

AGENDA DRAFT AS OF 02/09/18

CENTER FOR WATERSHED PROTECTION BOARD MEETING

Thursday, February 15 from 10:00 am – 2:00 pm
at Center for Watershed Protection's office, Adobe Connect, and offsite
3290 N. Ridge Rd., Suite 290, Ellicott City, MD 21043

10:00 – 10:15	Call Meeting to Order, Roll Call, Approval of Meeting Minutes, and Welcome	Carlton Epps
10:15 – 10:45	Governance Committee	Rhea Harris
10:45 – 11:30	Strategic Plan Update	Hye Yeong Kwon/ Karen Capiella
11:30 – 12:00	Working Lunch	
12:00 – 12:30	Finance Committee	Michael Fowler
12:30 – 1:00	Resource Development Committee	Alan Vicory
1:00 – 1:30	Concluding Remarks/ Logistics	Carlton Epps



**List of Board of Directors
Updated August 14, 2017**

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**Executive Director's Report brought to you by Hye Yeong Kwon
February 2018**

Progress on Strategic Plan

Goal 1: Engaging and connecting a community of watershed practitioners and decision makers

1. The new website launched in the Fall. We had some problems with the site going down after the launch but once that was resolved things have been working smoothly and the new site is much improved: www.cwp.org. The Online Watershed Library (OWL) was not part of the website upgrade but will be considered in the future as part of improved membership offerings.
2. A plan for attendance developed by staff directors for professional conferences targets specific conferences for consistent presence of the Center throughout the country and through various networks. This plan will get all staff more involved in networking with other professionals and allow us to ensure that we are using our conference attendance budget effectively.
3. We launched an introductory video to the Center for Watershed Protection that has debuted on our website. Feedback so far has been extremely positive.

Goal 2: Leading the nation in science-based solutions

1. This quarter we received a Water Environment Research Foundation (WERF) grant for \$25k to reach out to researchers in the Midwest and Chesapeake Bay Watershed who are studying the effectiveness of **Agricultural best management practices (BMPs)** to summarize and collect data for populating the Agricultural BMP database. More information can be found at <http://www.bmpdatabase.org/agBMP.html>.
2. Stream restoration has been a growing area of research and WERF recently funded a \$25k grant to survey municipalities across the country and determine their experiences with the implementation of the **Stream Restoration Protocols**. The protocols developed by WERF are largely based on the work that the Center developed for the Chesapeake Bay Program.
3. Work in **Pennsylvania** continues to grow with extensive trainings focused on technical capacity builders. The first of these was a training workshop that was held in Allen Township on Stream Restoration Protocols and stream assessments with over 60 people attending. The National Fish and Wildlife Foundation (NFWF) just awarded a project to help the CAPCog Region of Harrisburg to target sites for stream restoration and estimate sediment and nutrient credits. We were just awarded a contract from York County PA to do similar work.
4. At the end of 2017, we released a new national crediting framework for **urban trees** that provides an improved method to account for the water quality benefits of trees. This crediting framework is the first of its kind and allows state and local agencies to incorporate science-based credits for tree planting into their total maximum daily loads (TMDL) and stormwater regulations. We have done several webcast and presentations at conferences and are working with Hatcher Group to

implement a communications strategy that includes a press release, newsletter article, social media posts, blog and more. Read more here:
<https://www.cwp.org/making-urban-trees-count/>

Goal 3: Promoting responsible land and water management policies and regulations

1. The Center's first self-funded research project was an update of the Codes and Ordinances Worksheet (COW) from the Better Site Design Manual. With input from several external reviewers, the revised COW was presented at a Center webcast and also includes implementation of a communications strategy incorporating a press release, newsletter article, social media posts, blog and following up with several trade magazines — WaterWorld, Storm Water Solutions, Stormwater Magazine and Municipal Sewer and Water is in process. The Maryland Association of Counties has promoted the revised COW through their blog, newsletter and social media and the Chesapeake Bay Program is going to promote it as well through their Communications Workgroup. The press release is here: <https://www.cwp.org/updated-planning-tool-helps-communities-evaluate-development-regulations/>. The revised COW will be applied in Fauquier County, VA and 50 municipalities in the Delaware River Basin.
2. In partnership with Hatch Mott MacDonald, Center staff have developed retrofitting guidance for New Jersey DEP focused on regulated municipal separate storm sewer systems (MS4s).
3. The Center will be working on two (quasi) regulatory projects: 1) Buffalo Rain Check, helping the City of Buffalo meet their Combined sewer overflow (CSO) requirements through implementation of green infrastructure and 2) Guidance manual on off-site mitigation for stormwater for the State of Massachusetts

Goal 4: Achieving a sustainable, effective, and influential organization

1. In 2017 we submitted \$5.3 million in proposals. This number is conservative because some of the submitted proposals were for on-call work and did not require budget estimates. An analysis of proposal wins over the past 3 years shows that our overall win rate is 55%, with Research being the lowest (49%), followed by unrestricted (50%), Watershed and Stormwater Services (59%) and Training (66%). An analysis of our largest funders showed very high win rates for Maryland Department of Natural Resources (100%) and local government contracts (78%) and 50% or higher for Chesapeake Bay Trust, NFWF and other private foundations or corporations.
2. \$5000 in unrestricted funds were received from Dreyfus Foundation at the end of 2017.
3. As the Center's reputation and experience on construction management and oversight has grown, so are the demands for this work. The single biggest issue is that we do not have the cash flow required to front the cost of these projects which are as high as \$5 million. While we are investigating options for short term loans, the amount seems insurmountable, although the risk is very low. This means turning down these projects that could potentially yield \$250,000+ per

project. This is an area where board members can be of some assistance if they know of sources of short term loans for \$3-5 million.

