

Appendix A
Intermunicipal Organization

Intermunicipal Organization

Introduction

Mission Statement: To create, modify, and implement a watershed management plan to allow local governments within the watershed to work together for the purposes of accessing dollars, cost savings, cost sharing, and efficiency of activities among municipalities. This plan when completed will prioritize water quality problems and solutions. The Intermunicipal Organization will provide direction for the regional planning boards and other staff, and oversee the entire project.

Intermunicipal Organization (IO) membership is comprised of watershed municipalities (counties, cities, towns and villages) that have signed the Call for Cooperation and Resolution to Endorse a Watershed Study for Cayuga Lake (see Call for Cooperation in this Appendix). Presently 28 of 44 municipalities and four of the six counties have signed the Call for Cooperation and are therefore IO members. While 28 of 44 represents only 64% of the municipalities, they cover a combined 76% of the land area in the watershed. If you included land area in the watershed that is covered by either a municipality or a county on the IO, the percent is approximately 90.

CALL FOR COOPERATION and RESOLUTION TO ENDORSE A WATERSHED STUDY FOR CAYUGA LAKE

WHEREAS, the Intermunicipal Organization is being formed to create, modify and implement a watershed management plan to allow counties, towns, villages, and cities in the watershed to work together for the purpose of accessing dollars, cost savings, cost sharing and efficiency of activities among the municipalities, prioritize water quality issues, and

WHEREAS, the Intermunicipal Organization is made up of municipalities within the watershed to oversee the development of a watershed management plan, and

WHEREAS, this Board acknowledges the importance of water quality and natural resources of the Cayuga Lake Watershed, and

WHEREAS, the size of the watershed dictates that cooperation between varied user groups will be essential in protecting this natural resource,

NOW THEREFORE, BE IT RESOLVED that this Board of the Town/Village/City/County of: will participate in the efforts of the Intermunicipal Organization to: 1) define the structure of the Intermunicipal Organization; 2) promote scientific analysis of the watershed's resources in order to determine the state of the watershed; 3) develop an education and awareness program to educate local residents and stimulate their interest in protecting the watershed; 4) develop coalitions for cooperation and participation in projects relevant to the protection of the watershed; 5) prioritize water issues within the watershed; and 6) participate in solutions to water quality problems, including possible sources of funding.

THIS IS TO CERTIFY that the foregoing Resolution was duly adopted on _____, is hereby appointed as the delegate to represent _____ on the Intermunicipal Organization

Signature and Title of Presiding Officer:

IO Structure Prior to July 2001 (Inception through final RPP)

Introduction

Generally, the IO meets monthly with a set agenda. The IO has defined organizational issues such as quorums, voting and committees. Committees that function under the IO include Technical, Education/Public Participation/Outreach, Finance and Agriculture Committees. Non-municipal stakeholders can participate via avenues such as membership on IO committees, the Cayuga Lake Watershed Network, and forums that have occurred throughout the project.

