

# Resilience Coordination Working Group

Lexington

## Meeting #3

Facilitated by the VCU Performance Management Group

Tuesday, March 28, 2023

**9:00 AM:** Welcome, roll call, agenda review

*Performance Management Group (PMG)*

**9:15 AM:** Information sharing: Partnership best practices

*Environmental Defense Fund (EDF)*

**9:35 AM:** Information sharing: Updated Summary of Organizations' resiliency roles (as previously provided by working group members)

*PMG*

10:05 AM – Break

**10:10 AM:** Small group discussion – How can current resilience coordination strategies and policies be improved?

**10:45 AM:** Large group report out of small group discussion

**11:15 AM:** Public Comment

**11:25 AM:** Next steps

**11:30 AM:** Adjourn



**VCU**

Performance Management Group

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# Resilience Coordination Working Group

## Draft Work Group Meeting Schedule

| Meeting Month | Meeting Topic  | Work Group Member Post-Meeting Responsibilities   |
|---------------|--|---|
| January 31    | <ul style="list-style-type: none"> <li>• Work Group introduction</li> <li>• VA resiliency planning environmental scan (VES)</li> </ul>   | <ul style="list-style-type: none"> <li>• Submit organizations' role information to PMG</li> </ul>   |
| February 28   | <ul style="list-style-type: none"> <li>• Review VA organizational partnerships</li> </ul>  | <ul style="list-style-type: none"> <li>• Submit organizational partnership information</li> </ul>   |
| March 28      | <ul style="list-style-type: none"> <li>• Discuss updated organizational partnerships</li> <li>• Discuss strategies and policies to improve resilience coordination</li> </ul>  | <ul style="list-style-type: none"> <li>• Review VES draft</li> </ul>  |
| April 28      | <ul style="list-style-type: none"> <li>• Discuss draft VES</li> <li>• Preliminary peer state resiliency planning analysis (PSA) introduction</li> </ul>  | <ul style="list-style-type: none"> <li>• Review PSA updates</li> </ul>  |
| May 31        | <ul style="list-style-type: none"> <li>• Discuss PSA updates</li> <li>• Update strategies and policies to improve resilience coordination</li> <li>• Discuss funding opportunities to plan and implement flood resilience</li> </ul> | <ul style="list-style-type: none"> <li>• Review final PSA draft</li> <li>• Review draft recommendations for improving strategies and policies for coordination</li> </ul> |
| June 27       | <ul style="list-style-type: none"> <li>• Update funding opportunities to plan and implement flood resilience</li> <li>• Discuss draft recommendations for improving strategies and policies for coordination</li> </ul>              | <ul style="list-style-type: none"> <li>• Review draft recommendations for improving coordination and increasing funding opportunities</li> </ul>                          |
| August 1      | <ul style="list-style-type: none"> <li>• Discuss recommendations for improving coordination and increasing funding opportunities</li> </ul>  | <ul style="list-style-type: none"> <li>• Review final recommendations</li> </ul>  |
| September 26  | <ul style="list-style-type: none"> <li>• Final recommendations voting</li> </ul>   |   |





# Resilience Coordination Working Group

*Meeting Summary March 28, 2023*

## Welcome, Roll Call, Agenda Review

## Workgroup Charge Review

This Working Group is being established by the Chief Resilience Officer in furtherance of Governor Youngkin's goal of addressing challenges related to flooding and resilience, and in the spirit of engaging collaboratively with the General Assembly on this important issue. The Working Group will have the following purposes:

- To consider and assess strategies and policies for the Commonwealth to improve intergovernmental and interagency coordination; and
- To maximize the procurement of federal and private funding opportunities in planning for and implementing flood resilience throughout the Commonwealth.

## Information Sharing: Enabling Collaboration and Breaking Down Silos: Best Practices for Interagency Resilience Coordination

Presented by the Environmental Defense Fund (EDF), Grace Tucker, Senior Analyst, Virginia Coasts & Watersheds

A discussion on the presentation followed including the following supplemental information:

In Louisiana, counties generally work with the Coastal Protection and Restoration Authority (CPRA) and Chief Resilience Officer (CRO). The Coastal Master Plan is a state plan and therefore, most work is completed at the state level; most counties do not have the capacity and skill set to undertake this work on their own.

The private sector in Louisiana is engaged in resiliency efforts via:

- Coast Builders Coalition in their efforts to restore and protect the coast

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- A Carbon Emission Reduction Program working with state industries
- Engagement with various Chambers of Commerce and Economic Development organizations tracked via a “report card”
- Greater New Orleans Foundation frequently partnering with industry

The EDF noted they work closely with VA and NC state legislatures to help with the development of flood blueprints and identifying funding needs and opportunities. There was a discussion about the nature of being a Dillon Rule state and how it affects resiliency planning at the state and local levels.