Other Progress

Financials: 2017 did not end in the positive. While the numbers are still in the works, some factors that may have contributed included spending funds for our own research which had a dual effect of reducing overall assets and the income that would have otherwise been spent on billable projects; reduced unrestricted funds from several sources; and lower billability rates than desired due to stop/ go on projects that were mostly client related. Draft numbers will be presented at the next board meeting.

Board News: Nominations for at least two board members will be held at the next meeting.

Board Giving: It's never too early to start your 2018 contributions!

Human Resources: No changes this quarter.

Projects/ New Work: See above.

Areas Where Board Can Help

- 1) If you know of potential sources for short term (60 day) loans of up to \$5 million, please pass on this information.
- 2) Send suggestions for new Board members to Rhea Harris, our Governance Chair.
- 3) Start your board contributions early – donate for 2018!

Quiz

The Secret Code. Many of these acronyms come up again and again in our reports and work. Can you identify the acronym? Congratulations if you can identify them all. I hope I can. 😊

BMP
OWL
TMDL
WERF
NFWF
COW
MS4
CSO
CBP
EPA
SSO
CBT

CWP Dashboard Indicators 2015-2020 Strategic Plan

Goals	Strategies	end of 2017	Status
Engage and connect a community of watershed practitioners and decision-makers	Expand the Center's geography and audience	While our web presence has increased as well as our network of partners and projects, overall growth to other regions of the country are relatively stagnant. Part of this is the relevance of our work to non-urban centers of the country as well as the differences in land use.	
	Expand education and training services	Education and training has become a central focus since Neely Law took over as a director for this area.	
	Strengthen membership	Membership remains stagnant, partly because there were delays in the contract for membership. Not much has changed, but implementation is expected in 2018 and 2019 to fully see the impacts of these changes.	
Advanced science-based solutions for watershed management	Strategies	end of 2017	Status
	Influence a national agenda	ANSI certification for Green Jobs is on its way and should be accomplished in 2018. The Center's work in this area is exploding at the moment, with multiple requests from many agencies to provide training and support to launch their own programs.	
	Translate science into tools	The Center finished an update to the COW in 2017 but additional funding for national guidance has not emerged. We continue to explore and search for these opportunities. We have gotten significant funding for long term research projects but there is a lag time to see results that may have national implications.	
	Partner with organizations	Major partnerships include WERF, AWRA, and CorpsNetwork, The Conservation Fund, Rutgers, Pinchot Institute, VA Tech, UMD. In 2018, I will revisit the Alliance for the Chesapeake Bay, Howard Community College, and other potential partnerships.	
	Consider regional presence in future growth areas	Reid Christianson, PE moved out to Illinois and ultimately took a job at University of Illinois. However, he remains on contract. This limits expenses, but does not give us the flexibility of fully expanding the midwest as we had hoped. On the other side, work in both Pennsylvania and the Southeast has become substantial. Growth or projects in these two regions are expected into 2018.	
Promote responsible land and water management policies and regulations	Strategies	end of 2017	Status
	Develop guidance for regulated entities to fulfill policy and regulations	This is an extremely difficult strategy to track, although the data collected shows that we do have influence in some major states and localities, mostly in the mid-Atlantic, southeast, west coast, and midwest.	
	Transfer lessons learned to promote most effective practices	Stream restoration and construction were two headlines in the past year, acting as agents for Maryland DNR. Staff are learning about the tasks required for actual implementation of projects which will feed into future guidance to municipalities.	
Partner with policy-setting organizations to promote effective policy and regulations	This body of work has grown considerably since 2014. In 2017, it constituted \$388,000 of work which is more than 3xs the amount in 2014.		
Achieve a sustainable, effective, and influential organization	Strategies	end of 2017	Status
	Create and implement a business development strategy	This work is under progress and there are no significant changes to report.	
	Implement effective internal communications strategies	The website was changed along with the addition of an introductory video to the Center.	
Conduct a needs assessment to identify strategies to retain the best staff and achieve strategic goals	One new full-time staff was added in 2017. We continue to monitor staffing needs.		
Status	At or better than target	Area of Concern	Not meeting target

