November 18, 2021
1:30 pm – 4:30 pm

Sebastian City Hall Council Chambers, 1225 Main Street, Sebastian, FL

*This meeting is open to the public
***Masks are encouraged***

The order of items appearing on the agenda is subject to change during the meeting and is at the discretion of the presiding officer.

1. **Call to Order and Pledge of Allegiance** (Frank Catino, Chair)

2. **Introductions & Public Comments** (Frank Catino, Chair)

3. **Agenda Revisions** (Frank Catino, Chair)

4. **Approval of Minutes** (Frank Catino, Chair)
   **Requested Action:** Approval of minutes from the meeting of May 6, 2021 and August 12, 2021.

5. **Presentation**
   a. The Importance of High Confidence Data to Geospatial Analysis for Environmental Management for the Indian River Lagoon (Kirsten Jo Ayres, IRLNEP)

6. **Old Business**
   a. Review the Marketing RFP for FY 2023 (Kathy Hill)
      **Requested Action:** Information Only.

7. **New Business**
   a. Planning for FY 2023 IRLNEP Workforce Analysis (Duane De Freese)
      **Requested Action:** Review, discussion, and recommendation that the IRL Council Board of Directors adopts the Workforce Analysis.
b. IRL Council Leadership Transition Policy (Duane De Freese)
   **Requested Action:** Review, discussion, and recommendation that the IRL Council Board of Directors adopts the Leadership Transition Policy.

c. 2022 Meeting Calendar (Ashley Malcolm)
   **Requested Action:** Recommend that the IRL Council Board of Directors reviews and adopts the proposed 2022 Meeting Calendar

8. IRLNEP Staff reports
   a. IRL Project Update (Daniel Kolodny)
   b. Communication Report (Kathy Hill)
   c. Executive Director Report (Duane De Freese)

9. General Public Comments

10. Adjourn
    Next Meeting: Thursday, February 10, 2022*
    *Contingent on adoption of 2022 Meeting Calendar

**NOTE:** If a person decides to appeal any decision made by the Board with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. Section 286.0105, Florida Statutes (2014).

Pursuant to the provisions of the Americans with Disabilities Act, any person requiring special accommodations to participate in this workshop/meeting is asked to advise the agency at least 48 hours before the workshop/meeting by contacting: Ashley Malcolm at (860) 416-3102. If you are hearing or speech impaired, please contact the agency using the Florida Relay Service, 1(800) 955-8771 (TDD) or 1(800) 955-8770 (Voice). For more information, contact: Ashley Malcolm, IRL Council, 1235 Main St, Sebastian, FL 32958, (860) 416-3102, or by email at malcolm@irlcouncil.org.
Meeting Minutes
May 6, 2021
1:30 pm

Virtual Meeting held via Zoom
To view the meeting in its entirety please visit this link to YouTube Video

Attendance: Greg Braun, Christine Bamberger, Frank Brownell, Graham Cox, Jerome Gayman, Adam Locke, Cheryl McPhillips, Doug Patterson, Heather Stapleton, Jessy Wayles, Dallas Young.

1. Call to Order and Pledge of Allegiance (Jessy Wayles, Vice-Chair)
JESSY WAYLES CALLED THE MEETING TO ORDER AT 1:33 P.M.

2. Introductions & Public Comments (Jessy Wayles, Vice-Chair)
NEW MEMBER INTRODUCTION: CHRISTINE BAMBERGER AND JEROME GAYMAN.

3. Agenda Revisions (Jessy Wayles, Vice-Chair)
NONE

4. Approval of Minutes (Jessy Wayles, Vice-Chair)
Requested Action: Approval of minutes from the meeting of February 11, 2021.

MOTION BY JEROME GAYMAN, SECONDED BY FRANK BROWNELL FOR APPROVAL OF MINUTES FROM THE CITIZENS ADVISORY COMMITTEE MEETING ON FEBRUARY 11, 2021. MOTION CARRIED UNANIMOUSLY.

5. Old Business
2021 Small Grants Program Proposal Scores and Funding (Kathy Hill)
Requested Action: Motion to accept the final ranked list of proposals and recommend that the IRL Council Board of Directors approve funding the top proposals contingent and consistent with available funds and budgetary authority. Authorize staff to negotiate and enter into contracts with those applicants.

KATHY HILL PRESENTED THE SMALL GRANTS PROPOSAL RANKINGS AND EXPLAINED THAT PROPOSALS 3-6 ARE TIED WITH THE SAME REVIEWER SCORES
AND ASKED THE COMMITTEE MEMBERS TO RESCORE THE PROPOSALS. DANIEL KOLODNY EXPLAINED WE CURRENTLY HAVE ENOUGH RESERVE TO FUND ALL OF THE TOP 6 PROPOSALS. THE COMMITTEE CONCLUDED NOT TO RECOMMEND FUNDING FOR PROPOSAL NUMBER 6 DUE TO IT NOT MATCHING THE EDUCATION OR RESTORATION CATEGORY.

MOTION BY HEATHER STAPLETON, SECONDED BY JESSY WAYLES TO ACCEPT THE TOP 5 PROPOSALS AND TO RECOMMEND THAT THE IRL COUNCIL BOARD OF DIRECTORS APPROVES FULL FUNDING FOR PROPOSALS 1-5 CONTINGENT AND CONSISTENT WITH AVAILABLE FUNDS AND BUDGETARY AUTHORITY. AUTHORIZE STAFF TO NEGOTIATE AND ENTER INTO CONTRACTS WITH THOSE APPLICANTS. MOTION CARRIED UNANIMOUSLY.