There was a discussion about opportunities for academic institutions taking a formal role in resiliency coordination. While not implemented at this time, it was acknowledged academic institutions do play a key role in resiliency efforts.

Question and comments regarding funding completed the presentation with the following topics being discussed:

- Success stories where significant funding was not available, such as Rhode Island
- Louisiana, Colorado, and New Jersey experienced acute events that increased focus on collaboration and resiliency awareness
- North Carolina relies on funding from FEMA and HUD and currently does not budget for resilience. Nonprofits are directing that more funding is needed from the state legislature for resiliency efforts.

### Information Sharing: Initial Summary of Resiliency Survey Results

Presented by the Performance Management Group (PMG)

A summary review of the resiliency survey results including the following information:

- 29 survey responses (76%) were received. Note: these numbers do not include a response received after the survey deadline and the final analysis will reflect all responses.
- Based upon the analysis of the survey results specific to workgroup participation, the results and meeting discussion indicate there is little if any overlap or redundancy related to workgroup purpose and membership. A group discussion suggested The Eastern Virginia Groundwater Management Advisory Committee

## RESILIENCE COORDINATION WORKING GROUP

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may have some overlap with other workgroups as might the Chesapeake Bay Program Climate Resiliency Workgroup.

- Many of the agencies and organizations have informal or undefined data sharing practices. This is potentially an issue if the connection between the entities sharing data is based on individual relationships; in the event someone changes roles and responsibilities, access to data may be at risk.
- Analysis of the partnership information provided in the survey suggests a large number of partnerships between agencies and organizations are either informal or undefined versus a formally defined relationship. There was some feedback from meeting participants that the meaning of the term “partnerships” was unclear and therefore survey responses may be inconsistent based upon the respondent’s interpretation of the meaning of partnerships.

A discussion followed the survey overview including the following topics:

A significant number of studies over several years have been completed but there appears to be a reluctance to implement study recommendations. Given the nature of Virginia’s governance structure where a change happens every four years can impact plans regardless of party affiliation. The need for reliable funding sources as well as maintaining institutional knowledge is essential to the success of resiliency planning. There also needs to be change in expectations regarding the plans and that a goal of perfection is not realistic and shouldn’t delay implementation of viable strategies.

Availability of data was also discussed with a specific mention of the desire to access federal data related to the military studies/plans for the area given the size of their operational footprint in the area. Another data-related discussion topic included the need to identify the authoritative sources of data as there is sometimes confusion regarding where to find data and if the incorrect source is used, the value of the related findings is likely limited.

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## Small Group Discussion on the Following Topics:

Meeting participants were organized into groups by sector/subject matter expertise (Academic/Research, Industry, State Government and Regional) to discuss the following topics.

- 1) What strategies are in place to support resilience planning coordination and collaboration?
  - within your sector
  - with other sectors
- 2) What is working well? What could be improved?

## Reports From the Small Group Discussion to the Working Group

### Academic/Research

The collaboration between academic institutions was noted as working very well with examples of Virginia Sea Grant, Commonwealth Center for Recurrent Flooding Resiliency (CCRFR) and Resilience Adaptation Feasibility Tool (RAFT) being highlighted. The Virginia Tech Coastal Collaborator Center in Hampton and the 4-VA collaborative partnership between eight Virginia universities were also highlighted.

It was acknowledged that silos within the academic community do exist and they are being addressed where possible. The recent example of University's \$60 million investment to focus on a collaborative approach to climate change was provided and it was unclear to the working group if these funds would be accessible by other institutions.

Examples of effective collaboration provided included

- DEQ in the groundwater work group (in the 1990s)
- Virginia Geographic Information Network (VGIN and the quarterly meetings to share findings)

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*Meeting Summary March 28, 2023*

Opportunities identified by the Academic/Research Group included:

- Developing mandates/directives from General Assembly (with input from universities)
- When engaging universities and state agencies on initiatives, defined funding sources need to be included in the effort
- While every agency has a role in resilience, there is likely value in clear direction from the State especially related to authority and authoritative sources of data

### **Industry**

Given the diversity of industries in the state, coordination and collaboration is challenging. The permit needs for heavy industry are site-specific but it was acknowledged there may be some value. Agriculture and farming organizations already collect data relevant to their immediate needs (rainfall, etc.) and may not be applicable to other industries. Another issue noted was the timeliness of data as it is often used for planning seasonal needs rather than a long-term planning window needed for effective resiliency planning (30-40 years). For a majority of businesses, while they may be aware of resiliency needs (e.g., locating businesses), the strategic planning window is typically 5 years and are profit focused rather than resiliency needs.