GOAL 1: ENGAGE AND CONNECT A COMMUNITY OF WATERSHED PRACTITIONERS & DECISION-MAKERS

Measures and Targets Report

1. Number of contacts in the database
 - Baseline changed due to platform change from Nation Builder to Constant Contact. The base number starting in 2017 is 15,582.
2. Number of members
 - Number of members down by 3.0% from 2014-2017.
 - Number of memberships down by 1.6% from 2014-2017.
 - Number of webcasts went up by 44% from 2014-2017.
 - Number of webcast registration up by 27.2% from 2014- 2017.
 - Total revenue up by 1.3% from 2014-2016
 - Net revenue down by -.3% from 2014-2016
3. Number of webcast attendees
 - Increase of 27.2% in webcast viewers since 2014.
 - Increased competition from Chesapeake Stormwater Network and EPA has reduced revenue dramatically since 2014.
 - Decrease in annual webcast revenue from 53% from 2014-2017.
 - Revenues continue to exceed expenses for webcasts in 2017 with net earnings of \$2,521.
4. Number of downloads of materials from OWL
 - Increase in revenue of 89.8% from 2014-2017.
 - Net loss of \$686.49 in 2017 from OWL.
5. Number of web hits
 - Number of web hits up by 48.6% since 2014, but there have been two changes in the website since tracking started.
6. Volume of projects from priority geographic areas
 - The total number of state presence by project has decreased by 1.6%.
 - The total number of projects in Pennsylvania, one of our biggest target areas, has increased from 0 to 6 projects between 2014-2017.
7. Increase in geographic diversity
 - Number of geographic regions has remained the same.
8. Social media results
 - Increase in Facebook likes by 33% from 2014 to 2017.
 - Increase in Facebook reach/engagement by 36% from 2015 to 2017.
 - Increase of Twitter followers by 130% from 2014 to 2017.
 - Increase of Twitter mentions by 100% from 2014 to 2017.

GOAL 1: ENGAGE AND CONNECT A COMMUNITY OF WATERSHED PRACTITIONERS & DECISION-MAKERS

Summary:

- Steady progress has been made on communications and outreach.
- Membership continues to have lower numbers than 2014, although the decline seems to have tapered off. Most of the growth expected membership has not yet happened as investments were made in 2017 and 2018 and changes have not yet been implemented.
- Webcast revenues have tapered dramatically since 2014, mostly due to competition from the Chesapeake Stormwater Network (CSN) and EPA. Despite this downturn, we are paid \$5K per year to help run CSN's webcast, so there is a revenue realization under training, just not under webcasts.
- OWL remains an area of both demand and need. Because the product is so unique, but also takes considerable resources to grow, investments in this area are recommended as part of a three year plan to growth this service area.

GOAL 2: LEAD THE NATION IN ADVANCING SCIENCE-BASED SOLUTIONS FOR WATERSHED MANAGEMENT

Measures and Targets Report

1. Center is mentioned in at least 100 non-Center publications each year with growth of 10%
 - Since 2014, the Center has been cited in over 99 non-Center publications.
2. Requests for interviews and information increase by 10% each year
 - Since 2016, we've had 317 requests for interviews and information on our materials and services.
3. Speaking at conferences
 - Since 2014, the staff had over 77 requests for speaking at other conferences.
4. Bulletin readership increases
 - The bulletin is no longer sold separately and it is suggested that we stop tracking this component since, it is a function of membership.
5. Research priority implementation
 - The Center produced our top 10 research priorities and tracking work in these areas by us and others. These are products produced by us and others that address those priorities.
 - a. The Center produced an update to the Better Site Design Codes and Ordinances Worksheet as part of our self-funded research.
 - b. The LID Center is doing an analysis of the cost and benefits of stormwater retrofits, using data from Prince George's County Clean Water Partnership. This won't be complete until 2018.
 - c. The Water Research Foundation contracted with Corona Environmental Consulting for research to identify and understand lessons learned and best practices for green infrastructure incentive programs for private property owners. The work is underway and results will be available in 2018:
<http://www.ingentaconnect.com/contentone/wef/wefproc/2017/00002017/0000006/art00012>
 - d. The Chesapeake Bay Trust is soliciting proposals for research on the effectiveness of restoration at the watershed scale.

Summary:

- This goal has shown the biggest measure of progress since 2014 and continues to grow.

GOAL 3: PROMOTE THE ADOPTION OF RESPONSIBLE LAND AND WATER MANAGEMENT POLICIES AND REGULATIONS

Measures and Targets Report

1. Track regulations as sample of Center's influence
 - Have looked at 30 states so far. Seven out of those 30 mention the Center in their regulations. This includes both state and local regulatory agencies. In 2018, we will finish all 50 states to form the baseline for future years. In 2019 and 2020, we will look at Center documents that are referenced and look back to see if any changes occur in the 50 states/ localities from previous years.
2. Number of projects that influence policy/regulation
 - A total of 30 policy documents since 2014, averaging about 10 per year.
 - An increase in the total dollar amount of policy/ regulation projects of over 300% since 2014.
 - On an annual basis, the biggest year for policy/ regulation projects was 2015, realizing \$440,905.22 in projects. This has gone down in 2017 to \$380,406.38.
3. One national guidance document each year
 - In 2017, the update to the Better Site Design Codes and Ordinances Worksheet was completed.

Summary:

While we are making some progress on our measures and targets. Measure #1 is still collecting baseline data. Measure #2, is relatively good since 2014, but revenues have not grown to 2015 targets. Funds and opportunities to do additional national guidance documents have not been forthcoming and none are out for 2018 so far.

GOAL 4: ACHIEVE A SUSTAINABLE, EFFECTIVE, AND INFLUENTIAL ORGANIZATION

Measures and Targets Report

1. Complete business development plan.
 - Complete, shared, and being implemented.
2. Develop internal communications plan.
 - Complete, shared, and being implemented.
3. Maintain certification by BBB and Guidestar.
 - Both BBB and Guidestar ratings were maintained.
 - ANSI accreditation for green infrastructure training should be achieved in 2018.
4. Integrate organizational values into new staff orientation process, internal communications plan, etc.
 - In process. In 2017, we had an all staff retreat that included prioritizing work and future areas of growth. We continue to follow up on those items and share some of the results/ progress with the Board during strategic planning discussions.
5. Ensure that the organization's revenues continue to grow over time to beat the rate of inflation.
 - Average rates of inflation for 2014, 2015, 2016, and 2017 were 1.6%, .1%, 1.3%, and 2.1%, respectively. In 2017, we had a loss; however, we had earmarked \$100,000 to be spent on non-income generating activities. One of the problems with self-funding research is that in addition to the actual dollars spent to do that work, it also took some staff time away from what would otherwise be spent on income-generating work. We also worked on several projects in 2017 that we received revenue for in 2016.

