decision, implement actions at the local scale
 - A budget and staff are required to provide a service to the local governments—what's the value-added support and services we as a partnership can provide to our local governments
 - We need policy recommendations coming from the Partnership to our local governments
 - The rubber hits the road when we make specific recommendations, requirements for addressing septic systems/cesspools and fertilizer applications for example
 - Reducing nutrient pollution is an important need, but is only part of a larger set of issues facing the watershed and Peconic Estuary

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge the LGC to work with Staff to recommend: how the LGC interacts within the PEP management structure; and roles of local government representatives with the partnership.
- **Discussion (Continued):**
 - Need to better means or mechanism for getting ‘snapshots’ of critically important information regularly communicated to our local government officials and staff
 - Part of the role of the Local Governments Committee needs to be improved communication with and between local governments—can’t just depend on the PEP Office staff
 - We do have the Peconic Estuary Protection Committee in place with connections with all the municipalities in the watershed as an existing means and mechanism to communicate directly with our local governments (Not a committee of the Peconic Estuary Program)
 - We could solve the issue of too many meetings with improved conference call facilities
 - Confusing who from the towns and villages really needs to participate in which committees and workgroups—we need to nail this all down

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge the LGC to work with Staff to recommend: how the LGC interacts within the PEP management structure; and roles of local government representatives with the partnership.
- **Discussion (Continued):**
 - Heading into a new CCMP and a focus on implementation, we need to get comfortable with who needs to be involved in which committees/workgroups and how to ensure we each get the information communicated to the right individuals
 - We need to take a step back and take a look at whether we need all the existing committees in order to move forward and carry out the new CCMP
 - We need to recognize there is an important shift in the work we are doing as a partnership, with the new CCMP and a new agreement
 - Need a detailed organizational chart, who needs to participate in which committees, descriptions of the interactions between the committees, and how they make decisions

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge the LGC to work with Staff to recommend: how the LGC interacts within the PEP management structure; and roles of local government representatives with the partnership.
- **Decision:** Agreement to evaluate where and how local governments are represented through-out the Program's management structure as well as what roles should local government representatives be carrying out within the partnership into the future.
- **Due Date:** Conduct the evaluation and develop recommendations in time to be presented to the Policy and Management Committees at the joint February meeting.

Key Findings and Recommendations from the Organizational Assessment

- **Finding:** There are continued concerns about whether previous issues about lack of autonomy, transparency and accountability for expenditure of Peconic Estuary Program funds have been fully addressed and raises questions about the need to consider a different home organization for the Peconic Estuary Program/Program Office staff.

Key Findings and Recommendations from the Organizational Assessment

- **Recommendation 1:** Convene and charge a small task force of recognized regional and local leaders who clearly have no conflict of interests to explore the need for and potential alternatives for an organizational home, considering: costs and benefits; ability to fully address EPA's 2017 program evaluation requests for more autonomy and fiscal transparency as required by all National Estuary Programs; and other relevant findings from the organizational assessment. The Task Force will present its findings to the Management Committee which, in turn, will present its recommendations to the Policy Committee for its consideration and decisions.

Key Findings and Recommendations from the Organizational Assessment

- **Recommendation 2:** Charge the same task force to re-evaluate existing Memoranda of Understandings (MOUs) and other agreements between the Suffolk County and New York State Department of Environmental Conservation, and the Program as well as current relationships between Program, the County and New York State Department of Environmental Conservation and how they can be strengthened and further institutionalized. The Task Force will present its findings to the Management Committee which, in turn, will present its recommendations to the Policy Committee for its consideration and decisions.

Retreat Discussion and Decisions

- **Summary of recommendations:** Convene and charge small task force to: explore the need for and potential alternatives for an organizational home; and evaluate existing MOUs and how they can be strengthened.
- **Discussion:**
 - Did not see a basis for the findings. Wording has a negative connotation, especially autonomy.
 - Need to understand how the Program Office should be supported to carry out the mission.
 - Explore whether NEIWPC is the final home, or other potential structures could be considered. Heavy burden if a 501c3, other options out there also.
 - NEIWPC mission is to help the states implement the Clean Water Act. NEIWPC can provide information about benefits that it provides, and what the costs support- welcomes the opportunity to present those.