The group did note that while there is not a dedicated effort for resiliency coordination amongst organizations and state agencies, there are indications that coordination with academic institutions is developing.

Opportunities identified by the Industry Group included:

- Providing businesses with access to “resiliency technical support,” e.g., agriculture organizations may benefit from a partnership with Soil and Water Conservation Districts.
- There may be value in adding “an insurance industry representative” to the Working Group as businesses require insurance to operate and get funding.

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## State Government

Examples of effective collaboration included:

- Technical Advisory Committee for Coastal Resilience (although limited to the coast)
- Virginia Coastal Policy Team (similar representation to this Working Group)
- VEST (VDEM program)
- Risk Consultation meetings
- Coordination such as Virginia Military Advisory Council where resiliency is often a discussion topic
- The VDEM emergency operations plan includes training and documentation so participants understand their roles and responsibilities. For example, in the event of a landfill fire, there is one phone that can be called to initiate a response.
- Broadband expansion by DHCD that required coordination with property owners, railroads, etc. to install longitudinal infrastructure.

Challenges highlighted by the group included:

- Collaboration with the federal government related to funding is linear where states pass through the funds to the localities yet localities may have limited capacity or skill sets to capitalize on the funding opportunities.
- Multiple agencies are involved with a multitude of representatives which increases the complexity of identifying solutions and strategies
- Regions differ between agencies, i.e., a region can have different geographical boundaries covering a widespread area
- There is a need to address collaboration within the federal agencies as well as collaboration across state agencies.

Opportunities identified by the group included to increase collaboration included:

- Build on the DEQ knowledge sharing events (e.g., brown bag lunches)
- Identify ways the State can reduce the burden on the localities for handling funding requests and “pain points”
- Identify private funding sources to work and fund resiliency projects in coordination with other entities (state agencies, academic institutions, etc.)

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- Implement an approach similar to Louisiana’s “No Wrong Door” for access to residency resources
- Emphasize interagency coordination that formalizes existing, valuable, interpersonal relationships
- Where possible, tailor projects to capitalize on funding opportunities that initially might not meet 100% of the funding requirements

## **Regional**

The group shared that from their perspective the localities currently coordinate many resiliency activities.

Challenges highlighted by the group included:

- Many grants are structured to be reimbursable and localities with limited funding cannot utilize them as there are often limitations on covering indirect costs. Applying for grants requires staff and related funding.
- Success can require “political will/courage” and where that exists, progress can be made.

Opportunities identified by the group included to increase collaboration and resiliency planning included:

- Develop appropriate mandates at the local level that require action
- Evaluate opportunities for “advanced draws” to provide funding
- Evaluate any “rule changes” that would allow faster, broader, more effective, and more collaborative responses

## **Additional Large Group Discussion**

The meeting participants discussed including Insurance information at a future meeting and members were going to review their network of contacts and suggest an appropriate representative by the next meeting. Topics would include:

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- National Flood Insurance for homeowners
- Localities approach to meeting standards to improve Community Rating System (CRS) scores
- Private insurance - casualty coverage, property damage, business interruption insurance (big issue for flooding), impacts industry and small business
- Environmental insurance - designed to address management of materials
- Agricultural programs for property programs, crop damage and loss, etc.

A discussion occurred related to risk management and how it affects bond ratings for localities. Localities need assurance when developing resilience plans through policies and funding means. Comments were provided suggesting Virginia is more proactive in these areas than other states.

## Public Comment

After the group discussions, there was an opportunity for public comment. No public comment was received.

## Next Steps

All future working group meetings will be in-person and the next meeting will be on April 28th at the Patrick Henry Building in Richmond (1111 E Broad St, Richmond, VA 23219).

## Adjourn

## Recommendation Themes from Meeting Discussions

- A number of resiliency studies have been completed over the years and there is a strong desire to implement recommendations to address the findings of those studies
- The authoritative source of data is often unclear and can result in incorrect/unusable analysis. There needs to be a catalog of data including the authoritative source to ensure information is consistently used in analysis.
- Localities and businesses need guidance and support on identifying and implementing resiliency planning. Areas of focus should include technical analysis, information sharing, and assistance with the acquisition of funding

## **RESILIENCE COORDINATION WORKING GROUP**

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- Collaboration between state agencies and between agencies and localities could be strengthened
- Political will and political courage are often needed to accomplish resiliency goals and without those, mandates from the General Assembly are likely needed