Summary:

We continue to grow as an organization, but expenditures as well as consequential slowdown of work progress ended 2017 as a net negative. However, some of the impacts will not be realized (as discussed in previous board meetings) until later in 2018 and 2019.

Finance Committee Meeting

February 7, 2018

2:04 – 3:16pm

Attendance: Mike Fowler, Carlton Epps, Anwer Ahmed, Mike Freeburger, Hye Yeong Kwon and Lindey Brown

Absent: Scott Lang

Action items are in bold.

1. Review actions items –Hye Yeong brought up that Mike Freeburger would review financials before the second and third board meeting and Mike suggested changing this to the second and fourth board meeting. **Mike Freeburger will come to the office to review second and fourth quarter bank reconciliations and talk with Hye Yeong before or after the board meeting.**
2. December financials – Hye Yeong presented the income statement with the loss of \$258,290.35 and she pointed out that looking at Actual vs. Budgeted contractors was less than budgeted and that was because of DC and DNR projects. Insurance, licensing fees, publications, registration fees, reproduction, telephone and travel were over budget. She said you have to look back to previous years and in 2016 we had a record number of prepaid projects totaling \$491,258 and we spent \$237,539.88 in 2017 on prepaid projects. She pointed out that the board voted to spend \$100K funds on membership and research projects. 2018 depends on getting more prepaid projects. We had DNR projects that we have to pay the contractors and then we are paid and that is part of the A/R. Total assets are \$1,814,318.68 and are growing. Hye Yeong prepared the schedule 2018 Actual and Projected Revenue as of January 31, 2018. Carlton asked about the \$5,985,708 revenue and Hye Yeong explained we have this work in hand and when you take out contractors the subtotal is \$1,979,678 and when you add proposals we submitted and take the contractors out and add proposals to be submitted based on the 37% win rate that subtotal is \$914,274 so total actual and projected revenue is \$2,893,949 and we are now close to our fully funded 2018 budget which assumed 2 hires. Mike Fowler asked why revenue was so much lower than we expected. He noted private foundations are down \$200K from 2016 to 2017. Hye Yeong explained we didn't get funding for Wallace Genetic in 2017. In 2018 there are two foundations that will be cutting checks and we are hopeful Wallace Genetic will come in, so we have will have about \$300K in prepaid funds. There was a discussion concerning recording prepaid funds when the check is received vs. the work is done, and Lindey said our auditors require us to do this. Hye Yeong added that in 2017 we did receive funds from the Keith Campbell Foundation and Altria Foundation. When we spent the \$100K cash authorized by the board we didn't think about staff working on these projects and they wouldn't be working on billable projects. In hindsight we should not spend money every year on research. Mike said he would like to see revenue by source and program area with the same detail as expenses. Hye Yeong pointed out that we used to present revenue that way but Bob Tucker, a previous treasurer, wanted the raw data, not numbers Lindey typed. Carlton said the budget has projected revenue and expenses and would like

to see that format since at the end of the day did we fall short of the budget. Mike Freeburger wants to see a comparative statement for revenue and more detail of the expected revenue. Mike Fowler would like Hye Yeong and Lindey to come back with this revenue detail. Anwer would like to see reporting tie back to the strategic plan and Hye Yeong said she did that and you will see that in the report on the strategic plan. Anwer wants to see net revenue too.

3. What does Mike present at the Board Meeting?

Staff to work on a comprehensive restatement of revenues based on feedback from Finance Committee members.

2017 and 2018 Revenues Comparisons

Revenues by Funding Sources

	Actual 12/31/2017	Budgeted 12/31/2017	Difference 2017	Budgeted 2018	Carryover 2018	New 2018	Secured 2018	Proposed x 37%	02/08/18 Secured +
Federal Funding	\$ 444,149.87	\$ 1,174,049.52	\$ (729,899.65)	\$ 203,401.56	\$ 514,568.83	\$ 54,977.74	\$ 569,546.57	\$ 181,849.08	\$ 751,395.65
State Funding	\$ 988,340.30	1,035,763.38	\$ (47,423.08)	\$ 4,743,936.60	4,833,097.53	118,273.85	\$ 4,951,371.38	\$ 290,655.80	\$ 5,242,027.18
Local Governments	\$ 509,104.36	13,056.00	\$ 496,048.36	\$ 11,222.34	55,519.70	362,837.50	\$ 418,357.20	\$ 1,554.74	\$ 419,911.94
Corporate Contracts	\$ 54,151.76	-	\$ 54,151.76	\$ 24,186.67	63,401.74		\$ 63,401.74	\$ 16,650.00	\$ 80,051.74
Private Foundations	\$ 305,208.57	408,394.73	\$ (103,186.16)	\$ 93,634.37	164,972.11		\$ 164,972.11	\$ 64,080.30	\$ 229,052.41
Donations	\$ 37,128.74	163,199.98	\$ (126,071.24)	\$ -			\$ -	\$ 14,164.00	\$ 14,164.00
Nonprofit Funding	\$ 120,645.75	6,985.67	\$ 113,660.08	\$ -		105,527.00	\$ 105,527.00		\$ 105,527.00
Memberships	\$ 22,458.50	10,359.56	\$ 12,098.94	\$ -	10,360.00		\$ 10,360.00	\$ 10,360.00	\$ 20,720.00
Registrations	\$ 78,373.00		\$ 78,373.00	\$ -			\$ -		\$ -
Other	\$ 57,824.43		\$ 57,824.43	\$ -			\$ -		\$ -
Future proposals		630,000.00	\$ (630,000.00)	\$ 1,742,025.00			\$ -		\$ -
							\$ -		\$ -
Total Revenue	\$ 2,617,385.28	\$ 3,441,808.84	\$ (824,423.56)	\$ 6,818,406.54	\$ 5,641,919.91	\$ 641,616.09	\$ 6,283,536.00	\$ 579,313.92	\$ 6,862,849.92