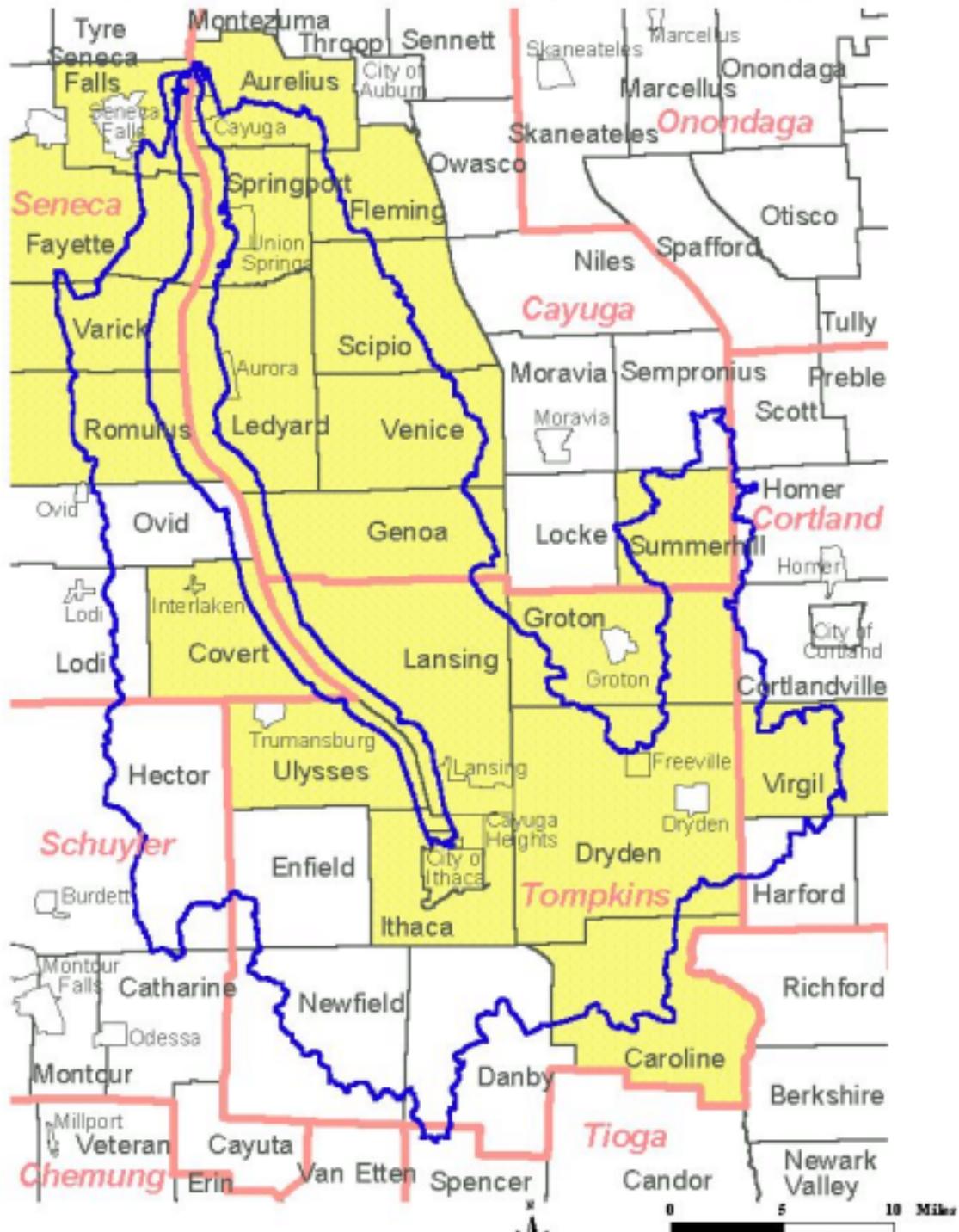
See also: The Intermunicipal Organization Cayuga Lake Watershed Web Site at <http://www.cayugawatershed.org>

CAYUGA LAKE WATERSHED INTERMUNICIPAL ORGANIZATION REPRESENTATIVES		
MUNICIPALITY	DESIGNATED REPRESENTATIVE/ ALTERNATE	NON-REP ATTENDEE
Cayuga County		Sara Young
Aurelius (T)	Edward Ide	
Aurora (V)	Robert Fitzgerald	
Cayuga (V)	Ronald Erickson	
Fleming (T)	Jim Young	
Genoa (T)	Don Franklin Don Potter	
Ledyard (T)	Dave Morehouse Sylvia Hurlbut	
Locke (T)*	Not participating at this time.	
Scipio (T)	Chuck Howell	
Sempronius (T)		
Springport (T)	Robert Bower	
Summerhill (T)	Deborah Davenport	
Union Springs (V)	Eli Shockey	
Venice (T)	Jack Rejman	
Cortland County	Sandra Price	
Cortlandville (T)		
Harford (T)		Ed Drake
Homer (T)	Not participating at this time.	
Scott (T)*	Not participating at this time.	
Virgil (T)	Ed Eaton	
Schuyler County		
Catharine (T)*		
Hector (T)		
Seneca County	Tom Fox 315-539-9241	Jim Malyj
Covert (T)	John Sipos	
Fayette (T)	Patrick Morrell	
Interlaken (V)	Barbara Stewart Doug Burlew	
Lodi (T)	Not participating at this time.	