# RESILIENCE COORDINATION WORKING GROUP

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## Working Group Members and Alternates in Attendance

| Organization   | Workgroup Representative | Alternate  |
|--|--------------------------|--|
| William and Mary - VCPC (W&M)                                  | Elizabeth Andrews        |  |
| Soil and Water Conservation Board (SWCB)                       | Chuck Arnason            | Stephen R. Hill  |
| Virginia Department of Environmental Quality (VDEQ)            | Sharon Baxter            | Evan Branosky  |
| Home Builders Association of Virginia (HBAV)                   |                          | Speaker Pollard (also represented the Virginia Manufacturer's Association) |
| Virginia Agribusiness Council (VAC)                            | Brad Copenhaver          |  |
| Secretary of Veterans and Defense Affairs (VADA)               |                          | Assistant Secretary Jordan Stewart   |
| Virginia Resources Authority (VRA)                             | Shawn Crumlish           |  |
| Virginia Department of Housing & Community Development (VDHCD) | Bill Curtis              |  |
| Virginia Department of Transportation (VDOT)                   |                          | Chris Swanson  |
| University of Virginia - IEN (UVA)                             | Tanya Denckla Cobb       |  |
| Chesapeake Bay Foundation (CBF)                                | Jay Ford                 |  |
| Virginia Marine Resources Commission (VMRC)                    |                          | Rachael Peabody  |
| Virginia Department of Wildlife Resources (VDWR)               |                          |  |
| Virginia Department of Energy (VDE)                            | David Hawkins            |  |
| Virginia Economic Development Partnership (VEDP)               | Angie Jenkins            |  |
| Virginia PACE Authority (VPA)                                  |                          |  |
| Central Shenandoah Planning District Commission (CSPDC)        |                          |  |
| Hampton Roads Planning District Commission (HRPDC)             | Whitney Katchmark        |  |
| Chesapeake Bay Commission (CBC)                                |                          |  |
| Middle Peninsula Planning District Commission (MPPDC)          | Lewis Lawrence           |  |
| Virginia Institute of Marine Science (VIMS)                    |                          |  |
| Virginia Farm Bureau (VFB)                                     | Martha Moore             |  |
| Virginia Department of the Treasury                            |                          |  |
| Virginia Association of Soil and Water Districts (VASWD)       | Robert Pickett           |  |
| The Nature Conservancy (TNC)                                   | Nikki Rovner             |  |
| Mount Rogers Planning District Commission (MRPDC)              |                          |  |
| Environmental Defense Foundation (EDF)                         | Emily Steinhilber        | Grace Tucker   |
| Clark Nexsen   | Chris Stone              |  |

# RESILIENCE COORDINATION WORKING GROUP

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| Organization  | Workgroup Representative | Alternate     |
|---|--------------------------|---------------|
| Virginia Tech - CCS (VT)                                  | Wendy Stout              |               |
| Virginia Department of Emergency Management (VDEM)        |                          | Robbie Coates |
| City of Alexandria  |                          |               |
| Virginia Manufacturer's Association (VMA)                 |                          | See HBAV      |
| Port of Virginia  |                          |               |
| Secretary of Natural and Historic Resources (SNHR)        |                          |               |
| Cumberland Plateau Planning District Commission (CPPDC)   |                          | Debbie Milton |
| Virginia Department of Conservation and Recreation (VDCR) | Director Matthew Wells   |               |
| Old Dominion University (ODU)                             | Jess Whitehead           |               |
|   |                          |               |
| <b>VCU Performance Management Group Facilitators</b>      |                          |               |
| <b>Gina Barber</b>  |                          |               |
| <b>Sarah Jackson</b>                                      |                          |               |
| <b>Wheeler Wood</b>                                       |                          |               |

# Enabling Collaboration and Breaking Down Silos: Best Practices for Interagency Resilience Coordination

Virginia Resilience Governance Workgroup, March 2023

Grace Tucker  
Senior Analyst, Virginia Coasts & Watersheds  
Environmental Defense Fund



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## Overview



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## Background

- EDF's work with Chief Resilience Officers started in 2021 with representatives from more than 10 states.
- Instituting Resilience report released in late 2022 with ECOS and NEMA.
- Ongoing collaboration with NCSL.



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## Louisiana's enabling factors

Hurricane Katrina and Rita in 2005



Coastal Protection and Restoration Authority (CPRA) created in 2005  
First Coastal Master Plan released in 2007

Broad recognition of coastal land loss as an existential threat to Louisiana's way of life.

Deepwater Horizon Oil Spill in 2010



Civil and criminal penalties will provide over \$4.5B for Louisiana to implement coastal restoration projects

Strong bipartisanship on resilience initiatives and unanimous passage of annual spending plans as a result.