COMMITTEE MEMBERS DISCUSSED WAYS TO IMPROVE THE SMALL GRANT SCORING PROCESS AND CRITERIA FOR FY 2022. THE CAC AUGUST AGENDA WILL INCLUDE ‘RFP AND WORKSHOP’ AS AN AGENDA ITEM.

6. New Business

a. FY 2022 Final Budget Adoption (Daniel Kolodny)
   **Requested Action:** Recommend that the IRL Council Board of Directors adopt FY 2022 final budget by Resolution 2021-03.

   MOTION BY GREG BRAUN, SECONDED BY JEROME GAYMAN TO RECOMMEND THAT THE IRL COUNCIL BOARD OF DIRECTORS ADOPT FY 2022 FINAL BUDGET BY RESOLUTION 2021-03. MOTION CARRIED UNANIMOUSLY.

b. EPA Workplan modification – EPA mandatory travel funds (Daniel Kolodny)
   **Requested Action:** Recommend that the IRL Council Board of Directors reallocate funds in the approved FY 2021 EPA Workplan as allowable by EPA in response to the Covid pandemic.

   MOTION BY HEATHER STAPLETON, SECONDED BY JEROME GAYMAN TO RECOMMEND THAT THE IRL COUNCIL BOARD OF DIRECTORS REALLOCATE FUNDS IN THE APPROVED FY 2021 EPA WORKPLAN AS ALLOWABLE BY EPA IN RESPONSE TO THE COVID PANDEMIC. MOTION CARRIED UNANIMOUSLY.

c. Discussion of white paper on funding an education RFP (Kathy Hill)
   **Requested Action:** CAC discussion of strategy for funding education RFP.

   THE WHITE PAPER WILL BE PROVIDED TO CAC MEMBERS IN THE NEXT WEEKS. IT WILL BE OPENED FOR COMMENT AND KATHY HILL ASKED MEMBERS TO PROVIDE THEIR FEEDBACK THEN. THE PAPER WILL REFLECT CAC’S GENERAL CONSENSUS FROM THE CAC WORKSHOP HELD ON APRIL 12,
7. IRLNEP Staff reports
   a. Project update (Daniel Kolodny)
   b. Communication Report (Kathy Hill)
   c. Executive Director Report (Duane De Freese)

8. General Public Comments

   ADAM LOCKE INFORMED THE COMMITTEE ABOUT THE CITY OF TITUSVILLE WANTING TO HARDEN THE SHORELINE AT PARRISH PARK ON THE NORTH SIDE OF THE CAUSEWAY, WHICH IS AN IMPORTANT HORSESHOE CRAB HABITAT. APPARENTLY, INDIVIDUALS USING THE AREA ARE BEING PUSHED ASIDE AND THE CITY OF TITUSVILLE SEEMS TO BE MOVING FORWARD WITH PLANS OF CREATING A PARKING LOT, WHICH WOULD NO LONGER PERMIT THE AREA TO REMAIN A RECREATIONAL DESTINATION NOR A HABITAT FOR HORSESHOE CRABS AND BIRDS. ADAM LOCKE ALSO STATED THAT FEMA IS PRESSING TO COUNTIES THAT THEY ARE WILLING TO FUND HARDENING OF SHORELINES, WHICH WOULD ELIMINATE RECREATIONAL ACCESS TO MANY PLACES THROUGHOUT THE LAGOON.

   THE COMMITTEE DISCUSSED OPTIONS TO ENGAGE. DUANE DE FREERE MINDED THAT CAC MEMBERS CANNOT SPEAK FOR THE IRL NEP BUT CAN MAKE RECOMMENDATIONS THROUGH THE MANAGEMENT CONFERENCE.

   MOTION BY ADAM LOCKE, SECONDED BY GREG BRAUN FOR A RECOMMENDATION FROM THE CAC TO BE BROUGHT THROUGH THE MANAGEMENT CONFERENCE TO SEE IF THE COUNCIL WANTS TO ENGAGE WITH A LETTER OR RESOLUTION FOR HABITAT PROTECTION TO APPROPRIATE ENTITIES. MOTION CARRIED UNANIMOUSLY.

9. Adjourn
   THE MEETING WAS ADJOURNED AT 3:14 P.M.


IRL COUNCIL
CITIZENS’ ADVISORY COMMITTEE

Meeting Minutes

August 13, 2021, 1:30 pm

Sebastian City Hall, 1225 Main Street, Sebastian, FL 32958

NO QUORUM WAS PRESENT

Attendance: Frank Brownell, Libby Lavette, Jessy Wayles, Mike Conneen, Doug Patterson, Cynthia V. Hall, Keith Winsten, Cheryl McPhillips, Frank Catino

Guests: None

1. Call to Order and Pledge of Allegiance (Frank Catino, Chair)

        FRANK CANTINO CALLED THE MEETING TO ORDER AT 1:35 P.M.

2. Agenda Revisions (Frank Catino, Chair)

        THERE WERE NO REVISIONS TO THE AGENDA.

3. Introductions & Public Comments (Frank Catino, Chair)

        ROUNDTABLE INTRODUCTIONS OF EVERYONE IN ATTENDANCE.

4. Approval of Minutes (Frank Catino, Chair)

        Requested Action: Approval of minutes from the meeting of May 6, 2021.

        THIS ITEM HAS BEEN TABLED UNTIL THE NOVEMBER 2021 MEETING AS A QUORUM WAS NOT PRESENT.