CAYUGA LAKE WATERSHED INTERMUNICIPAL ORGANIZATION REPRESENTATIVES		
MUNICIPALITY	DESIGNATED REPRESENTATIVE/ ALTERNATE	NON-REP ATTENDEE
Ovid (T)		
Romulus (T)	Raymond Zajac	
Seneca Falls (T)	Jeffrey Warrick	
Varick (T)	John Sipos	
Tioga County*	Not participating at this time.	
Spencer (T)*	Not participating at this time.	
Tompkins County	Dan Winch Sharon Anderson	
Caroline (T)	Jackie Cassaniti	
Cayuga Heights (V)	Dave Allee Dooley Kiefer	
Danby (T)		
Dryden (T)	Deb Grantham	
Dryden (V)		
Enfield (T)		
Freeville (V)	Steve Adams	
Groton (T)	Teresa Robinson/ Lyle Raymond	
Ithaca (C)	Larry Fabbroni	
Ithaca (T)	Carolyn Grigorov	
Lansing (T)	Jerry Codner Katrina Greeley	
Lansing (V)	Lynn Leopold	
Newfield (T)		
Trumansburg (V)		
Ulysses (T)	Krys Cail George Kennedy	

* Municipalities with less than 3 sq. mi. in watershed

Intermunicipal Organization Members with Signed Cooperative Agreements



Source:
 Genesee/Finger Lakes Regional Planning Council, 1998.
 Prepared by:
 Genesee/Finger Lakes Regional Planning Council, 2000
 Base Map:
 New York State Department of Transportation, February 1996.

This map was prepared for the New York State Department of State with funding from the Environmental Protection Act. Additional funding was provided through the Empire State Development Corporation.

Agricultural Advisory Committee

The Agricultural Committee was formed by the IO and the Cayuga Lake Watershed Network. The mission of the committee is as follows:

Since agriculture is recognized as a preferred land use in maintaining and protecting water quality, the mission of the Cayuga Lake Watershed Agricultural Committee will be to enhance agriculture through sound environmental stewardship and provide guidance for an agricultural program within the Cayuga Lake Watershed.

Representatives of the following organizations developed the structure of the committee: County Soil & Water Conservation Districts, Natural Resource Conservation Service, and Cornell Cooperative Extension. These organizations agreed on a structure of individual county producer representation according to a percent of agricultural land in the watershed on the whole. It was a consensus of the group that the Committee should consist of 11 agricultural producers according to the following membership: Tompkins County (3), Cayuga County (3), Seneca County (2), Cortland County (1), Schuyler County (1), and one seat determined by the other ten committee members as at-large.

Members

Voting

Judi Bough, Producer
Ken Burr, Producer
Janice Degni, Producer
John Fessenden, Producer
John Fleming, Producer
John George, Producer
Lyn Odell, Producer
Jack Persoon, Producer
Jim Young, Producer

Non-voting

Amanda Barber, Cortland County Soil & Water Conservation District
Elaine Dalrymple, Schuyler County Soil & Water Conservation District
Sherry Forgash, Tompkins County Soil & Water Conservation District
Jim Malyj, Seneca County Soil & Water Conservation District
Craig Schutt, Tompkins County Soil & Water Conservation District
Dave Zorn, Technical Committee

Education, Public Participation, & Outreach Committee (EPPOC)

The Education/Public Participation/Outreach Committee was formed by the IO to undertake activities that interface between the IO and the general public. The group consists of members of the IO and the CLWN. To date, the main task of the group has

been planning the public forums and overseeing the public review process for the *Preliminary Watershed Characterization* and the *RPP*.

Members

Sharon Anderson, Cayuga Lake Watershed Network, Watershed Steward
Jerry Codner, Alternate IO member for Town of Lansing
Deb Grantham, IO member for Dryden
Karin Harjes, CCETC volunteer
Lynn Leopold, IO member for Village of Lansing
Jim Skaley, Representative for the Cayuga Lake Watershed Network

Technical Committee

The Technical Committee was formed by the IO to oversee the technical findings portion of the Watershed Management Plan project. The Technical Committee is comprised of a representative of the following: each County Water Quality Coordinating Committee, New York State Department of State (NYS DOS), New York State Department of Environmental Conservation (NYS DEC) Division of Water, NYS DEC Regional Water Engineers, Montezuma Wildlife Refuge, Cayuga Lake Watershed Network (CLWN), United States Geological Survey (USGS), United State Department of Agriculture (USDA) Natural Resources Conservation Service (NRCS), Wells College, Cornell University Center for the Environment, and the Atlantic Legal Services Foundation.