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## Louisiana Executive Order JBE 2020-19 (August 2020)

- Established Chief Resilience Officer in the Governor's Office.
- Directed agencies to appoint resilience coordinators to work with CRO.
- Tasked agencies with vulnerability assessment and identification of adaptation options.
- Tasked agencies with strategic plan update and recurring alignment with each Coastal Master Plan update.



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## Best Practice #1: Provide strategic direction and authority, then staff and resource appropriately.

- CRO situated in Governor's Office has purview to work across agencies and directly with resilience coordinators.
- CRO can speak with single voice to federal government on resilience matters and funding opportunities.
- CRO has single role with support from existing personnel with key expertise and institutional knowledge about various agencies.
- Will require additional staff and resources over the long term.

### In Virginia:

- CRO position established in code as SNHR; SACAP established and funded in code.
- Legislative commitments with key milestones passed in 2022.

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## Best Practice #2: Engage leadership for agency and staff buy-in.

- Resilience is a multi-dimensional issue.
- Agencies must be prepared to address the social, cultural and economic needs of **all** communities coping with environmental risks and climate impacts.
- Each cabinet-level official plays a key role.



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## Best Practice # 3: Identify resilience coordinators within each agency with the skills and expertise to represent their agency's missions.

- In Louisiana, 16 agencies have resilience coordinators at the undersecretary or comparable level.
- Dual-hatted staff with broad expertise and deep understanding of agency mission.
- CRO worked closely with coordinators and the Center for Planning Excellence (CPEX) throughout the AGI; collaboration is ongoing.

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## Best Practice #4: Conduct comprehensive vulnerability assessments, then outline targeted adaptation options.

- Vulnerability assessments:
  - Considered infrastructure and physical assets (buildings, vehicles, etc.) + programs, services, and employees.
  - Examined impacts of chronic stressors (SLR) + acute shocks (extreme weather events).
- Identified priorities around mission-critical impacts, then adaptation needs and potential actions.
- Identified implementation pathways, partners, and resources needs.

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### Example Agency Report Card – Adaptation Strategies Louisiana Department of Children and Family Services

| Proposed Adaptation Actions                             | Implementation |   |   |  |
|---|----------------|---|---|--|
|   | Timeline       | Funding Sources   | Partners  | Potential Roadblocks   |
| No Wrong Door Diversity, Equity, and Inclusion Strategy | Medium-term    | State General Fund  | Baton Rouge Chamber of Commerce, CASA of LA, LCTF, APHSA-EDI, Governor's Office of Indian Affairs, Pelican Center for Children and Families                                 | Funding Sustainability; capacity building; interagency capacity building/partnerships (DEI concept is not statewide as of yet)   |
| No Wrong Door Poverty Competency Strategy               | Medium-term    | State General Fund, Grant from Kresge Foundation and Consulting Contract  | Baton Rouge Chamber of Commerce, CASA of LA, LCTF, APHSA-EDI, Governor's Office of Indian Affairs, Pelican Center for Children and Families, Communications Across Barriers | Funding Sustainability; capacity building; interagency capacity building/partnerships (DEI concept is not statewide as of yet); Statewide utilization, contract and procurement limitations, time for training |
| No Wrong Door People and Systems Infrastructure         | Medium-term    | State General Fund, FEMA reimbursement, Child Support Enforcement (CSE) Employment & Training, CSE Incentive, CSE 4 | Louisiana Association of United Ways, Unite Us, LA 211, State Agencies, Community Based Organizations, Local governmental entities  | Lack of statewide State Agency Program participation in the referral network and system. Lack of statewide enterprise funding support for state agency participation.  |

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## Best Practice #4: Conduct comprehensive vulnerability assessments, then outline targeted adaptation options.

### In Virginia:

- CRMP Phase 1 assessed coastal flood risks to these coastal assets by region; Phase 2 will incorporate rainfall-driven flood risks to these same assets.



**Community Resources** are physical assets contributing to coastal Virginia's unique economic and social environment, including residential neighborhoods, lands owned and used by tribes, agricultural lands, and businesses and employers.



**Critical Sectors** are the facilities and networks vital to everyday functions, including transportation, communications, commercial and critical manufacturing, defense, energy, health and emergency services, government services, education, water, waste, and wastewater.



**Natural Infrastructure** refers to the aquatic and coastal lands that provide fish and wildlife habitat, recreation opportunities, natural flood protection, and other ecosystem services to the surrounding region.