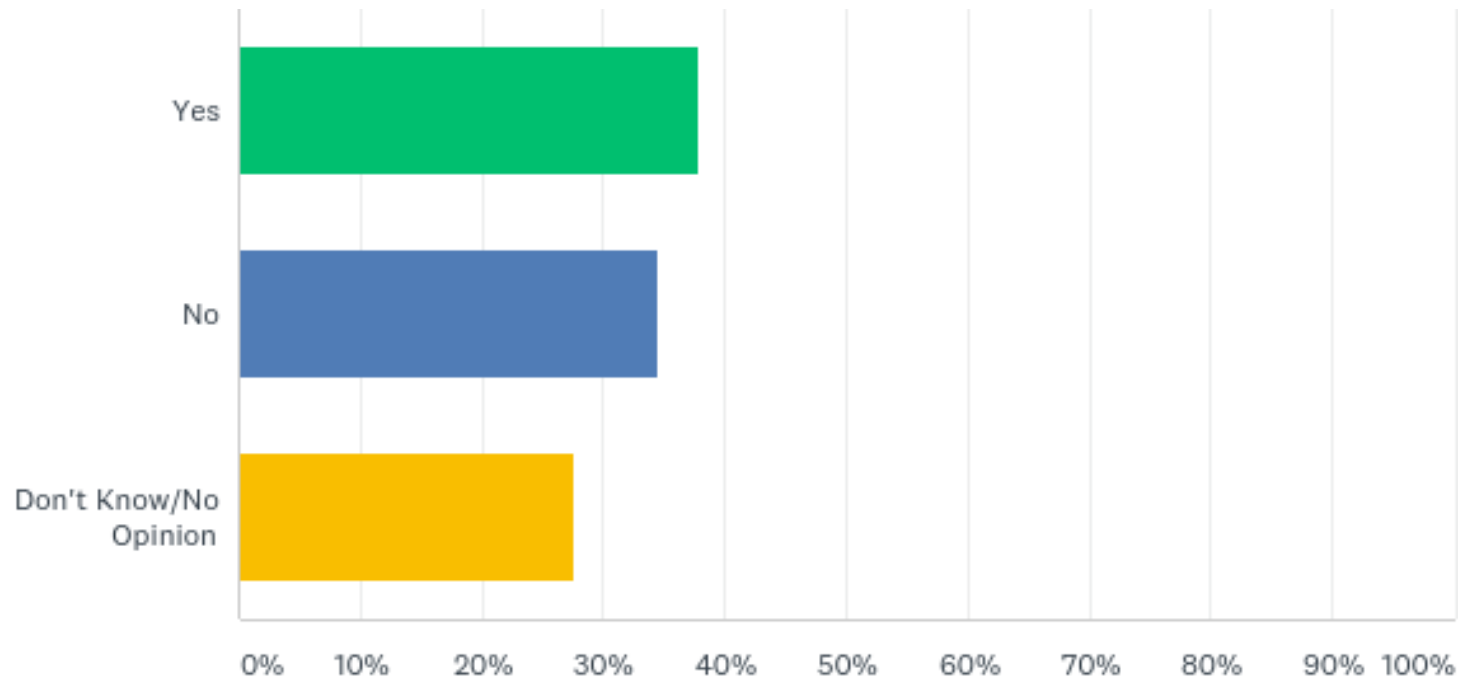
Retreat Discussion and Decisions

- **Summary of recommendations:** Convene and charge small task force to: explore the need for and potential alternatives for an organizational home; and evaluate existing MOUs and how they can be strengthened.
- **Discussion:**
 - Address this recommendation by stating: “if we just started tomorrow, what organizational structure would we choose to support the functions and goals of the Partnership?”
 - Need to develop pros and cons for various options based on the critical function of the Partnership
 - Transparency for contractual agreements with local governments and PEP
 - What are the organizational needs of PEP to be most effective to meet our goals?
 - Need recognition of PEP autonomy from host entity
 - Provide examples the host entities from other NEPs

