

URBANWATERS

FEDERAL PARTNERSHIP

Restoring Urban Waters, Revitalizing Communities

Patapsco River Watershed (Baltimore, Maryland)



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Overall Assessment of the Partnership since the Beginning

The Patapsco River Watershed Partnership has grown from an idea to a substantive and sustainable collaborative network that has participation from the government, public, non-governmental organizations (NGO), and private sectors. It continues to learn, change, and grow.

Members of the Partnership

Urban Waters is a partnership rather than an association; it is not a membership organization. Due to this, there are partners with a variety of strengths of affiliation with the partnership. Urban Waters is also not an advocacy group with a singular mission, there are diverse reasons behind stakeholders' participation in the Partnership. The goal is to facilitate participation where stakeholders see a common interest while also allowing freedom to carry out individual agency objectives.

Three primary forms of engagement used:

- Partnership meetings (including subgroup meetings),
- Email routing list and,
- LinkedIn Group.

There are 204 names in the Partnership listing, consisting of 70 people associated with 39 organizations who have participated in Partnership meetings in the past 12 months. 140 people associated with 68 organizations, as well as two interested individuals, are presently on the email listing. 93 people associated with 68 organizations are presently in the LinkedIn Group.

204 people associated with the partnership engaged in the following ways:

Form of Engagement	Number of People	Number of Organizations
Partnership Meetings	70	39
Email routing list	140	68
LinkedIn Group	93	68

List of Partners

Federal Government

- U.S. Department of the Interior, Office of the Secretary
- U.S. Department of Transportation
- Department of Commerce Economic Development Administration
- U.S. Environmental Protection Agency
- U.S. Fish and Wildlife Service
- Housing and Urban Development
- National Aeronautics and Space Administration
- National Oceanic and Atmospheric Administration

- Department of the Interior National Park Service
- National Resources Conservation Service
- U.S. Army Corps of Engineers
- U.S. Forest Service (USFS)
- U.S. Geological Survey

Non-Federal

- Maryland Department of Natural Resources
- University of Maryland
- Maryland Department of the Environment

- Baltimore Office of Sustainability
- Baltimore Department of Public Works
- Baltimore County Department of Environmental Protection and Sustainability

Non-Governmental Organizations

- Interfaith Partners of the Chesapeake
- Parks and People
- Maryland Sierra Club
- Baltimore City Arborist
- Center for Chesapeake Communities
- National Aquarium
- Alliance for the Chesapeake Bay
- Baltimore Green Space
- Chesapeake Bay Foundation

Partnership Meetings

About half of individuals attending Partnership meetings in the past 12 months were from government agencies, primarily federal and city (Fig 1), followed by individuals from NGO (29%) and Academic (17%) organizations.

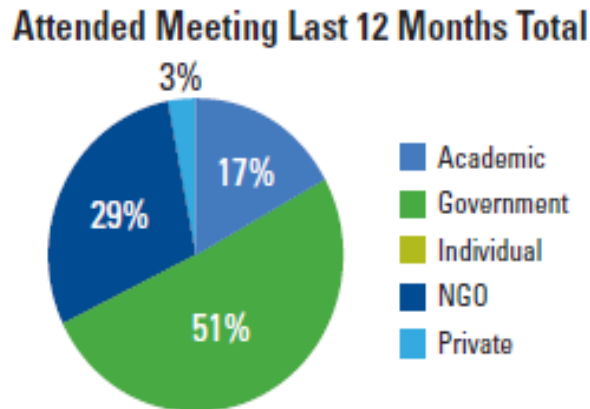


Figure 1

Consider the number of organizations represented, distribution is more even with Government still leading (37%), followed by NGOs (35%) and Academics (23%).