5. Presentations

        a. The Aquarium Project (Keith Winsten, Director, Brevard Zoo)

            KEITH WINSTEN, EXECUTIVE DIRECTOR, BREVARD ZOO, PRESENTED THE AQUARIUM PROJECT. THE OPPORTUNITY HAS COME ALONG TO BUILD A
MAJOR AQUARIUM OFF OF I-95 IN PORT CANAVERAL ON 14-ACRES OF LAND. DUE TO THE PROXIMITY TO THE SPACE CENTER, THERE IS ALSO AN OPPORTUNITY TO DISCUSS TECHNOLOGY AND OCEANS IN A VERY UNIQUE WAY. WE ALSO MUST ACTIVELY MANAGE THE INDIAN RIVER LAGOON AND THE AQUARIUM WOULD FIT THIS NEED. THE PROPERTY FOR THE AQUARIUM IS SOUTH OF 528 AND WOULD BE LEASING 14-ACRES OF PROPERTY, IF NOT MORE. THE SITE IS RIGHT OFF THE HIGHWAY AND IT IS ON THE BANANA RIVER, WHICH MAKES THIS A DREAM LOCATION. THERE WILL BE A CONSERVATION HUB WHICH WOULD BE A SHARED FACILITY THAT HOUSES CONSERVATION STAFF AND POSSIBLE NEP OR ALIKE MEETINGS. IT WILL TRACK THREE WATERWAYS: BEACH, INDIAN RIVER LAGOON, AND ST. JOHNS RIVER. THEY ESTIMATE OVER HALF A MILLION PEOPLE A YEAR WILL COME THROUGH AND HAVE PLEDGED $1.00 PER PAID ADMISSION TO THE NEP AS A GRANTOR. THEY WANT THIS TO MAKE AN IMPACT FOR THE ENTIRETY OF THE LAGOON. ABOUT 900 JOBS WILL BE CREATED WITH THE NEW PROJECT AND WILL ALSO ATTRACT TOURISM DOLLARS. THE CURRENT ESTIMATE FOR THIS PROJECT IS ABOUT 85 MILLION DOLLARS WITH ALREADY A 30% COMMITMENT WITHOUT BEGINNING A CAMPAIGN.

6. Old Business

a. RFP for Community Engagement (Kathy Hill)

KATHY HILL LED A ROUNDTABLE DISCUSSION ABOUT THE COMMUNITY ENGAGEMENT RFP. SEVERAL IDEAS WERE MENTIONED INCLUDING PUBLIC COMMUNICATION VIA A MARKETING/ADVERTISING CAMPAIGN, EDUCATIONAL COMMUNICATIONS, AND MASS PUBLIC UPDATES AND ENGAGEMENT (FOR EXAMPLE, AN IRL ONE LAGOON APP) OF IRL COUNCIL AND LAGOON-WIDE PROJECTS. EXPERIENCE AND INTERACTIVE-BASED EVENTS WERE ALSO MENTIONED. A STRAW POLL WAS CONDUCTED TO DETERMINE IF THE RFP SHOULD BE WRITTEN AS AN OPEN CALL FOR PROJECTS, OR AS A DIRECTED RFP TO IMPLEMENT A SPECIFIC PROJECT. THE STRAW POLL WAS EIGHT TO ONE IN FAVOR OF WRITING THE RFP TO OFFER A DIRECTED RFP THAT WOULD IMPLEMENT A PROJECT TO ENLIST A MARKETING FIRM TO COMPILE PROJECT INFORMATION INTO AN APP THAT COULD ASSIST STAKEHOLDERS IN BATTLING THE NOTION THAT NOTHING IS BEING DONE TO HELP IMPROVE THE IRL. STAFF ALSO DISTRIBUTED A SCORING RUBRIC FOR THE COMMITTEE TO CONSIDER AND RETURN REGARDING HOW THIS RFP SHOULD BE SCORED.

Requested Action: Discussion of RFP priorities and content for the new category. Recommendation to the IRL Council Board of Directors to add a Community Engagement category to RFP announcements for FY 2023.

NO ACTION WAS TAKEN AS A QUORUM WAS NOT PRESENT. A CONSENSUS OF THOSE PRESENT FAVORED RECOMMENDING THAT THE BOARD OF DIRECTORS APPROVE THE ADDITION OF A COMMUNITY ENGAGEMENT RFP FOR FY 2023.
7. New Business

a. FY 2023 RFP categories and financial allocations for FY 2023 budget (Daniel Kolodny)

DANIEL KOLODNY REVIEWED THE PROPOSED ALLOCATIONS FOR THE ANNUAL FUNDING CYCLE: $600K FOR WATER QUALITY; $200K FOR HABITAT RESTORATION; $200K FOR COMMUNITY-BASED RESTORATION; $100K FOR RESEARCH/INNOVATION; $50K FOR ENGAGEMENT AND EDUCATION; AND $25K FOR SMALL GRANTS.

**Requested Action:** Recommend that the IRL Council Board of Directors approve financial allocations for FY 2023 RFPs and authorize staff to develop and release competitive RFPs by November 2021.

NO ACTION WAS TAKEN AS A QUORUM WAS NOT PRESENT. A CONSENSUS OF THOSE PRESENT FAVORED RECOMMENDING THAT THE BOARD OF DIRECTORS APPROVE THE ALLOCATIONS.

b. FY 2021 Final Budget Amendment (Daniel Kolodny)

DANIEL KOLODNY REVIEWED THIS RESOLUTION AND EXPLAINED HOW IT RECONCILES THE FY 2020 AUDIT RESULT AND BRINGS BALANCES FORWARD INTO FY 2021. ONCE EVERYTHING IS COMPLETED, THE FUND BALANCE WILL ROLL INTO THE 2023 RFPS. THERE IS A NOTE THAT $242,000.00 OF THE $550,000.00 IS RESTRICTED LICENSE PLATE FUNDS.

**Requested Action:** Recommend that the IRL Council Board of Directors adopt amendments to the FY 2021 budget by Resolution 2021-04 pursuant to Florida Statutes.