Revenues by Program Area

	Actual 12/31/2017	Budgeted 12/31/2017	Difference 2017	Budgeted 12/31/2018
Fundraising	\$ 37,053.74	\$ 197,400.00	\$ (160,346.26)	\$ 237,014.00
Membership	\$ 29,057.78	\$ 10,360.00	\$ 18,697.78	\$ 56,107.00
Overhead	\$ 57,340.15	\$ -	\$ 57,340.15	\$ -
Research	\$ 342,694.99	\$ 546,379.00	\$ (203,684.01)	\$ 441,865.00
Training	\$ 497,964.97	\$ 377,464.00	\$ 120,500.97	\$ 560,136.00
Watershed Services	\$ 1,653,273.65	\$ 2,310,206.00	\$ (656,932.35)	\$ 5,523,285.00
Total Revenue	\$ 2,617,385.28	\$ 3,441,809.00	\$ (824,423.72)	\$ 6,818,407.00

Governance Committee Meeting

January 29, 2018 10:00 am

Attendees: Rhea Harris, Carlton Epps, Jeff Shinrock, Willy Moore, and Hye Yeong Kwon

Discussed adding two new Board members – Cathie Shanks and Addison Palmer. Voted unanimously to add both. Both will attend the next board meeting after the vote on their nomination.

Both will have an orientation with Hye Yeong and Rhea some time after the February 15th Board Meeting.

A third possible Board member was discussed but Committee decided to do further research on the third person and no vote was taken.

We discussed how many board members we currently have and how many are required by the By-laws. Board currently has 10 members and the By-laws require up to 18 members.

It was suggested that we look at the Board members backgrounds and if they would fit in with the Board's needs. Do a matrix of the Board members.

Action Item: Update the Board Member Matrix and other Board Documents – Rhea

Discussed a New Board Member Orientation at the Center with some depth of how the center operates.

Action Item: Implement New Board member orientation with Hye Yeong and Governance Chair, Rhea. – Hye Yeong and Rhea

Discussed training of the Board. Action Item: Develop Board training program - Hye Yeong

Committee also discussed a Board/Center Staff outing. It was suggested that Group do a causal social outing i.e. JailBreak Brewing.

Another suggestion was a field trip type outing. Action Item: Planning group will work on informal/field trip idea to coordinate with a Board and staff Meeting. – Hye Yeong, Rhea, and Karen.

Meeting Adjourned.



ADDISON PALMER, RLA, LEED® AP

Regional Manager/Land Development

Education

Master of Urban and Regional Planning; Virginia Polytechnic Institute and State University

Bachelor of Science, Landscape Architecture; Pennsylvania State University

Professional Registrations

Registered Landscape Architect: Maryland
LEED Accredited Professional (AP)

Memberships

Urban Land Institute
American Society of Landscape Architects
Baltimore City Inclusionary Housing Board

Training

Leadership Institute: American Council of Engineering Companies

Project Management Training; Pennsylvania State University

Forest Stand Delineations; Maryland Department of Natural Resources

Forest Conservation and Site Planning; Maryland Department of Natural Resources

Mr. Palmer is a regional manager with more than 20 years of experience managing complex public/private urban redevelopment projects, including brownfield remediation, waterfront redevelopment, waterfront redevelopment, mixed-use, institutional, and residential development. His experience includes directing feasibility studies, master plans, zoning and environmental analysis, and construction documents for public and private clients for sites ranging up to 300 acres. Mr. Palmer has a strong command of the City of Baltimore development review and approvals process, local building codes, project scheduling and monitoring, as well as managing staff, subconsultants, and budgets for multi-faceted development projects. He has shown innovation in stormwater management, such as the design and permitting of Baltimore's first green alley system, first bioswale boulevard, and comprehensive approaches to stormwater management under new Maryland Department of Environment regulations. In 2013, the *Engineering News-Record* selected Mr. Palmer for its *Top 20 under 40* for the Mid-Atlantic Region.