Attended Meeting Last 12 Months Total

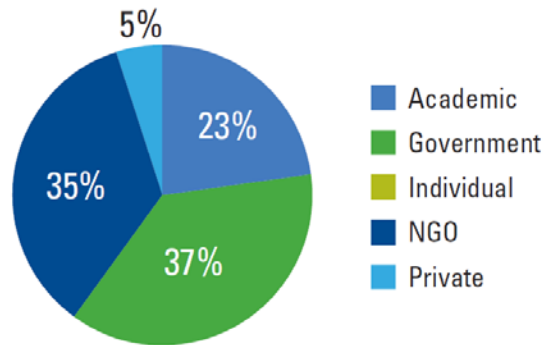


Figure 2

Leading sectors represented at Partnership meetings are Government, NGO, and Academic. Government has more representatives attending each meeting and all meetings with the same organizations participating consistently. NGOs are more likely to participate in 1-2 meetings per year. A variety of academic institutions are more likely to participate in one meeting per year. Minutes from the meetings, including presentations, are posted to a Google Drive for distribution to members of the email routing list and posting to the LinkedIn Group.

Email routing list

Most of the individuals on the email routing list are associated with Government agencies (Fig 3). Unlike Partnership meetings, where Private sector participation is minimal, this sector involves the private sector in the information dissemination process. There are also some unaffiliated individuals participating.

Email List Total

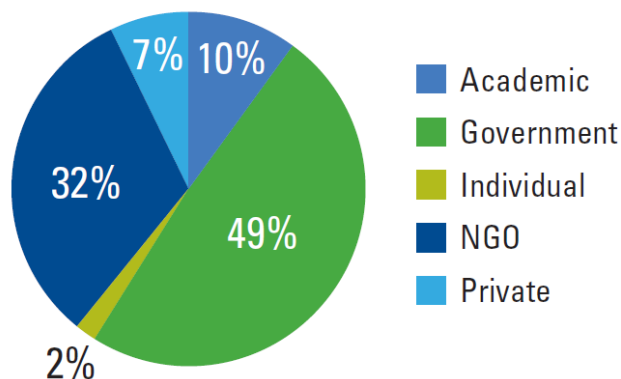


Figure 3

Looking at the email routing list by organization rather than by individual, NGOs now dominate (Fig 4).

Email List Total

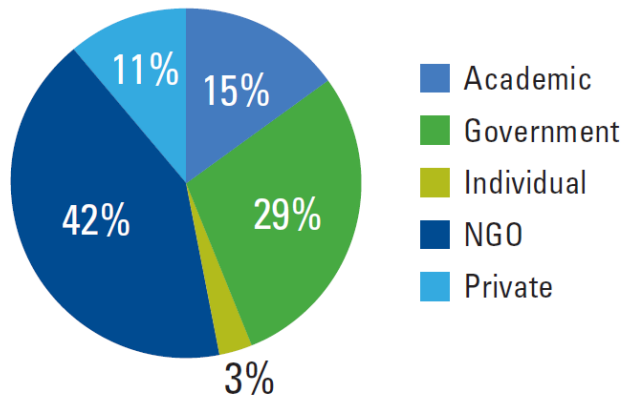


Figure 4

LinkedIn

In the LinkedIn Group, the Private sector dominates, both as individuals (Fig 5) and as organizations (Fig 6).