The main functions of the Technical Committee is data and information identification, technical education and public participation review, interim recommendation criteria and project review, and *Preliminary Watershed Characterization* and *RPP* development.

Members

Amanda Barber, Cortland County S&WCD/Water Quality Coordinating Committee
Elizabeth Boyer, Syracuse University
Clifford Callinan, NYS DEC, Division of Water
Steve Eidt, NYS DEC Region 7, Regional Water Engineer
Kate Hackett, Tompkins County Planning/WRC
Tom Jasikoff, Montezuma National Wildlife Refuge
Bill Kappel, United States Geologic Survey
George Kennedy, Intermunicipal Organization
Daniel Loucks, Cornell University
Jose Lozano, City of Ithaca, Tompkins County Water Resources Council (WRC)
Jim Malyj, Seneca County S&WCD/WQCC
Elizabeth Moran, EcoLogic
Tom Pearson, NYS DEC Region 8, Regional Water Engineer
Craig Schutt, Tompkins County S&WCD/WRC, Agricultural Advisory Committee
A. Thomas Vawter, Wells College
Linda Wagenet, Cornell Center for the Environment

Dan Winch, Tompkins County WRC
David Zorn, Genesee/Finger Lakes Regional Planning Council, Technical Project
Manager

Technical Committee Liaisons

Sharon Anderson, Cayuga Watershed Network/Watershed Steward (Education/Public
Participation Committee)
Sylvia Hurlbut, Town of Ledyard (Intermunicipal Organization)
Kathy Bertuch, Central NY Regional Planning & Development Board, Project
Administrator

IO/Cayuga Lake Watershed Network Joint Strategy Committee

On 23 August, 2000, the Cayuga Lake Watershed Intermunicipal Organization (IO) and the Cayuga Lake Watershed Network (the Network) participated in a joint meeting at the Ithaca Area Wastewater Treatment Facility in Ithaca, New York. The stated purpose of the meeting was to settle any outstanding differences between the two groups and to begin the process of defining a joint strategy to promote future cooperative efforts. To facilitate increased effectiveness and efficiency of both organizations it was suggested that the IO/Network Joint Strategy Committee take the following actions:

- Develop a statement of common goals based on identification of organizational issues and priorities.
- Statement of common goals should then form the basis for developing a long-term plan of action that fits the visions and expectations of a ten-year management planning process into the reality of the NYSDOS three-year contract.
- To aid in Joint Committee tasks, it was recommended that the Joint Committee develop and maintain a set of organizational charts that clarify the decision-making processes and committee structures of each organization.
- Develop a communications protocol for the purpose of keeping both Executive Committees apprised of the all sub-committee actions and findings. This might include taking responsibility for circulating committee-meeting minutes to the Executive Committees. Additional communication responsibilities should include timely distribution of all pending publications for review by the non-publishing organization prior to publication.
- Maintain an active and open dialog on organizational differences and work to build an intermediate process that will allow each organization to meet not only its own needs, but the interdependent needs of the other organization as well. (An example of an interdependent needs is timely provision of financial documentation for in-kind services provided.)
- Develop a separate Joint Finance Committee be formed for the purpose of keeping both organizations informed of pending grant applications. This will increase opportunities for collaborative grant applications and reduce the risk of duplicate applications.