Mr. Palmer has served as principal-in-charge or project manager for the following City of Baltimore-based projects:

- > Under Armour Corporate Headquarters in Port Covington
- > Sagamore Development Company Port Covington Master Plan (civil engineering lead)
- > 414 Light Street Mixed-Use Development
- > 611 South Charles Banner Hill Residential Development
- > 400 East Pratt Street Retail Development
- > Uplands Residential Development
- > Social Security Administration Headquarters Campus
- > Under Armour Corporate Visitor's Center
- > Sagamore Development Company City Garage
- > City Arts 2 Residential Development
- > Centre Theater Redevelopment
- > Tide Point PUD
- > Silo Point Redevelopment (all phases)
- > Westport Waterfront Development
- > Parks & People Foundation Headquarters
- > McHenry Row Mixed-Use Development
- > 701 South Eden Street
- > Gateway at Washington Hill (phases I and II)
- > Open Works Maker Space Development

Catherine M. Shanks
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QUALIFICATIONS

Management: Management of projects involving the development of scopes of work, consultant selection, study supervision, construction management, budget preparation and management, grant preparation and management, preparation of bid documents, final reporting, and follow-up regulation and program development. Supervision of staff involving the direction of work tasks, budget management, and priority setting

Technical: Direction of restoration projects involving the collection and analysis of data and field indicators, development of design parameters, design layout, and permit application documentation. Review and comment on both subdivision and comprehensive plans for their potential impact on water resources. Water quality data collection, sample preparation and data analysis. Proficient in the use of personal computers including word processing, spread sheet, and data base software applications.

Information and Education: Preparation and presentation of programs to professional and lay audiences of all ages on groundwater issues, water quality, watershed management, stream buffer and stream conditions, and other water resource related topics. Preparation of presentation materials and informational brochures for wide distribution.

WORK HISTORY

October 2014 to August 2017 (retirement) – Director of the Habitat Restoration and Conservation Division within the Chesapeake and Coastal Service, Maryland Department of Natural Resources - Managed a staff of 15 responsible for the implementation and oversight of projects developed and funded under the Chesapeake and Atlantic Coastal Bays Restoration Fund. Reviewed project proposals and made recommendations for funding or adjustment to assure projects meet the mission of the Trust Fund program. The Division is also responsible for the management of the Shoreline Conservation Program involved in providing technical assistance, project development, funding and oversight of living shoreline project implementation. Developed partnerships with other State agencies to implement restoration projects on DNR lands including the development of a formal agreement with the Maryland Department of Transportation, State Highway Administration. Supervised the development of restoration projects on DNR lands including managing funding, oversight of design goals and technical development and coordination with permitting agencies. The Division also developed and coordinated various training programs, tours and information exchanges supporting the transfer of experiences and technical developments in the fields of living shorelines, stream and wetland restoration, and aquatic habitat improvements.

July 2012 to October 2014- Senior Local Policy Advisor within the Chesapeake and Coastal Service, Maryland Department of Natural Resources – Provided guidance and support to the various programs within the Service including managing grant contracts for projects funded under the Chesapeake and Atlantic Coastal Bays Restoration Fund. Worked with various local governments on development of projects for funding and implementation. Managed the process for the development of the Watershed Management Plan for Deep Creek Watershed in Garret County MD. Worked with Garrett County Planning, DNR and MDE research and regulatory staff and the local citizens' advisory committee to

Catherine M. Shanks

Resume

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develop goals, objectives and actions and compiled the planning document along with relevant background data for the Characterization Report. Managed the web presence and communication process during the plan development.

June 2003 to July 2012 Director of Chesapeake Bay Policy and Coordination Division, Maryland Department of Natural Resources - This Division was responsible for providing staff support to the Governor's Bay Cabinet, the Governor's Bay Workgroup, the Secretary of Natural Resources as Chair of the Chesapeake Bay Program Principal's Staff Committee and the Governor of Maryland as Chair of the Chesapeake Executive Council. The Division also managed the Maryland Tributary Strategies Program including the 10 Governor appointed Tributary Teams, the Aquatic Education Program, Maryland Partnership for Children in Nature and the coordination of the state role in the regional Chesapeake Bay Program. Responsibilities included supervision of a staff of 14, budget management, development of policy proposals, coordination with local government staff and elected officials, presentation of policies and programs to a variety of audiences, development and implementation of workshops and demonstration fairs and development of implementation plans and restoration or resource management approaches. This position reported directly to the assistant Secretary for Chesapeake Bay Programs and the Unit Director for Watershed Services.

September 1999 to June 2003 Deputy Director for Watershed Restoration Division, Maryland Department of Natural Resources - The Division's mission was to provide assessment, restoration, and monitoring services to a variety of clients for small watersheds throughout Maryland. Responsible for the day to day management of the division including supervision of staff, setting short term priorities, budget management. Represented the department on a variety of statewide and regional committees and workgroups. Coordinated with State, Federal, and local agencies on project implementation, funding issues and restoration priorities.

May 1999 to September 1999 Local Government Liaison, Maryland Department of Natural Resources - Provided coordination between local governments and the Department on a variety of programs including green building, the Chesapeake Bay Program, development methods and issues. Met with local government officials to identify needs, issues and concerns. Presented Department services to local governments, organizations, and citizens in a variety of forums. Represented the Department on state and regional committees and workgroups.

November 1990 to February 1999 Chief Bureau/ Division of Water Resource Management, Carroll County Government - Responsible for the implementation of the Carroll County Water Resource Management Program designed to protect and manage surface water and groundwater resources for public drinking water supplies. Supervised a staff of 5 involved in groundwater supply development, lake monitoring, plan review, and special grant projects. Developed programs and regulations involving the negotiation with state agencies. Coordinated with municipalities, neighboring jurisdictions, County and state agencies on a variety of committees and programs including the Baltimore Reservoir Watershed Management Program. Developed and presented educational workshops and programs to professional groups, citizens, and students on a variety of water resource related topics.