NO ACTION WAS TAKEN. A CONSENSUS OF THOSE PRESENT WERE IN FAVOR OF THE BOARD OF DIRECTORS ADOPTING AMENDMENTS TO THE FY 2021 FINAL BUDGET BY RESOLUTION 2021-04.

c. FY 2022 Budget Amendment (Daniel Kolodny)

DANIEL KOLODNY EXPLAINED HOW THIS RESOLUTION WILL BRING THE $550,000.00 FROM THE PROJECTED END OF FY 2021 SHOULD EVERY EXPENSE BE FULLY EXPENDED. THERE HAVE BEEN ADJUSTMENTS TO STAFF SALARIES DUE TO RFS’ INCREASE BEGINNING JULY 1ST, 2021.

**Requested Action:** Recommend that the IRL Council Board of Directors adopt amendments to the FY 2022 final budget by Resolution 2021-05 pursuant to Florida Statutes.
NO ACTION WAS TAKEN. A CONSENSUS OF THOSE PRESENT WERE IN FAVOR OF THE BOARD OF DIRECTORS ADOPTING AMENDMENTS TO THE FY 2022 FINAL BUDGET BY RESOLUTION 2021 – 05.

8. IRLNEP Staff Reports

a. Project Update (Daniel Kolodny)

   DANIEL KOLODNY REVIEWED THE PROJECTS IN PROGRESS AND FEATURED SEVERAL PROJECTS THAT HAD CLOSED IN THE PREVIOUS QUARTER.

b. Communication Report (Kathy Hill)

   KATHY HILL REVIEWED THE PERFORMANCE OF THE PROGRAM’S SOCIAL MEDIA AND HIGHLIGHTED A NEW SET OF ADS THAT WERE PILOT TESTED AS PAID, 15-SECONDS ADS FOR YOUTUBE. WE ARE HAPPY TO SEND THESE MP4 FILES TO ANY PARTNER ORGANIZATION FOR SHARING ON WEBSITES AND GOVERNMENT TELEVISION. THE PROGRAM HAS ALSO DESIGNED A NEW IRL LAGOON LICENSE PLATE WHICH WILL BE VETTED THROUGH THE MANAGEMENT CONFERENCE PRIOR TO FINAL APPROVAL.

c. Executive Director Report (Duane De Freese)

   KATHY HILL PRESENTED ON BEHALF OF DR. DUANE DE FREESE. DUANE IS DOING WELL AND WORKING AS MUCH AS HE IS ABLE. FEDERALLY, THERE IS MONEY IN THE INFRASTRUCTURE BILL THAT WOULD BRING ABOUT 1 MILLION DOLLARS PER NEP FOR FIVE YEARS, ABOVE AND BEYOND OUR REGULAR ALLOCATION FOR WATER QUALITY.

9. General Public Comments

   DOUG PATTERSON THANKED EVERYONE IN ATTENDANCE FOR THEIR HARD-WORK AND DEDICATION TO THE LAGOON.

   CYNTHIA HALL HAS ACQUIRED SOME LOCAL ART OF THE LAGOON AND LAGOON LIFE THAT SHE WOULD BE HAPPY TO DONATE IN-KIND TO THE IRL COUNCIL.

   MIKE CONNEEN IS CONDUCTING A DAY IN THE LIFE ON THE INDIAN RIVER LAGOON ON OCTOBER 7TH, 2021. HE IS IN NEED OF VOLUNTEERS. LOCATION AND TIME TO BE ANNOUNCED.

10. Adjourn

   THE MEETING WAS ADJOURNED AT 3:10 P.M.

   THE NEXT MEETING OF THE CITIZENS' ADVISORY COMMITTEE IS NOVEMBER 18TH, 2021 AT 1:30 P.M.
IRL Council-IRLNEP Workforce Analysis

INTRODUCTION
The success of National Estuary Programs is based on the ability of a program to convene and sustain a Management Conference that represents a diverse range of watershed stakeholders and partners. For the Indian River Lagoon, that connected leadership includes scientists, resource managers, policy makers, business leaders, community leaders, and citizens with a shared dedication to IRL conservation, restoration and stewardship.

The creation of the IRL Council as an independent special district of Florida in 2015 by Interlocal Agreement reset the structure and trajectory of the 25-year IRLNEP. The focus of the new One Lagoon – One Community – One Voice mission of the IRLNEP was to expand the leadership, participation and investments of local communities along the IRL by leveraging the Congressional authority of and federal investment in a National Estuary Program to implement restoration and stewardship action recommendations identified by the IRLNEP Management Conference in the IRL Comprehensive Conservation and Management Plan (CCMP) – Looking Ahead to 2030 (adopted by the IRL Council in 2019).

Over the past 6 years, the IRL Council/IRLNEP staff has operated as a small 3-to-4-person team of full-time employees (FTEs). The growing operational demands of the IRLNEP and historic opportunities to expand extramural funding through competitive grants for projects and programs require that the IRL Council evaluate our current workforce capacity to sustain and grow the effectiveness and value of the program to our stakeholders, partners and communities

ABOUT THIS PLAN
The size and capacity of the IRL Council/IRLNEP workforce was an issue of discussion and some EPA concern during the 2016 five-year Performance Evaluation. This workforce analysis responds to those EPA concerns and reflects a long-standing discussion among IRL Council staff to evaluate the needs for program growth that would deliver the best return on investment to the program, our partners and the Lagoon community.