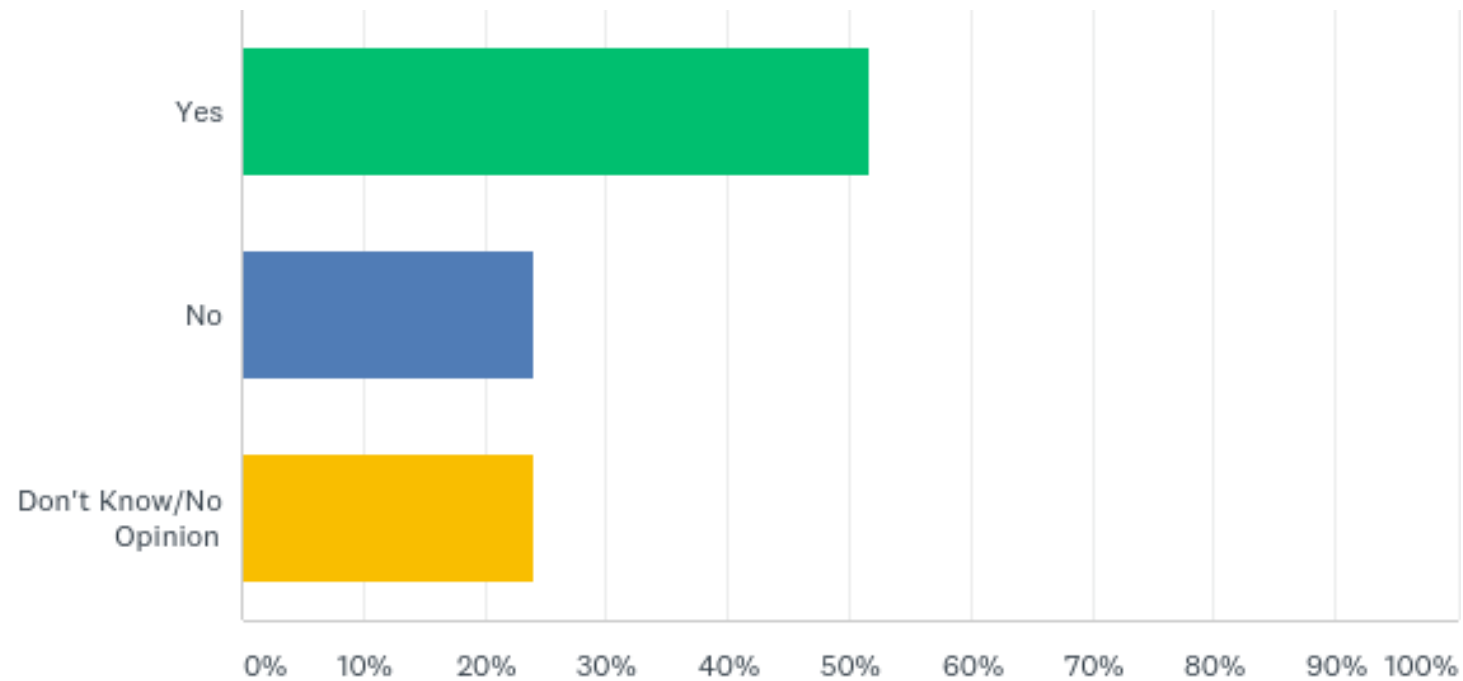
Retreat Discussion and Decisions

- **Summary of recommendations:** Convene and charge small task force to: explore the need for and potential alternatives for an organizational home; and evaluate existing MOUs and how they can be strengthened.
- **Decisions:** Agreement to convene a Task Force, composed of Laura Jens-Smith, Kevin McDonald, Carrie Meek Gallagher, Javier Laureano, John Bouvier, and Fred Thiele, to determine the critical functions of the Partnership, develop pros and cons of different possible home entities based on those critical functions, evaluate existing MOUs and other agreements between state, regional and local partner agencies and organizations, and provide recommendations
- **Due Dates:** After November 5th, the PEP Office will convene the Task Force and provide any support requested by the Task Force. The Task Force will present its recommendations at the February 2020 joint Policy/Management Committees meeting.