October, 1985 to November, 1990 Water Resources Specialist, Carroll County Government Duties varied and include management, technical, and public education/information activities related to water supply protection such as: consultant selection, budget preparation, ordinance and program development, committee leadership, field investigations, plan review and comment, technical and policy

document review and comment, public meetings and presentations, and informational materials development. Represented the County on the Reservoir Technical Committee.

May, 1984 to October, 1985 Program Specialist, Maryland Department of Agriculture Headquarters

Transferred to the Headquarters office to assist in the implementation of the Agriculture Chesapeake Bay Program. Duties involved the coordination with the statewide local Soil Conservation District Programs, budgets, and agreements for funding; preparation of program policy, comment on proposed legislation and other internally and externally produced reports; conducted training sessions and workshops; and developed reporting systems for technical and financial information. Administered the Agricultural Cost-Share Grant Program which involved the review and approval of funding requests for the installation of best management practices on individual farms throughout the State.

September, 1983 to May, 1984 District Manager for the Baltimore County Soil Conservation District, Maryland Department of Agriculture

- Responsible for the administration of District programs and overall management of office operations including supervision of six technical and clerical staff. Provided authorizing signature for approval of sediment control and storm water management plans requiring frequent contact with designing engineers, developers, and County review and inspection staff. Conducted quarterly urban sediment control review inspections and Urban Committee meetings. Advised the District Board on changes in State and local regulations affecting District programs. Represented the Board in local and regional programs involving the urban and agriculture communities.

January, 1979 to April, 1982 Water Quality Planner and Project Officer of the Water Quality Management Program, Carroll County Government

- This program was federally funded under Section 208 of the Clean Water Act. Working closely with County, regional, and State agencies, investigated land use impacts on water quality by applying published research data to current zoning and land development practices. Problem areas addressed include: sediment and erosion control, storm water management, ground water protection, pollution abatement from agricultural sources, urban runoff, and public facilities. Also coordinated public participation and public information activities of the program.

EDUCATION and TRAINING

College: Towson State University, Towson Maryland 9/72 to 5/76 BS Degree in Biology

Graduate Courses:

"Computer Applications in Water Resource Planning", Towson State University, Towson, MD
"Introduction to Environmental Science", Hood College, Frederick, Maryland

Training:

Wetland Identification Training, MD Department of Natural Resources
Advanced Wetland Identification Training, Environs, Inc., Cockeysville, MD
"Computer Modeling in Lake Water Quality Assessment Methods", NALMS sponsored short course
Rosgen Stream Classification Training Levels I through III
Communicating Culture and the Environment – EPA Workshop
Communicating Conservation to Citizens – DNR internal training with Eric Eckl, Water Words That Work
Facilitation Skills for Scientists and Managers – Nelson Facilitation
Public Issues and Conflict Management – NOAA Coastal Services Center

CENTER FOR WATERSHED PROTECTION BOARD MEETING

Thursday, October 19, 2017 from 1-4:00

Meeting held at the Center for Watershed Protection Office, 3290 North Ridge Road, Ellicott City, MD

Directors Present (in person unless otherwise noted):

Carlton Epps (President)
Anwer Ahmed (Secretary) (by video conference)
Rhea Harris (by video conference)
Alan Vicory (Vice President) (by video conference)
Scott Lang (by phone)
Mike Fowler (Treasurer) (by phone)
Jeff Shinrock (Vice President) (by video conference)
Willy Moore (by video conference)

Directors Absent

Karen Evans
Michael Freeburger Jr.

Staff Present:

Hye Yeong Kwon
Greg Hoffmann

Action items are listed here:

- **Jeff, Mike, and Scott will email photos to Marlyn for inclusion on the website.**
- **All to review the new CWP website and let Hye Yeong know if you see any issues.**
- **Hye Yeong asked that everyone complete the Board Assessment Surveys as soon as possible.**
- **Hye Yeong and Rhea will set up a meeting regarding the CASQA issue and get back to the Board within 2 weeks.**
- **Carlton suggested that Caroline do a full membership presentation to the Board once the report is complete. Hye Yeong will work with Caroline to set that up.**
- **Rhea will report back on the status of the 25th anniversary and staff recognition event discussed earlier this year.**

Call Meeting to Order, Roll Call, and Welcome

Carlton Epps

Carlton convened the meeting at 1:05, noted some changes to the agenda and ran through the attendance list.

Approval of Meeting Minutes

Carlton Epps

Carlton asked for a motion regarding the August 2017 minutes. Willy moved to accept. Rhea seconded. Unanimously approved.

Executive Director Report

Hye Yeong Kwon

Hye Yeong shared CWP's new website with the Board, noting that it is much more current, mobile friendly, and better organized. She would like to get all of the Board photos added. **Jeff, Mike, and Scott will email photos to Marlyn for inclusion on the website.** Hye Yeong said that there are several items remaining to be updated on the website, including the Online Watershed Library and the Board portion of the website. **All to review the new CWP website and let Hye Yeong know if you see any issues.**

Hye Yeong reported that CWP recently completed a very big project - the DC Erosion Control Manual.

Hye Yeong reminded all that the Board Assessment Survey went out. Only 3 have been returned so far. **Hye Yeong asked that everyone complete the Board Assessment Surveys as soon as possible.** Contact Marlyn if you need to assistance.