This workforce analysis and recommendation is presented as a staff proposal for consideration by the IRL Council Board of Directors in advance of budget planning for FY 2023. The IRL Council staff seek guidance from the IRL Council Board of Directors to shape the future structure of the IRLNEP and development of the FY 2023 tentative budget, which will be discussed in detail and adopted by the Board at the February 2022 quarterly Board of Director’s meeting. By Florida statutes, the tentative budget for FY 2023 must be adopted on or before March 1, 2022. The final FY 2023 budget
must be adopted on or before June 1, 2022. The FY 2023 EPA Work Plan and budget must be submitted to EPA on or before June 1, 2022.

IRL COUNCIL/IRLNEP WORKFORCE ANALYSIS

Strategic Direction of the IRL Council and IRLNPEP
The IRLNPEP CCMP identified 32 Vital Signs for IRL health with action recommendations to advance restoration, recovery and stewardship (Figure 1).

The strategic direction of the program over the next decade will be to deliver high productivity and quality programs with a focus on these 32 vital signs. Many, if not all, vital signs require a high level of engagement with our local city, county and organizational partners. With 7 counties, 38 incorporated cities, and over a dozen unincorporated towns and communities within the IRL watershed, active community engagement at the local level overwhelms the capacity of existing staff. At present, all IRL Council staff are responsible for a range of important responsibilities that span multiple job descriptions.
Current Talent and Workforce Assessment

The current IRL Council staff of four FTE’s deliver a strong foundation for program implementation. The IRLNEP has matured over the past 6 years to emerge as a high functioning and performing National Estuary Program. With program expansion and delivery, each member of the team is working above full capacity. This is a workforce situation that is unsustainable over a long period of time. Figure 1 shows an organizational chart for the program as it currently exists.

IRLNEP Organization Chart and Current Workload Distribution

The following list provides job titles and abbreviated workload descriptions for current IRL Council/IRLNEP staff. As a result of its small staff size, the IRL Council/IRLNEP staff operate as a distributed leadership team rather than in a hierarchical leadership structure. Leadership is often shared among members of the team based upon expertise in particular focus areas and situations. Decisions are usually made on a consensus basis versus a single decision maker in a “command and control” hierarchical position. Ultimately, the Executive Director has final decision authority for day to day administrative and program decisions.

Executive Director (ED)
The ED functions as the executive administrator of the program with broad executive-level responsibilities including: strategic visioning and planning; program management at all levels; financial planning and oversight; direct communications with members of the Board of Directors and their alternates; direct communications with members of the IRLNEP Management Conference; policy and program coordination and compliance with the U.S. EPA; intergovernmental and interagency affairs at local, state, regional and federal levels; liaison with elected officials at all levels of government; liaison with community and industry leaders; and provision of senior scientist oversight on all IRLNEP documents. As the program’s senior scientist, the Executive Director must stay current with scientific literature and research relevant to IRL restoration and stewardship. The Executive Director ensures that the IRLNEP operates with a strong Management Conference structure as envisioned in Section 320 of the Clean Water Act. All major policies, program activities, and annual budgets are reviewed by the Management Conference advisory committees before staff and Management Conference recommendations are presented to the IRL Council Board of Directors for consideration and adoption.
**Deputy Director and Chief Communications Officer (CCO)**
The Deputy Director functions as an executive team leader and provides support as needed to the Executive Director. Deputy Director responsibilities can span all aspects of program administration and delivery. The Deputy Director provides direct staff supervision to IRL Council staff members. In addition to these administrative duties, the Deputy Director also serves as the Chief Communications Officer (CCO) for the IRL Council/IRLNEP. The CCO oversees all aspects of public relations for the IRL Council/IRLNEP. This includes both internal and external communications. The CCO develops and distributes all internal announcements within the IRLNEP Management Conference, including oversight for developing and distributing agenda and meeting packages with the Administrative Coordinator. The CCO develops, reviews and distributes all written publications, such as newsletters, the IRLNEP Annual Report, the IRL Annual Calendar, video presentations, planning documents and other collaterals for special projects or events. The CCO supervises IRL Council contractors for the strategic delivery of the IRLNEP website (www.onelagoons.org), all social media, video production and any external publications. The CCO also delivers talks for community groups, local governments and non-profit organizations; sits on the advisory committees for external county organizations and non-profit groups; manages the annual IRL Envirothon; and interacts with teachers throughout the IRL Region.

**Chief Operations Officer (COO)**
The COO is in charge of planning and overseeing all the operations, facilities and equipment management, projects, and financial activities. The COO works closely with the Executive Director and Deputy Director to create an annual work plan and budget each year that align with the program mission and priorities. That process requires preparation of a tentative budget that is reviewed and adopted by the IRL Council Board of Directors on or before March 1 and a final budget that is reviewed and adopted by the IRL Council Board of Directors on or before June 1 of each fiscal year. The COO coordinates all aspects of financial oversight of the IRL Council, budget development, budget management, and management of all IRL Council contracts. The COO provides supervisory oversight for the IRLNEP annual request for proposal (RFP) process. The COO serves as the contract developer, working with legal counsel for all contracts awarded funding each year. On average, the number of contracts that the COO manages each year exceeds 30 contracts. The COO is the point of contact for public records. The COO develops the EPA annual work plan each year for submission to EPA on or before June 1. The COO works closely with EPA Region 4 and Headquarters staff to ensure compliance with all EPA policies, procedures and reporting. The COO provides on-water boat support for projects as needed. The COO oversees all human resource issues for the IRL Council/IRLNEP and works closely with contracted support services at Special District Services, for invoicing, payroll, and audit and Torcivia, Donlon, Goddeau & Rubin, P.A. for legal services.