Intermunicipal Organization Organizational Facilitator

Introduction

The IO will be overseeing the implementation of the *Cayuga Lake Watershed Restoration and Protection Plan* (RPP). To ensure that implementation of the RPP is maximized a Consultant/Organization Facilitator has been hired. The Organizational Facilitator/Consultant (Consultant) will work closely with the IO and other key stakeholder groups in the watershed to identify the structural characteristics of a self-sustaining organization capable of advancing the following goals and objectives:

1. Studies and Investigations
 - Meet with a subcommittee of the Cayuga Lake Intermunicipal Organization (IO) to understand its current structure and associated benefits and problems
 - Based on input from the IO, the Cayuga Lake Watershed Network and other stakeholder groups and agencies, determine what functions an implementing organization will be required to perform and identify any potential watershed partner organizations and groups currently suited to fulfill those requirements
 - Facilitate the IO as they determine the financial and legal relationships among stakeholder groups; the willingness of watershed municipalities to participate in an Intermunicipal organization; and, future funding needs
 - Conduct a comparative analysis of other mullet-jurisdictional organizations in New York State and evaluate against the structure of the IO
 - Develop a list of private and public funding sources
2. Maintain active communication with IO subcommittee
3. Attend monthly IO meetings and provide progress report updates
4. Provide a list of structural recommendations to the IO for comment and feedback
5. Assist the IO as they develop a model for determining IO membership dues
6. Incorporate IO comments and feedback and prepare draft report for IO approval that includes suggestions for changes to the existing bylaws as indicated
7. Prepare final report containing organizational recommendations

Tasks

Consultant activities, determined in consultation with DEC-Region 7, the IO and the Consultant, may consist of the following priorities during the funding period (June-October, 2001). It should be noted that because a main objective of this program is to allow flexibility and responsiveness to issues that may arise from the organizational structural analysis, it is possible and acceptable that tasks may change as the program progresses. Tasks identified in this section are reflective of the anticipated direction of the Consultant's program. Any modifications will be made in consultation with the project administrator (Central New York Regional Planning & Development Board) and NYSDEC-Region 7.

The following sections list the anticipated tasks under the program, which can be grouped generally into three categories (Communications and Administration; Studies and Investigations; and Recommendations and Reporting):

Communications and Administration

DEC Region 7 and the IO have identified activities that they would like to have conducted by the Consultant. The activities envisioned are noted below. These could change and are ultimately based on needs defined between DEC Region 7, CNY RPDB, and resources available to supplement them.

1. Establish regular communication mechanisms with the IO and its sub-committees including attendance at monthly meetings, phone and e-mail access and mailings as needed.
2. Set agendas and time frames and structure task groups as determined useful or desirable by the IO. Anticipated activities include:
 - *Administrative Assistance* – This will entail organizing, planning and facilitating three half-day strategic planning sessions and structured discussions, e.g., conference phone calls, workshops, provision of reading material as deemed appropriate, and preparation and distribution of written preparatory and summary documentation materials for each strategy session. Half-day strategic planning sessions will focus on the following: 1) Objective setting, resource assessment, decision criteria setting; 2) Consideration of options, consultations with experts, e.g., funding formulas; 3) Review of draft recommendations, determination of action steps. One half-day strategic planning session will be held in each area (1, 2, 3). Smaller forums and other communications as needed will supplement strategic planning sessions.
 - *Facilitation Assistance* – This will entail facilitating communication efforts between the IO, its members and other watershed partners that may be necessary for decision-making. This will also entail working directly with the IO to guide them in determining existing relationships among stakeholder groups, the willingness of watershed municipalities to participate in an intermunicipal organization and the development of a model for determining municipal membership dues.
3. Contract funds will also cover reporting and administration needs of the contract. The consultant is required to submit monthly progress reports and claims. Monthly reports will include documentation of: work accomplished during the reporting period; status of each task; financial status of project; problems encountered and how resolved; description of task modifications and corresponding CNY RPDB approvals; and work anticipated in the upcoming month. The final monthly progress report will be the final report for the project.

Studies and Investigations

Studies and investigations can be grouped into three categories (IO Related; Other Watershed Management Agency/Stakeholder Related; and Funding Related). Activities are envisioned to include:

IO Related:

1. Assess the IO's organizational landscape (past, current and preferred future) including structural strengths and weaknesses; tasks; authority and accountability; current relationships with other organizations; and, areas for improvement. It is anticipated that this will involve review of IO publications, meeting minutes, the draft and final RPP, conducting individual interviews with IO members and other watershed partner groups, attending monthly meetings and developing, distributing and analyzing a mail questionnaire in preparation for the first strategic planning meeting in July.
2. Determine the functions an implementing organization will be required to perform and assess against the IO's perception of its own future mission, objectives, tasks, authority and accountability.
3. Assess the regulatory and legal parameters that might constrain an intermunicipal implementation organization.
4. Assess the need to modify the existing IO bylaws.