LinkedIn Group Total

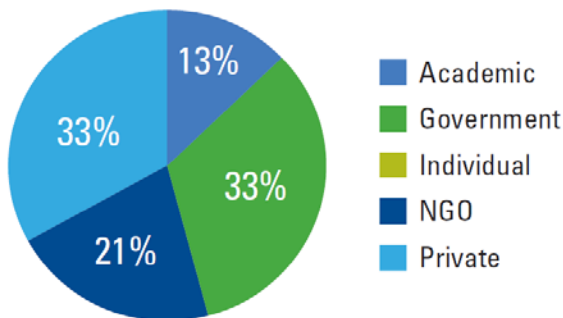


Figure 5

LinkedIn Group Total

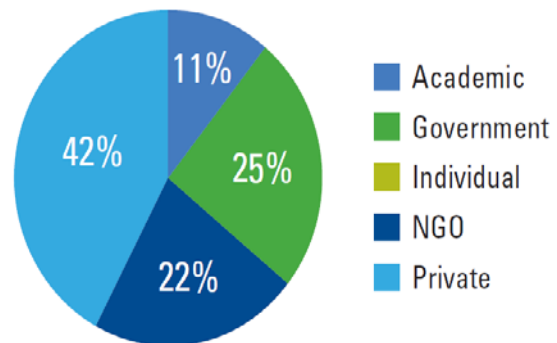


Figure 6

This is a logical relationship as LinkedIn is a business networking site which expands the reach of the Partnership beyond local geography. The partnership has members that are associated with other Urban Waters sites across the country as well as participants from as far as Pittsburgh, California, Mexico, and Australia.

In addition to meeting notices and minutes, research news, and other items of potential interest are posted here. The Public sector dominates in meetings, the NGO sector in email engagement and the Private sector in social media engagement. Using different “channels” of engagement helps to connect better with different audiences.

Nature of the Partnership

The Partnership is a self-selecting, opt-in community of practice. Participants engage of their own volition based on availability and interest. There are no minimum commitments, other than that of the leading federal agencies.

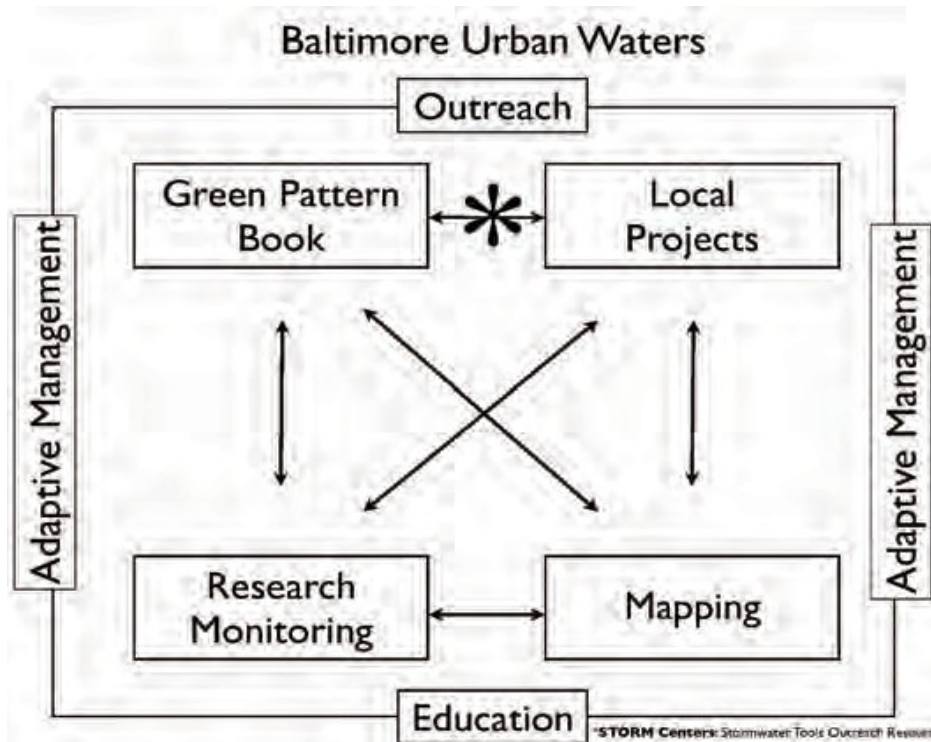
The full Partnership meets quarterly. Ongoing and ad-hoc subgroups meet as needed, with participants determining frequency and duration.