**Administrative Coordinator (AC)**
The Administrative Coordinator will provide meeting and event planning, coordination and communication; manage agendas and travel plans; support the Chief Operating Officer in records organization and management of the small grants program and ongoing projects; and support a variety of IRLNEP-funded programs. Primary job responsibilities include: Performing internal communications as point of contact for Management Conference members, boards and committees; Plans and schedules meetings and events; Develops meeting agendas and presentations; Develops meeting packages and provides documentation for quarterly meetings; Serves as recording secretary at board meetings and conferences, taking and distributing official minutes and fulfilling requests for meeting information as needed; Communications
support as assigned. The AC also assists the COO with maintaining and organizing public records, ADA compliance for all documents that are placed on-line; managing the small grants program, invoice tracking, and other project management functions for ongoing IRLNEP projects as assigned. In addition, the AC provides support to the CCO in the form of copywriting, social media support, light design work, management of webinars and virtual platforms, and ongoing projects as assigned.

In addition to these FTE positions, the IRL Council added a contracted GIS Coordinator position in FY 2021 and FY 2022. This position is supported by grant funds from an innovation and technology harmful algal bloom (HAB) grant award by the Florida Department of Environmental Protection. This position will terminate at the end of the grant period in 2023 or as funds are exhausted.

When viewed in comparison with other NEPs throughout the national network, the IRLNEP is understaffed based on the size of the watershed and the urgent water quality and habitat restoration needs of the estuary (Table 1).

**Table 1. Comparison of IRLNEP to other National Estuary Programs**

<table>
<thead>
<tr>
<th>Program</th>
<th>Area (Sq. Mi.)</th>
<th># Staff</th>
<th># Interns or Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morro Bay National Estuary Program</td>
<td>77</td>
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<td></td>
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<tr>
<td>San Juan Bay Estuary Program</td>
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<td>Sarasota Bay Estuary Program</td>
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<td>Maryland Coastal Bays Program</td>
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<td>Delaware Center for the Inland Bays</td>
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<td>Peconic Estuary Partnership</td>
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<td>Barnegat Bay Partnership</td>
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<td>Buzzards Bay National Estuary Program</td>
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<td>Piscataqua Region Estuaries Partnership</td>
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<td>Partnership for the Delaware Estuary</td>
<td>6,766</td>
<td>22</td>
<td></td>
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<tr>
<td>Barataria-Terrebonne National Estuary Program</td>
<td>6,965</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>
Workforce Observations from Table 1:

- IRLNEP is one of only 5 NEPs with a staff of 4 FTEs. Within this group, the IRLNEP has the largest watershed.
- The 5 NEPs with the smallest watersheds operate with staff sizes of 6 – 14.
- The 5 NEPs with the largest watersheds operate with staff sizes of 11 – 53.

Additional Considerations:

- The IRL Council is an independent and stand-alone host agency for the IRLNEP. The IRLNEP meets and exceeds the EPA matching requirements for an NEP because of annual investments from the IRL Council pursuant to the 2015 Interlocal Agreement as amended.
- The IRL Council appropriates a substantial amount of its available annual revenues to local cost-share projects identified via a competitive RFP process. The resulting contracts for these projects require extensive staff oversight, project management, and reporting.
- Unlike some NEPs, the IRLNEP is not nested in an existing government agency or university that can provide significant in-kind staff and operational support. The IRL Council and staff continue to operate the IRLNEP with very low overhead compared to other public agencies.
- The IRLNEP is one of the only NEPs in the nation with a comprehensive restoration project list that will be updated and prioritized with direct participation of our stakeholders and partners.
- After a decade of recurring seasonal harmful algal blooms (HABs), extensive loss of seagrasses, and resulting wildlife mortality events, the IRL could be considered one of the most threatened estuaries in North America. The ability of the IRLNEP to address the scale of these problems will require new revenues and expanded staff.

**IRL Council Workforce Delivery**

**Addressing Program Needs and Leveraging Funding Opportunities**

Successful and highly productive NEP programs all have a common characteristic – the capacity to work closely and consistently with the Management Conference and diverse groups of stakeholders, partners, communities and citizens to implement the program’s vision, mission and goals. For sustained success, those interactions require development of personal relationships based on common vision, mutual respect and trust.

IRL Council staff have identified two priorities for program growth and success that represent essential cornerstones required to deliver action recommendations of the IRL CCMP – Looking Ahead to 2030. These two priorities are:
1. Providing expanded lagoon-wide, data-driven information with full GIS mapping capabilities to our stakeholders and partners to help inform IRL restoration planning, project development and decision-making.

2. Expanding the external communication capacity of the IRLNEP to connect, communicate, and collaborate with our 7 watershed counties, 38 incorporated cities, multiple unincorporated towns, and 1.6 million residents through active and continuous participation in local meetings, outreach events, development of shared resources and common messaging. The following are specific outcomes expected from that increased capacity.

   - Expand IRLNEP leadership, visibility and engagement at the local community level with special focus on communicating and connecting with small, rural, under-represented, and environmental justice communities.

   - Expand IRLNEP education and outreach to target audiences including youth activities and active participation in local community events, workshops and seminars. Increased efforts will yield benefits in increased public awareness and program visibility and will generate continuing support for the projects and programs being implemented to improve water and habitat quality and protect wildlife and human health.

   - Expand efforts to support and showcase our local community partners as they develop and implement Lagoon-Friendly policies and infrastructure improvement projects (human-built and natural). Planning and prioritizing actions that deliver coastal community resilience and adaptation strategies to climate change and sea level rise are high priorities. Additionally, working directly with our partners will enhance the IRLNEP's ability to message effectively across the region, add capacity as resources are developed and shared, improve public awareness of efforts underway to remediate Lagoon issues, and combat the common misconception that little effort is being expended to bring the Lagoon back to a healthy state.