Other Watershed Management Agency/Stakeholder Related:

1. Collect, analyze and prepare a synthesis of a sampling of representative watershed cooperative arrangements (i.e., guiding elements that characterize successful and troubled arrangements of other watershed management groups/organizations).
2. Identify watershed stakeholder groups key to successfully implementing the RPP.

Funding Related:

1. Identify and assess private and public funding resources available for administrative and implementation activities.
2. Assess funding structures of other watershed management organizations in order to facilitate IO discussions leading to the development of a formula for assessing municipal membership dues.

Recommendations and Reporting

The Consultant will produce and present to the IO for comment, a printed draft recommendations report containing organizational structure options, funding options and other elements. The Consultant will incorporate the IO's comments into a final printed report containing the recommended organizational structure for implementing the Cayuga Lake watershed RPP and present the final report to the IO.

IO Structure After to July 2001 (Institutionalization of IO Based on RPP)

Officers

a. Chair. The IO shall elect a chair annually from among its voting members. The Chair shall preside at all meetings of the IO and the IO Executive Committee and work closely with administrative staff to set agendas. The Chair or his/her delegee shall be the official spokesperson for the IO. An individual can serve as Chair for a maximum of three consecutive terms at a time.

b. Vice Chair. The IO shall elect a vice chair annually from among its voting members. The Vice chair shall assist the Chair and, in the absence of the Chair, act as Chair.

Executive Committee (Ex Com)

a. Membership. The Executive Committee shall be composed of at least 7 IO members. At least 3 of the Ex Com members shall come from the three waterfront counties. The Chair of the IO and one representative each from each of the IO Standing Committees shall be members of the Ex Com. The Chair of the IO shall be the Chair of the Ex Com. The Ex Com will annually elect a vice chair, to assist the Chair and act as Chair in the absence of the Chair.

b. Term. Ex Com members shall be appointed for a one-year term at the last meeting of the IO each year to take office the next January 1.

c. Powers and Duties. It is understood that the members of the Board are appointed to represent the interests of the watershed as a whole and not the special interests of the represented party. The Ex Com shall conduct business on behalf of the membership of the IO between meetings of the IO, and shall inform the membership periodically of important matters.

More specifically, the Ex Com shall:

- i) implement the annual work plan and budget
- ii) approve requests for funding consistent with the established priorities
- iii) review technical and fiscal summary reports
- iv) review the performance of the staff and Center
- v) recommend changes in workplan, priorities, staffing, budget, organizational structure, bylaws, policies, etc., to the IO for action
- vi) receive regular reports from the Committees and ensure that these reports are shared with IO members in a timely fashion.
- vii) carry out the policies adopted by the IO

d. **Quorum.** The quorum shall be two thirds of the Ex Com membership. Actions shall require a simple majority of the full Ex Com membership.

e. Meetings. The Ex Com shall meet on a regular basis, between meetings of the IO, at least every two months and as often as necessary to meet deadlines and deal with the business of the IO.

f. Minutes. The Ex Com shall ensure that its minutes are distributed to all IO members within 10 days of each meeting.

Committees

Membership on committees. Every IO Committee shall have at least three members, and at least one shall be a voting IO member. Committees can have both voting and non-voting IO members as well as non-IO members as appropriate. However, the committee representative to the Executive Committee shall only be a voting IO member.

Chair. Each committee may elect its own Chair.

Duties. Every IO Committee shall keep a record of its meetings and activities and report regularly to the Ex Com. All actions of committees shall be recommendatory only, unless otherwise specified. More specifics are given in the following subsections, which address specific committees.

Technical Advisory Committee (TAC)

Membership. This committee shall have at least 11 members (as specified in the MoU establishing the IO) who bring water quality-related expertise relevant to the Cayuga Lake Watershed. It is desirable that they have experience and interest in Cayuga Lake and its drainage area. Membership will likely be drawn from local, state, and federal agencies, non-profit organizations specializing in land-use matters and water issues, and local citizen-interest groups or individuals, and academia. Members shall include representatives of county Water Quality Coordinating Committees, NRCS, SWCDs, NYS DEC, and USGS.