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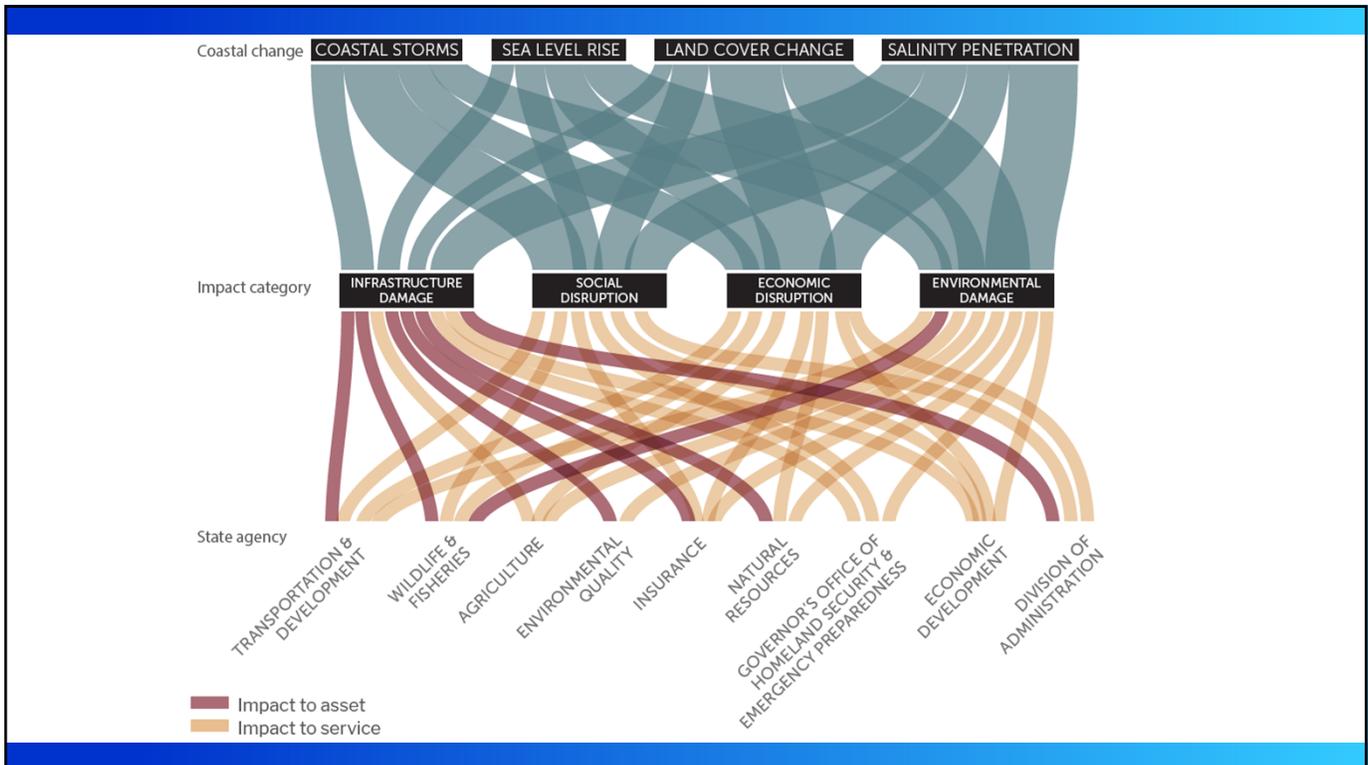
## Best Practice #5: Consider how agency missions, functions, and programs are and will be impacted by climate risk.

- AGI process highlighted major risks...
  - Impacts to healthcare infrastructure and service delivery in Cameron Parish.
- ...and opportunities for innovation:
  - Department of Children and Family Services piloting a 'no wrong door' or 'push' model in two parishes.

### In Virginia:

- VDOT recently released its Resilience Plan and is establishing a risk-based methodology to measure vulnerability and prioritize resilience efforts.

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## Best Practice #6: Focus on people and meet communities where they are.

- The people least equipped to prepare for, recover from, and adapt to climate change are experiencing the worst impacts.
- Preparing for chronic stressors (who, what, when, where) is a challenge.
- Consider impacts to agency employees personally and ramifications for program delivery.
- This can look like:
  - Louisiana conducts public meetings in partnership with community-based organizations and nonprofits with translation services available.
  - North Carolina works directly with community-based organizations to distribute disaster assistance.

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## Best Practice #6: Focus on people and meet communities where they are.

This can also look like:

- Colorado’s CRO is based in the Department of Local Affairs and partners with 8 regional community managers, local governments, and regional associations on outreach.

In Virginia:

- DCR released the Community Outreach and Engagement Plan last year to serve as a framework for outreach.



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# What's next?