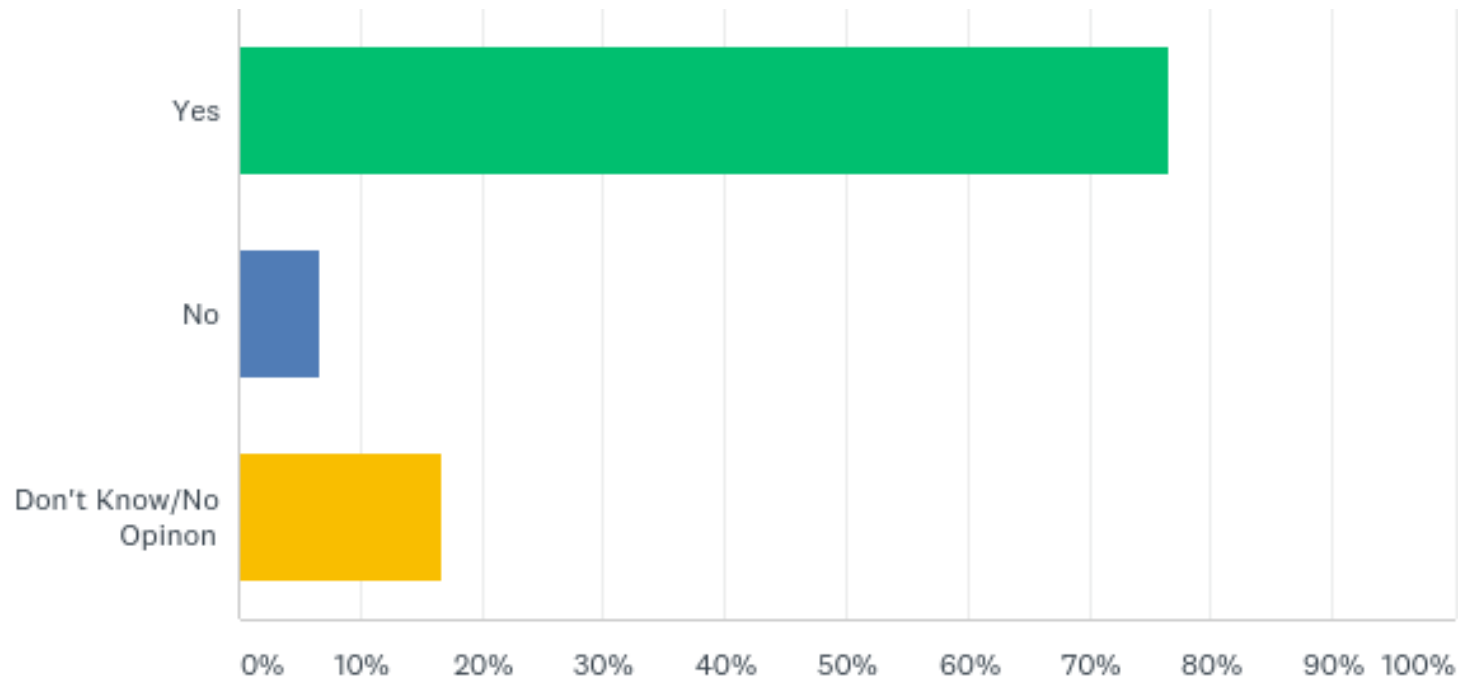
Q65: Does the current make-up of Program Office staff positions effectively match the Peconic Estuary Program's priorities and the level of support staff needed?



Q67: Would you support either expanding the role of the current state coordinator position to also take on responsibility for coordinating directly with local governments or adding a new local government coordinator position to the Program Office staff?



Q68: Would you support adding a technical staff position to the Program Office staff which would provide technical support directly to the partners?