Duties include:

- i) to help establish a draft watershed characterization report
- ii) to recommend watershed priorities
- iii) to evaluate project applications seeking IO endorsement and recommend prioritization to the IO
- iv) to make recommendations to the IO on requests for funding
- v) to review, evaluate and annually report on projects to the IO
- vi) to review any other projects and activities requested by the IO for technical merit
- vii) to make other recommendations to the IO
- viii) to help develop the Cayuga Lake Management Plan and serve in an advisory capacity in the implementation of the Management Plan

Organization. The TAC shall initially be coordinated by the Genesee/Finger Lakes Regional Planning Council.

Education/Public Participation/Outreach Committee (EPPOC)

Membership. This committee shall have 5 members.

Duties include:

- i) keep the public informed about the activities of the IO [see also Article VII, Communications]
- ii) set up public participation meetings for the general public
- iii) identify issues that the public should be aware of and bring them to public attention
- iv) solicit public input as requested by the IO

Finance Committee (Fin Com)

Membership. This committee shall have 5 voting members of the IO.

Duties include:

- i) recommend to the Board the amount of annual dues assessment to be paid by IO members
- ii) assist the IO Chair and the staff director in preparing an annual budget
- iii) review budgets for IO committees and IO projects
- iv) seek funding sources, in conjunction with staff, for various projects approved by the IO and/or Board

Membership/Nominating Committee (Mem Com)

Membership. This committee shall consist of at least five voting members of the IO.

Duties include:

- i) working to maintain representation by all eligible municipalities, such as notifying municipalities when terms expire
- ii) reviewing and making recommendations to the IO on non-voting member applications
- iii) preparing a slate of officers for election (IO Chair and Vice Chair)

Administrative/Personnel Committee (Ad Com)

Membership. This committee shall have three voting IO members.

Duties include:

- i) reviewing staffing needs and performance annually
- ii) making staffing recommendations to the IO Board of Directors
- iii) performing other administrative oversight as assigned by the Ex Com.

Agriculture Committee (Ag Com)

Membership. This committee shall have at least seven members, including one each representing conventional agriculture, organic agriculture, large-scale agriculture, small-scale agriculture, and at least one voting IO member. An effort shall be made to have to proportional geographic representation as well as representation of the diversity of agricultural crops. It is desirable that the Soil and Water Conservation Districts, the Natural Resources Conservation Service, and Cornell Cooperative Extension have non-voting membership on the Committee. The Committee shall elect its own chair. The Committee shall be represented on the Ex Com by a voting IO member.

Duties include:

- i) identify agricultural issues related to the watershed, including economic and environmental sustainability
- ii) make recommendations to the IO on ways to address agricultural issues
- iii) review relevant management plan implementation projects and make recommendations to the IO and/or Technical Committee based on Ag Com's agricultural expertise.
- iv) review, evaluate and report on Committee projects at least annually
- v) review any other projects and activities requested by the IO
- vi) serve in an advisory role in the implementation of the Management Plan
- vii) recruit Ag Com nominees and present slate directly to IO for approval

Environmental Review Committee (ERC)

Membership. This committee shall have at least 5 members, of which at least one shall be a voting IO member; most shall be non-voting members of the IO.

Duties. This committee can function as a citizen version of the Technical Advisory Committee, providing a forum for interested and concerned citizens to:

- i) recommend watershed priorities to the IO
- ii) review and evaluate municipal and IO projects
- iii) review and comment on any EISs for development projects within the Watershed

Legislative Committee (Leg Com)

Membership. This committee shall have at least 3 members.

Duties. Its charge shall include:

- i) review model zoning and natural resource ordinances and recommend specific sections for consideration of IO members
- ii) review state legislation relevant to IO concerns and recommend to the IO or Board specific comments to send to state legislators

Special Committees

The IO and/or the Ex Com may from time to time create special committees to deal with specific topics or concerns. Special Committees shall be created by Resolution of the IO or Ex Com, which shall specify membership, purpose(s), and duties. These special committees may be continued from year to year as necessary or may be given a deadline by which to complete work. They shall be advisory to the IO or Ex Com, unless otherwise specified.