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## **Best Practice #7: Integrating priorities and plans can produce actionable projects with stackable funding sources.**

- Federal government is shifting to emphasize pre-disaster resilience funding.
- Greater state coordination is needed to leverage funding.
- Louisiana ultimately wants to build out a suite of community resilience projects that combine goals – and funding sources – from multiple agencies.

### **In Virginia:**

- Norfolk \$112M Ohio Creek Watershed project is a great example of a high-impact, multi-benefit project that serves the community.
- Need to figure out how to scale up and increase efficiencies to make this more realistic for Virginian communities.

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## **Best Practice #8: Institutionalize coordination and communication pathways across agencies**

- Louisiana CRO and resilience coordinators are still collaborating closely. Formalized structures to enable collaboration are still a work in progress, state is working to address this in 2023 legislative session.
- Colorado hosts online biweekly peer learning series for local and state government staff.

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**Thank you!**

Grace Tucker  
gtucker@edf.org



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# Interagency Collaboration

Resilience Coordination Working Group  
March 28, 2023

**VCU**  
Performance Management Group  
L. Douglas Wilder School of Government and Public Affairs

Gina Barber, MPA  
Sarah Jackson, MPA  
Wheeler Wood, MS

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## Resilience Coordination Working Group

### Working Group Charge

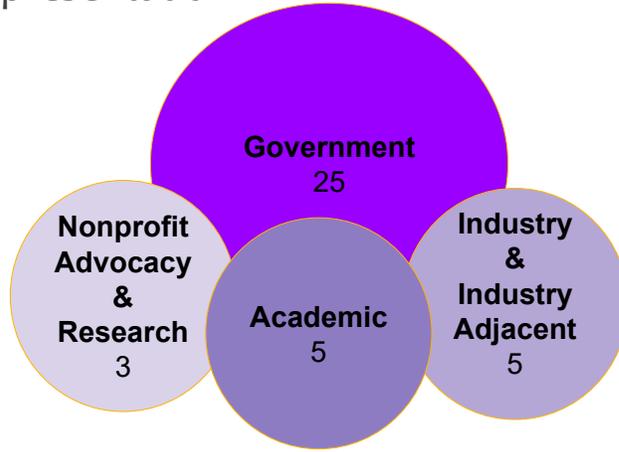
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- To consider and assess strategies and policies for the Commonwealth to improve **intergovernmental and interagency coordination**; and
- To maximize the procurement of federal and private **funding opportunities** in planning for and implementing flood resilience throughout the Commonwealth.

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# Resilience Coordination Working Group

## Member Representation



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**Information Sharing - Round 2**

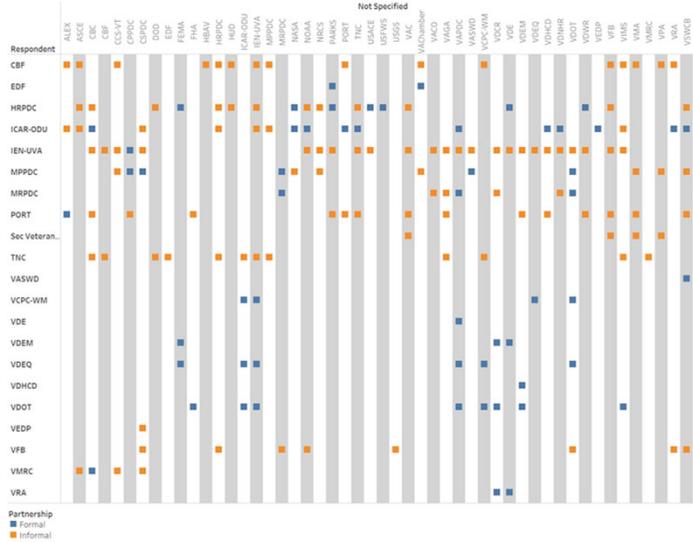
Collaborations and Partnerships

VCU  
Performance Management Group  
L. Douglas Wilder School of Government and Public Affairs

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# Unspecified Partnership Basis



| Relationship Basis |
|--------------------|
| Data Sharing       |
| Direct Funding     |
| Geographic         |
| Indirect Funding   |
| Regulatory         |
| Workgroup          |