Key Findings and Recommendations from the Organizational Assessment

- **Finding:** The Program Office staff cannot fully support the Program, the management structure and all its partners as currently configured.
- **Recommendation:** Charge the chairs of the Management Committee, Citizens Advisory Committee, Local Government Committee, and Technical Advisory Committee to work together with the Program Director evaluate the ability of the current Director and three staff positions, in their existing roles and responsibilities, to fully support a re-invigorated, significantly more active Peconic Estuary Program and its underlying more rigorous and functional management structure.

Key Findings and Recommendations from the Organizational Assessment

- **Recommendation (Con't):** This evaluation will include, but not be limited to, the findings from the organizational assessment, the physical office location of the director and each staff person, the home organization of each staff person, direction and oversight of each staff person, the need for any additional staff to fill specifically defined roles and responsibilities not covered by the existing director and staff, and the funding and programmatic support implications of all these evaluations and the resultant recommendations. The Committee Chairs and the Program Director will present their findings and recommendations to the Management Committee which, in turn, will present their recommendations for consideration and decisions by the Policy Committee.

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge each Committee Chair to work with the PEP Director to evaluate existing staff capacity to support ongoing and anticipated additional effort and assess whether additional staff and/or skills may be needed. Make recommendations to the MC.
- **Discussion:**
 - This evaluation of the Program Office staff needs might need to take place after we have our new goals, new CCMP, management structure, and new formal agreement in place so we are in a better position to evaluate our staffing needs.
 - We need to address concerns that we as a program are not focused enough before evaluating the Program Office Staff and whether there are enough staff or more are needed.
 - There are circumstances where hiring additional staff resulted in significant cost savings compared with putting a contract/grant in place to pay for the same services.
 - We should look into how we can also leverage other partner organizations as we work to address Program Office staff.
 - Program Director's priority staff needs: technical support staff person followed by a half time administrative support staff.

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge each Committee Chair to work with the PEP Director to evaluate existing staff capacity to support ongoing and anticipated additional effort, and assess whether additional staff and/or skills may be needed. Make recommendations to the MC.
- **Discussion:**
 - This step might need to take place after we have our new goals, new CCMP, management structure, and new formal agreement in place BEFORE we evaluate the Program Office staff needs and respond to that evaluation.
 - We need to address concerns that we as a program are not focused enough—we need to address this concern prior to evaluating the Program Office Staff and whether there are enough staff or more are needed.
 - There are circumstances where hiring additional staff resulted in significant cost savings compared with putting a contract/grant in place to pay for the same services.
 - We should look into how we can also leverage other partner organizations as we work to address Program Office staff.
 - Program Director's staff needs: technical support staff person and half time administrative support staff.

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge each Committee Chair to work with the PEP Director to evaluate existing staff capacity to support ongoing and anticipated additional effort, and assess whether additional staff and/or skills may be needed. Make recommendations to the MC.
- **Discussion:**
 - Need to conduct the host organization assessment and evaluate our needs and what could be addressed by the host organization before we evaluate the Program Office staff needs.
 - We need to understand we need the host organization assessment completed first before we evaluate the Program Office staff needs.
 - Consider the option for setting up a technical support contract.
 - Program Office Director: need for a technical support staff person or a technical support contract is more immediate in the coming year recognizing the goals and commitments within the forthcoming CCMP; we can move forward as we have been without a half-time administrative support position.

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge each Committee Chair to work with the PEP Director to evaluate existing staff capacity to support ongoing and anticipated additional effort, and assess whether additional staff and/or skills may be needed. Make recommendations to the MC.
- **Discussion:**
 - Current PEP Office Staff supervisors and office locations: Joyce reports to the Policy/Management Committee members; Sarah reports to Joyce and NEIWPC; Lauren under contract reports to Cornell Extension and resides at Cornell Extension Office; Elizabeth reports to NYSDEC and resides in the NYSDEC office.
 - PEP Office staff: there are benefits to how we are located and we can work around the drawbacks. On day to day basis, being in different locations we are not as effective in terms of interactions and have to resort to calling each other throughout the day