   - Expand direct engagement by IRLNEP staff with the IRL community of habitat restoration practitioners at a local level to improve sharing of new knowledge and identification of best practices to improve restoration outcomes. This includes active staff engagement with and support of the 4 Regional Restoration Centers (Marine Discovery Center, Brevard Zoo and proposed Aquarium, FAU-Harbor Branch Oceanographic Institute, and Florida Oceanographic Society) and the many organizations that work at the local level to implement projects focused on water quality improvements, habitat restoration, species recovery, and public awareness.
Proposal for IRL Council Board of Director’s Consideration

Expand IRLNEP Organizational Structure

Proposed IRLNEP Organization Chart and Future Workload Distribution

GIS Coordinator/Scientist Job Responsibilities and Duties: This is a high-level science, technical and administrative position involving coordinating, planning, organizing, and directing GIS activities and initiatives for the IRLNEP. The GIS Coordinator is responsible for providing technical expertise and supervision of day-to-day implementation and operation of the GIS within the context of IRLNEP programs, projects and policy directives. The GIS Coordinator plans and coordinates GIS activities, manages GIS vendor contracts, plans and organizes system development, and delivers lagoon-wide GIS maps and graphic products needed by the IRLNEP and program partners. The GIS Coordinator reports directly to the Executive Director. Knowledge, skill, and experience requirements for the GIS Coordinator position include:

- A Master of Sciences degree and 3-5 years of GIS work-related experience. Preference will be given to candidates that have worked on water quality data and harmful algal bloom data that come from multiple sources and vary in their spatial and temporal scales.
- Experience working with ESRI GIS Software and Cloudbase, ArcGIS Enterprise, ArcGIS online, ArcPro, ArcMaps, Python API, R-Bridge, ArcGIS, Scene Viewer, Field Maps, Dashboards, StoryMaps, Collector, WebApps, Python Programming, R statistical software, AutoCad and Solidworks experience DOMO, Tableau Microsoft Office, and SQL Database Management
- Experience with water quality databases, data formatting and data processing for access in GIS as well as data QA/QC.
- Ability to work collaboratively with a variety of stakeholders including IRLNEP staff, agencies, elected officials, local governments, environmental groups, and academic organizations.
- Ability to work independently and oversee multiple projects simultaneously.
- Develops, prints and distributes maps from GIS software programs as needed by the IRLNEP and partners.
- Communicates and coordinates with IRL data collectors, user organizations, and agency GIS personnel to integrate data sets from multiple data collectors.
- Oversees and provides technical guidance regarding activities associated with implementation, operation, and enhancement of the GIS program.
- Coordinates and monitors contracts with GIS hardware, software, data conversion, and other providers of GIS products and services.
- Establishes procedures to eliminate redundant processes, determine appropriate levels of accuracy, the vertical integration of layers and the integration of more accurate data with existing databases.
- Conducts research and development of new GIS related products and procedures.

**Community Engagement Coordinators.** The Community Engagement Coordinators (CECs) will serve as “on the ground” IRLNEP representatives at the local community level. Through active participation in community events, meetings, citizen engagement events, seminars and workshops, the Community Engagement Coordinators will create and sustain partnerships by providing enhanced communication, cooperation, coordination and technical support. CECs will work a 40-hour week which will include some weekends and/or evening hours to participate with and attend local IRL events, festivals, symposia, meetings and workshops. CEC’s will work directly with IRLNEP partner organizations and members of the Citizen Advisory Committee within the counties they represent and work to help identify prospective local CAC members for IRL Council Board consideration when vacancies exist. CECs will expand IRLNEP outreach with a special focus on building connections and relationships with minority, underrepresented and environmental justice communities via churches, community centers, universities, companies, and social outlets.

Knowledge, skill and experience requirements for the CEC position include:
- Bachelor's degree or an equivalent combination of three years’ experience.
- Experience in community relations, preferably in environmental science and coastal conservation, working with underrepresented or minority communities, or other intergovernmental or community relations experience.
- Knowledge about the IRL and its environmental challenges.
- Experience working with a variety of target audiences and Lagoon user groups.
- Knowledge about the IRLNEP and IRL communities is required.
- Excellent written and verbal communication skills.
- Exceptional public speaking and event planning skills.
- Be well-disciplined, flexible and adaptable, with a public servant mindset and excellent customer service skills.
- Ability to work effectively in a creative, innovative and intellectual environment.
- Exceptional attention to detail and commitment to follow-through.
- Expert knowledge of Word, Excel and PowerPoint.
**Goal of the Policy**
Senior leadership succession is an often overlooked and underappreciated organizational planning activity, until an emergency occurs. The goal of this policy document is to provide specific policy guidance for the IRL Council Board of Directors to implement an orderly process for executive leadership change that ensures a smooth transition of leadership and seamless continuation of the work of the IRL Council and IRLNEP. The policy document provides specific process guidance to address two leadership transition scenarios: 1. Sudden unplanned leadership loss; and 2. Strategically planned leadership transition.

**IRL Council Board Policies**
This policy document is in alignment with existing IRL Council policy documents and previous actions taken by the IRL Council Board of Directors. Article 3.1 of the IRL Council Bylaws state that:

> “The Board of Directors may appoint and exercise supervisory authority over an Executive Director. If the Board of Directors does so, it shall conduct the Executive Director’s performance review on an annual basis and establish compensation. The Executive Director shall carry out policy as established by the Board of Directors and shall also perform the duties associated with the day-to-day management of the Council.”

No IRL Council policy guidance that is currently in place addresses the specific process that the IRL Council would apply to appoint an Executive Director or to replace an Executive Director in response to the unplanned loss or death of an Executive Director or as a strategic longer-term leadership transition planning effort.