Key principles of the Baltimore Urban Waters Partnership:

- Reciprocity: Linking needs with resources to offer
- Resources are not the same as funds (labor, land, data, knowledge, legitimacy, networks)
- Synergy and cohesion: The whole is the result of the productivity and interactions among the parts
- Interaction: Parts and their interactions promote the exchange of resources
- Dynamic: Flexible, opportunistic, adaptive, timely to changes in needs and flows of resources

Organizations for planning and action; plans developed and timing, consensus process

The Baltimore Urban Waters Partnership began in July 2011 and began meeting monthly. By July 2012 the group had developed its operations framework.



Known as the Burgess Template, this framework identified four main themes, listed in the four boxes. As indicated by the arrows, these themes are interactive and interdependent (for example, the Green Pattern Book would become a tool to guide Local Projects based on it. The partnership would also map the locations of these projects and develop monitoring plans to test the efficacy of projects). These would all take place in the context of framework of Outreach, Education, and Adaptive Management.

This new framework allowed for certain modifications favored by partners:

- The full Partnership began to meet quarterly rather than monthly
- Ad hoc subgroups were formed based on the four themes, these met at their own schedule and reported out on progress at the quarterly full Partnership meetings

By the end of 2015, the Green Pattern Book was completed and the Mapping tool was well on its path to completion. In March of 2016, a process was laid out for revisiting and revising the template: Baltimore Urban Waters Partnership 2.0.

The partnership identified a number of new themes in the quarterly meeting. People volunteered to lead and participate in theme teams which met and developed plans for updated themes. At the June 2016 quarterly Partnership meeting, each team reported out to

the full Partnership and took comment. The June 2016 meeting also hosted a discussion and summary and synthesis for the new plan which is currently being finalized.

Major Actions Taken since the Beginning of the Partnership

Major actions by the Partnership have included:

- USFS volunteering to lead the Partnership
- The recruitment and retention of an Ambassador
- Establishment of a meeting venue
- Establishment of a meeting schedule
- Development of a plan of work
- Execution of the plan of work
- Feedback loop on assessing and revising the plan of work

Some deliverables include the following:

- The Green Pattern Book
- The Green Pattern Registry
- Addressing Baltimore's Vacant Land Problem
- Summary Report of the Urban Water Monitoring Assets Workshop
- Growing Green Design Competition
- The Second Harbor Project

Major Impacts of the Partnership

The approach of the partnership could be seen as counterintuitive. The conventional thinking is to pursue a "signature project" that will bring brand recognition to the Partnership. However, the partnership has invested in advancing a network for collaboration rather than a capital improvement project. The reasoning behind this strategy is to create a more sustainable approach to partnership creation.

The major impact of the Partnership has been vertical and horizontal integration of federal, state, local, and NGO partners and networks. This integration has facilitated completion of the Green Pattern Book, initiation of the Green Pattern Registry that maps existing and potential Green Pattern Book projects, completion of the \$300,000 Growing Green Design Competition based on the Green Pattern Book, and connection to the National Science Foundation's Baltimore Ecosystem Study to provide actionable science decision support to partners.

Major Actions Planned in the Future

The partnership is in the process of completing its Baltimore Urban Waters Partnership 1.0 collaborative planning exercise.

Generally, partners expressed a desire for a broad, overarching theme (green infrastructure), for expansion of efforts beyond vacant land in Baltimore City to all land types in the region, and for less planning and more collaboration and action.

Major Challenges in the Future

A major challenge is identifying ways for Baltimore residents to better relate with Urban Waters and see how its work is relevant to them. The Partnership could benefit from some rebranding, directed by professionals experienced in branding and marketing, to create a more relatable public image.

Furthermore, what makes Urban Waters Partnerships work is capacity (an Ambassador). Maintenance of that capacity in order to keep the Partnership moving forward will be key to continued success.

“Ultimately, of course, it’s about having the middle branch be fishable and swimmable, that’s what we’re trying to accomplish, that’s the big picture vision. It’s really exciting, and we are really grateful to have the Urban Waters Partnership active in Patapsco back river.”

-Michael Galvin, Patapsco UWFP Ambassador