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# Unreciprocated Partnerships

| Partner  | Missing a reciprocal relationship with |       |          |          |          |       |       |       |      |       |      |     |     |      |     |       |
|----------|--|-------|----------|----------|----------|-------|-------|-------|------|-------|------|-----|-----|------|-----|-------|
| CBC      | HRPDC                                  | MPPDC | OTHER    | PORT     | VPA      | CLARK |       |       |      |       |      |     |     |      |     |       |
| CBF      | CLARK                                  | OTHER |          |          |          |       |       |       |      |       |      |     |     |      |     |       |
| CLARK    | MPPDC                                  | PORT  | VPA      |          |          |       |       |       |      |       |      |     |     |      |     |       |
| HRPDC    | OTHER                                  |       |          |          |          |       |       |       |      |       |      |     |     |      |     |       |
| ICAR-ODU | CBF                                    | CLARK | EDF      | OTHER    | VCPC-WM  | VDCR  | VDEQ  | VDOT  | VPA  |       |      |     |     |      |     |       |
| IEN-UVA  | CBC                                    | CBF   | EDF      | HRPDC    | OTHER    | PORT  | TNC   | VASWD | VDEQ | VDOT  | VFB  |     |     |      |     |       |
| MPPDC    | EDF                                    | OTHER |          |          |          |       |       |       |      |       |      |     |     |      |     |       |
| MRPDC    | OTHER                                  | VFB   | VPA      |          |          |       |       |       |      |       |      |     |     |      |     |       |
| PORT     | MPPDC                                  | OTHER | VPA      |          |          |       |       |       |      |       |      |     |     |      |     |       |
| TNC      | OTHER                                  | PORT  | VDE      | VFB      | VPA      |       |       |       |      |       |      |     |     |      |     |       |
| VASWD    | CBC                                    | HRPDC | OTHER    | VFB      | VMRC     |       |       |       |      |       |      |     |     |      |     |       |
| VCPC-WM  | CBC                                    | CBF   | CLARK    | EDF      | HRPDC    | MPPDC | OTHER | PORT  | TNC  | VDCR  | VDE  | VFB | VPA |      |     |       |
| VDCR     | CLARK                                  | OTHER |          |          |          |       |       |       |      |       |      |     |     |      |     |       |
| VDE      | HRPDC                                  | OTHER | PORT     | VDCR     | VFB      | VPA   |       |       |      |       |      |     |     |      |     |       |
| VDEM     | EDF                                    | HRPDC | MPPDC    | MRPDC    | OTHER    | PORT  | VDHCD | VDOT  | VFB  | VPA   |      |     |     |      |     |       |
| VDEQ     | CBC                                    | CBF   | CLARK    | EDF      | HRPDC    | MPPDC | MRPDC | OTHER | PORT | VASWD | VDCR | VDE | VFB | VMRC | VPA | VSWCB |
| VDHCD    | CLARK                                  | EDF   | HRPDC    | ICAR-ODU | MPPDC    | MRPDC | OTHER | PORT  | VFB  | VPA   |      |     |     |      |     |       |
| VDNHR    | CBC                                    | CBF   | EDF      | HRPDC    | ICAR-ODU | MPPDC | MRPDC | OTHER | PORT | VDCR  | VMRC | VPA |     |      |     |       |
| VDOT     | CBF                                    | EDF   | HRPDC    | MPPDC    | MRPDC    | OTHER | VDEQ  | VFB   |      |       |      |     |     |      |     |       |
| VEDP     | CLARK                                  | EDF   | HRPDC    | ICAR-ODU | MPPDC    | MRPDC | OTHER | VFB   | VPA  |       |      |     |     |      |     |       |
| VFB      | MPPDC                                  | OTHER | PORT     |          |          |       |       |       |      |       |      |     |     |      |     |       |
| VMRC     | OTHER                                  | VDE   | VFB      | VPA      |          |       |       |       |      |       |      |     |     |      |     |       |
| VPA      | OTHER                                  |       |          |          |          |       |       |       |      |       |      |     |     |      |     |       |
| VRA      | CBC                                    | CBF   | EDF      | HRPDC    | ICAR-ODU | MPPDC | OTHER | VFB   | VPA  |       |      |     |     |      |     |       |
| VSWCB    | CBF                                    | EDF   | HRPDC    | ICAR-ODU | MPPDC    | OTHER | PORT  | VPA   |      |       |      |     |     |      |     |       |
| VTREAS   | CBF                                    | HRPDC | ICAR-ODU | MPPDC    | MRPDC    | OTHER | PORT  | VDCR  | VDE  | VFB   | VMRC |     |     |      |     |       |

Other: Secretary of Veterans and Defense Affairs

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## Preliminary Findings

### Strengths

- Partnerships (both formal and informal)
- Sharing of data by formal or informal means

### Opportunities

- Revisit all the workgroups and look for commonalities and possible consolidations
- Formalize data sharing relationships where appropriate
- Clarify relationships between organizations where appropriate

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## Small Group Work

### General Discussion

What strategies are in place to support resilience planning coordination and collaboration?

- 1) within your sector (Industry, State Gov, Localities, etc.)
- 2) with other sectors

What is working well? What could be improved?

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