



# Resilience and Continuity Despite Staff Turnover

## Maine DEP Succession Planning

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MAINE DEPARTMENT OF ENVIRONMENTAL PROTECTION

*Protecting Maine's Air, Land and Water*

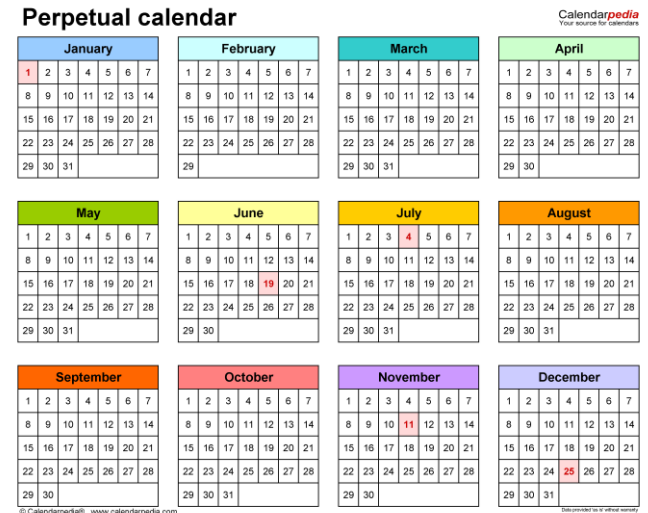
# Why?

- Many long-time staff nearing retirement age
- Documentation often lacking (“not enough time to compile”)
- Ensure orderly transition as new staff take over
- Avoid losing institutional knowledge



# Succession Planning Guidance

- Developed by Bureau Director with Division Directors
- Timeframe
  - Announced in July
  - First deadline 11/1, last one 5/1  
→ about 9 months



# Succession Planning Guidance

- Comprehensive list of items, including
  - Monthly task lists
  - Contacts
  - Work plans
  - Internal/external reports
  - Policy memos
  - QAPPs/SOPs
  - Electronic and paper records and where to find
- Cross-train within program



# Who Contributed?

All staff!



# Lessons Learned

- Is for new staff – be clear
- Customize
  - Omit items that aren't relevant
  - Add new sections as necessary
- Explain history, mission, goals
- Programs vary in complexity





# Lessons Learned

## Lake Stormwater Compensation Fund Program Guidance

### Monthly Activities

#### January

- Send out reminder to Stormwater Administrators about annual program reports (deadline 1/31).
- Review annual reports, prompt adjustments (if needed) and summarize annual outcomes.
- Incorporate completed project highlights into NPS Program Annual Report.

#### May

- Send reminders to Stormwater Administrators to pursue stormwater projects for active accounts.

#### Ongoing

- Review project proposals and work plan submissions. Seek input from Jeff/Don/Dave as needed to ensure projects fit selection criteria.
- Every five years, discuss and pursue renewals of MOAs with Stormwater Administrators. (Current MOA expires 12/31/23.)
- Convene meeting with Stormwater Administrators as needed.
- Adjust and update program website and guidance materials as needed.

### Budget Information

DEP does not directly manage funds received under this program. Instead, developers provide compensation funds to approved Stormwater Administrators (SA). As part of the MOAs between the SAs and DEP, SAs provide annual reports on stormwater compensation fund balances and spending on projects and program administration.

### Laws, Policy Memos and Guidance

- The Compensation Fee option is defined in Paragraph D.11 of the Stormwater Management Law (38 M.R.S.A. §420-D.11).
- [Lake Stormwater Phosphorus Compensation Fee Option: Procedures and Limitations](#) (March 10, 2015) describes the compensation fee option and lists eligible lakes.
- [Lake Stormwater Compensation Fee Program: General Guidance](#) (October 2012), provides guidance for Stormwater Administrators on management and use of funds to develop and implement Stormwater Compensation Projects.

### QAPPs and SOPs

Not applicable.

### Contacts

Maine DEP – The following DEP staff are involved in the program in the following roles:

Jeff Dennis – provides technical input on BMPs and projects that don't clearly fit within program guidance  
 Don Witherill – provides input on proposed projects that don't clearly fit within the program guidance  
 Dave Waddell – provides technical input on stormwater BMPs proposed  
 Greg Beane – provides support to Penobscot County SWCD and reviews annual report.

### Stormwater Administrators

AVSWCD – Mackenzie Richard, (207) 241-5374, [districtmanager@androscoaginswcd.org](mailto:districtmanager@androscoaginswcd.org)  
 CCSWCD – Heather Huntt  
 CWD – Bill Monagle  
 KCSWCD – Dale Finseth  
 LEA – Colin Holme  
 PCSWCD – Amy Poloyt  
 YCSWCD – Melissa Brandt and Mindee Goodrum

### Hard Copy Files

Most program files are saved electronically. However, some limited hard copy files are stored in Wendy Garland's cubicle in the Stormwater Compensation Fund folders related to Program Guidance and the different Stormwater Administrators.

### Electronic Files

Name	Date modified	Type	Size
GAO (Grant Ad...			
Maine NPS Mg	11/21/2019 4:52 PM	File folder	
Misc Folders	4/5/2018 1:40 PM	File folder	
NPS Mgt Progr	8/23/2019 3:47 PM	File folder	
NPS Program C	2/24/2014 9:48 AM	File folder	
Numbered NPS	3/5/2020 11:45 AM	File folder	
RFP by Year (31	3/30/2020 11:17 AM	File folder	
RFP by Year (60	9/2/2008 8:39 AM	Microsoft Word S...	27 KB
CSLPs and Approval Letters		File folder	
Comp Fee Development Project Memos		File folder	
SCF Forms & Guidance Documents		File folder	
SCF Partner MOAs, Annual Reports & Workplans		File folder	
SCF Summaries, Meetings & Policy Discussions		File folder	
Stormwater Compensation Program Guidance		File folder	
Stormwater upgrades on Site Law projects.doc		Microsoft Word S...	27 KB

Lake Stormwater Compensation Fund documents are included in the last four folders listed above:

- SCF Forms & Guidance Documents
- SCF Partner MOAs, Annual Reports & Workplans
- SCF Summaries, Meeting & Policy Discussions
- Stormwater Compensation Program Guidance (this document)

### Legislative Reports, Other Reports, Education and Outreach Documents

Legislative Reports – N/A

Issue Profiles and Fact Sheets – N/A

Links to Program Web Pages – see above

# Lessons Learned

- Time commitment – substantial but spread out
- Review annually
- Utility depends on how good the documentation is
  - How current
  - How clear, comprehensive, organized







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