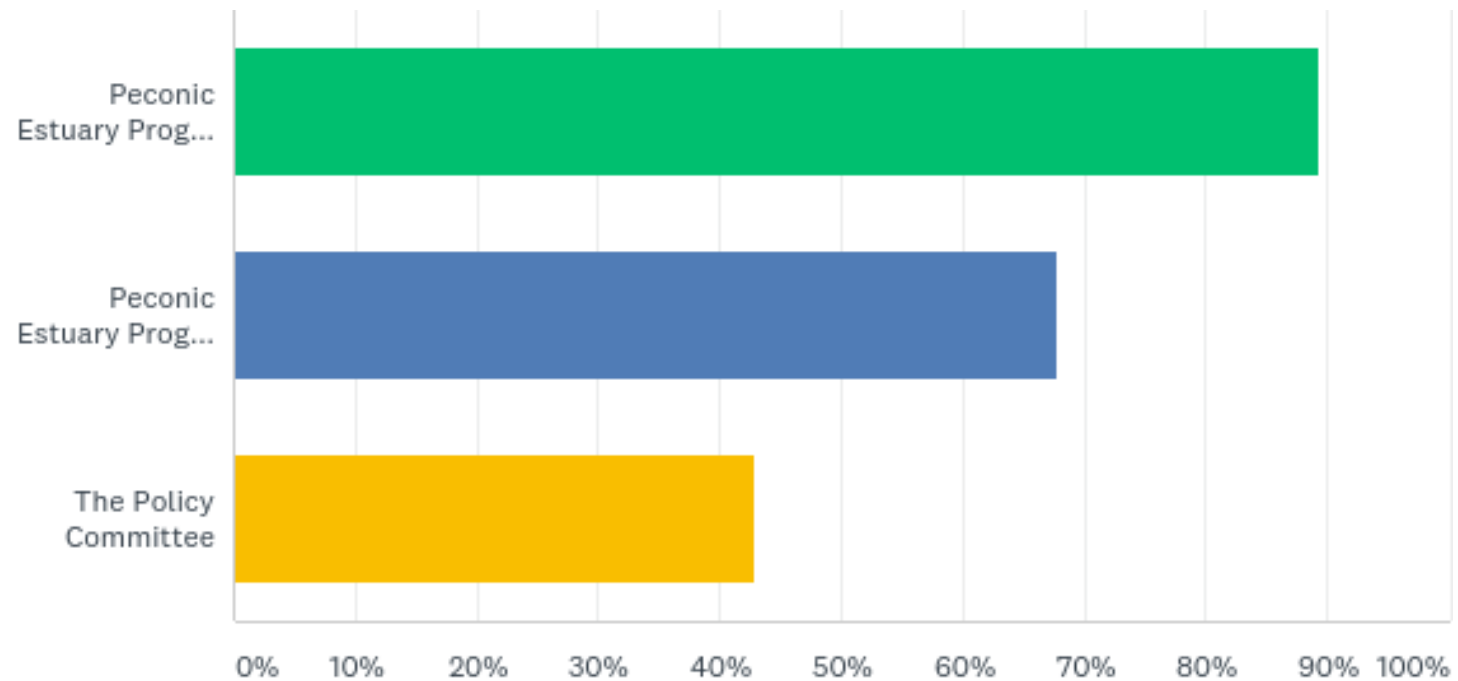
Retreat Discussion and Decisions

- **Summary of recommendations:** Charge each Committee Chair to work with the PEP Director to evaluate existing staff capacity to support ongoing and anticipated additional effort, and assess whether additional staff and/or skills may be needed. Make recommendations to the MC.
- **Discussion (Continued):**
 - The staff running the Program Office are in the best position to provide recommendations directly to the Management Committee and Policy Committee on the needs.
 - The Management Committee and Policy Committee would then make decisions based on their assessment of the Partnership's needs
 - Need to ensure the existing agreements (MOUs) are amended to reflect how we need to organize and locate our Program Office staff