In the process of doing research on Better Site Design, Karen found that a document on the CASQA website, "Gap Analysis User Guide and Template" takes a lot of material word-for-word from the Better Site Design manual without citing CWP. She stressed that we want people to use and adapt our materials, but we want to be recognized for it and ideally, review how it is being used. Hye Yeong offered to just call them. Rhea mentioned that we need to have a clear plan before calling them, even informally. All agreed that some type of response is called for. Carlton suggested that Rhea, Hye Yeong, and the CWP attorney discuss the issue further, and make a recommendation to the Board. He suspects that the response to CASQA or the consultant should come directly from the Board. **Hye Yeong and Rhea will set up a meeting regarding the CASQA issue and get back to the Board within 2 weeks.**

Finance Committee

Michael Fowler

Action items from last board meeting

Accounts have been distributed so that CWP does not have funds in excess of \$250,000 in any one account.

The committee decided not to change CWP's capitalization policy. Despite the recommendation from the auditor, the committee didn't see a need.

The committee recommend that the finance committee review CWP's financial activities twice a year (before 2nd and 4th board meeting of each year) and review internal controls once a year. Michael noted that the audit company letter outlines the suggested reviews. Rhea moved to accept the finance committee's recommendations. Scott seconded. Unanimously approved.

Financial Report

Mike reported that CWP is in a typical financial position for this time of year. June numbers were good, while July and August numbers were down, and CWP is down \$300,000 for the year. CWP typically has a big bump in revenue in the 4th quarter. In the past we've talked about different ways for accounting for that (changing fiscal year or adjusting work flow), but it hasn't seemed worth it. CWP's proposal win rate has been higher than expected, so no indications that the 4th quarter will be worse than previous years. However, one key foundation supporter has changed their funding approach, moving to an invite-only process. CWP hasn't been invited yet, but still hopes that funding will be forthcoming.

Draft Budget for 2018

Mike reported that the 2018 budget was put together using the same projected win rate that we have used for the last 3 years (37%). Mike noted that 37% is a little conservative compared to our win rate over the last 5 years. The budget looks like a significant increase over past years, but over \$4.2 million is pass through to contractors, mainly for one DC contract. If you take contractors out, the base budget is \$2.4 million and the full funding budget is \$2.7 million, which are similar to the 2017 budget. Mike noted that CWP's proposal win rate for 2017 is very good (54% for funding and 56% by number of proposals). Mike complimented the proposal win rate by proposals, which has been consistently over 50% in the last 5 years - a good sign that CWP is spending its proposal time wisely. Mike also complimented the diversification of funding sources and move away from heavy reliance on EPA funding. Willy moved to accept the 2018 budget. Rhea seconded. Unanimously approved.

Update on Membership

Red Chair

Hye Yeong introduced Caroline, from Red Chair, who has been working with CWP on membership.

Caroline reported that Red Chair is currently working on the "discovery" phase. After that, Red Chair will be moving into activities that will support membership acquisition and retention. Activities will include a short general video about the Center as well as one about membership specifically. They aim to help with messaging about membership, including an infographic, social media posts, etc. They also plan to apply for Google Grants, which would provide up to \$10,000 per month for advertising on Google. This would put CWP material at the top of any watershed search on Google. Caroline stated that they will be ramping up the "execution" phase in December – June.

Carlton asked about recommendations for improving numbers in membership. Caroline responded that they have looked at similar organizations (CSN, Env. Water Resources Institute, WEF, etc) to do a competitive analysis of CWP's membership program. They hope to better define CWP's position when we talk about membership and enticing new members. The review will be completed by the end of November. The final report will include recommendations on

messaging and potential modifications of the membership program, including the pricing tiers. **Carlton suggested that Caroline do a full membership presentation to the Board once the report is complete. Hye Yeong will work with Caroline to set that up.**

Jeff asked about providing more content for the general public, since we'll be reaching the general public with ads. Caroline said there were a lot of options.

Hye Yeong requested that a few Board members be included in the video.

Anwer suggested that we look carefully at the audiences we are trying to reach in terms of membership, including the grassroots organizations, technical audience, and policy makers, and target the messaging accordingly.

Hye Yeong noted that learning what we do has been a challenge for Red Chair, because we are a unique organization, but they are really starting to understand who we are and what we do.

Executive Session

Carlton Epps

CEO compensation discussed in closed session (2:15 pm – 3:05 pm)

Governance Committee

Rhea Harris

Rhea is still working on a board meeting to celebrate 25th anniversary and staff recognition. She will report back on that.

Rhea reported that she met the Chief of Staff at the University of Maryland Center for Environmental Science and is trying to get him to join the Board. She is also trying to get Melinda Peters of RK&K to join.

Hye Yeong reported that Matt Myers of Fairfax County is interested in serving on the Board. She will get Rhea involved in the discussion when appropriate. Hye Yeong also asked Chet Arnold of NEMO about the being on the Board, but he declined, responding that he is too busy right now.

Resource Development Committee

Alan Vicory

Alan is trying to connect with Karen Evans to work on getting the full board engaged in resource development. He is hoping to be able to focus the board's efforts on a specific challenge or need rather than on resource development in general.

Alan reminded everyone that one of the hallmarks of this organization is that the entire board donates to CWP. Only 2 people have contributed in 2017 so far. He noted that it is more important to have the entire board giving every year than to have occasional large donations, so this report should serve as a reminder that it is time to make your contributions (Donating now will also save him a lot of phone calls in December).

Carlton adjourned the meeting at 3:17. He reminded everyone to watch their email for CWP information in the next couple weeks, including recommendations on the CASQA issue.