Retreat Discussion and Decisions

- **Summary of recommendations:** Charge each Committee Chair to work with the PEP Director to evaluate existing staff capacity to support ongoing and anticipated additional effort, and assess whether additional staff and/or skills may be needed. Make recommendations to the MC.
- **Decision:** Hold off on conducting the recommended evaluation of the Peconic Estuary Program Office's staff capacity to support ongoing and anticipate addition effort until after the partners have agreed to by-laws, committees' roles and responsibilities, and completed the evaluation of the partnership's functions and pros and cons of different possible home entities and made final decisions.
- **Due Date:** Start the evaluation of PEP Office's staff capacity in spring 2020.

Q70: What entity or entities should be responsible for proactively seeking out and applying for other sources of funds? Please choose one or more from the following choices:



Key Findings and Recommendations from the Organizational Assessment

- **Finding:** Given nearly unanimous concerns about limited funds for implementation, there is a willingness and a strong interest in exploring other means and mechanisms for seeking additional program funding beyond EPA.
- **Recommendation:** At the joint Policy and Management Committees meeting, outline elements of a funding strategy, and assign responsibilities and timelines for developing the strategy and its review by the Management Committee and consideration and decisions by the Policy Committee.

Retreat Discussion and Decisions

- **Summary of recommendations:** At the joint PC/MC meeting, outline elements of a funding strategy; and assign responsibilities and timelines for developing the strategy.
- **Discussion:**
 - We need to consider private funding sources; however, the Program needs an identify to be effective and a strong link to what people care about
 - Fundraising is not our expertise.
 - Would need to set up an entity to accept donations.
 - Would need a business model, etc. to set up a Foundation or something similar to support private donations.
 - EPA's Regional Environmental Financial Center may be of help.
 - The SRF program in New York State, the largest in the nation, is another potential source of funds.
 - The SFR's loan forgiveness program is essentially a grant.
 - Before we can convince funders to invest in our program, we need to show larger funding commitments from our local, county, state partners.

Retreat Discussion and Decisions

- **Summary of recommendations:** At the joint PC/MC meeting, outline elements of a funding strategy; and assign responsibilities and timelines for developing the strategy.
- **Discussion:**
 - Develop a list of projects and outcomes we want to achieve.
 - What is the Partnership commitment to increased funding?
 - What is the structure of the private sector contribution? Foundation, Friends of, etc.
 - What is the current funding structure, what does it need to be in the future to support the function of PEP and addressing CCMP goals?
 - Consider hosting a financial strategy workshop with EPA OWOW
- **Decision:** Agreement to initiate development of a funding strategy in parallel to work on the other organizational assessment recommendations. EPA Region 2 will take the lead working with the Regional Environmental Finance Center.
- **Due Date:** Present the draft outline elements of a funding strategy for the Peconic Estuary Partnership at the February 2020 joint Policy/Management Committees meeting.

Review of Decisions on the Recommendations and Agreements on Next Steps

- Review approved actions and decisions on the recommendations
- Considering all the approved actions, assign due dates for each action
- Further directions to the Management Committee for tomorrow's meeting
- Agreement on additional next steps to keep moving forward

Agenda Items for the February 2020 Joint Policy/Management Committees Meeting

- Draft partnership by-laws and organizational chart for review and decisions
- Draft description of committees' functions and roles for review and decisions
- Draft descriptions of how the committees and workgroup will interact, communicate, work together on decision making for review and decisions
- Report out from Task Force convened to evaluate partnership needs and host entity for review, discussion and agreement on next steps
- Draft formal agreement for review, discussion, agreement on next steps
- Update on development of numeric goals, feedback and next steps
- Update, feedback and next steps on communications plan for the public
- Finance plan outline for discussion and agreement on next steps
- First draft outline of annual workplan for review, feedback, and direction
- Agreement on issues for discussion/decision at the May 2020 meeting

Post Retreat Drinks

Retreat participants are invited to re-gather for post-retreat drinks immediately following the end of the Leadership Retreat at Jerry and the Mermaid located at 469 East Main Street in Riverhead