The Executive Director serves at the pleasure of the IRL Council Board of Directors pursuant to an “Employment Agreement”. That agreement addresses terms and conditions related to termination with cause, termination without cause, and voluntary resignation of the employee.

In 2020, the IRL Council took a first step towards leadership succession planning by identifying a Deputy Director position for the organization. On November 6, 2020, the IRL Council Board of Directors authorized the Executive Director to extend signature authority on behalf of the IRL Council to the Deputy Director as needed. That authority was extended by a written Memorandum to the IRL Council Board of Directors and legal counsel on March 23, 2021 (Memorandum attached herein, Appendix Exhibit “A”). The authority remains in effect until it is rescinded.

The following sections provide general policy and process guidance for the smooth and seamless transition of Executive Director leadership.

**IRL Council Process to Respond to an Emergency Leadership Change**
In the event of an unexpected and unplanned loss of the Executive Director, the following process shall take place:

1. The Deputy Director will immediately become the acting director of the IRL Council and IRLNEP with full support of the IRL Council Board of Directors. No IRL Council Board action is required. If the Deputy Director is unavailable or unwilling to assume the duties of the Acting Director, the Chief Operating Office is next in line for appointment to Acting Director. That action and transfer of signature authority would require a meeting and specific actions by the IRL Council Board of Directors.

2. The Deputy Director will contact the IRL Council Legal Counsel and Chair of the Board of Directors by emergency phone call and as soon as possible to communicate the situation.

3. The Deputy Director will work with Legal Counsel and Chair of the Board of Directors to implement the following course of action:
   - A written Memorandum will be sent to all Board members and alternates providing details about the situation that necessitated the leadership change. The Memorandum shall be in full compliance of Florida Sunshine Laws.
   - The Chair of the IRL Council Board of Directors will place the leadership transition issue on the next regularly scheduled quarterly Board meeting.
   - If the next regularly scheduled Board meeting is scheduled beyond a 30-day time frame, the Chair of the IRL Council Board of Directors has sole discretion to schedule an emergency Board meeting.
   - At a minimum, the agenda for the meeting (regular or emergency) will address the following issues that require Board consideration and action:
     - Financial compensation for the Deputy Director who is serving as the Acting Executive Director. Compensation should cover the full time that the Deputy Director serves as the Acting Director. The amount of compensation should be decided by mutual agreement between the IRL Council Board of Directors and the Employee.
     - Development of a strategy and process to identify and name a new Executive Director. Two options are available to the Board: 1. Hire from within the IRL Council organization; or 2. Launch an external search for a new Executive Director.
     - If an external search is launched, the Board of Directors should encourage qualified IRL Council staff members to submit applications for consideration. Courtesy interviews should be extended to all qualified internal candidates that apply.
     - Update and finalize the job description for the Executive Director (a draft job description for the Executive Director is enclosed herein).
Instruct legal counsel for the IRL Council to serve as the Board representative for all transition activities to avoid potential conflicts with staff that might be interested in applying for the position.

Establish a process for candidate review with a timeline for completion and authorize the IRL Council legal counsel to advertise the position and collect applicant packages for Board ranking and review.

**Process to Guide a Strategic Leadership Transition**

In the event that an Executive Director announces his/her intent to resign voluntarily or retire, the following process will ensure a smooth and seamless leadership transition.

- The current Executive Director contract agreement requires a 45-day written notice in advance of the termination date. During the 45-day period, IRL Council at their discretion, may require employee to cease or limit the work performed on IRL Council matters, during which time employee is entitled to such regular compensation as is due under this Agreement until the effective date of the resignation. If IRL Council restricts Executive Director activities during the transition, the IRL Council will provide written direction to the Executive Director to define reasonable and specific outcomes and expectations that provide the greatest benefits to the program during the transition period.

- Recognizing that 45 days may be insufficient time to structure a smooth leadership transition, the IRL Council Board of Directors should work closely with the Executive Director to provide as much time as needed to implement an effective and efficient leadership change. That transition should include, but not be limited to the following actions:
  - The Board of Directors works closely with the Executive Director to resolve any time sensitive or urgent issues before the new Executive Director begins employment.
  - The outgoing Executive Director prepares staff and the office for the upcoming transition.
  - Legal Counsel works with the Executive Director (as needed) to prepare an Executive Director job application package, process and timeline for Board consideration and adoption.
  - Legal Counsel serves as the Board representative for all transition activities to avoid potential conflicts with staff that might be interested in applying for the position.

**Leadership, Experience and Skills for IRL Council Executive Director**

A job description for the Executive Director position is provided below. This information can be used by the IRL Council and staff to help guide development and release of a job announcement when needed. The Executive Director position of the IRL Council and IRLNEP is a senior-level executive and management position with a high level of public visibility, responsibility and organizational consequence. The Executive Director serves at the pleasure of the IRL Council Board.
The Executive Director is the public representative of the IRL Council Board of Directors and the IRLNEP.

At a minimum the Executive Director should have the following qualifications:

- A graduate degree in environmental policy, environmental sciences, environmental engineering, environmental law, coastal conservation, regional planning or coastal policy. Candidates with a Ph.D. degree should have a minimum of six years of progressively responsible experience in successfully directing an environmental and natural resource management program with high visibility. Candidates with a M.S. degree should have a minimum of ten years of progressively responsible experience in successfully directing an environmental and natural resource management program with high visibility.

Executive Director Skills, Knowledge and Experience

- Proven organizational, analytical and administrative skills.
- Experience in program management including project management, finance, budgeting, and personnel management.
- Experience with successful fundraising in support of one, or more, federal, state, or private programs.
- Strong leadership and motivational skills to provide clear direction and keep the board and the program on track and accomplishing its goals.
- Excellent oral and written communications skills - ability to communicate effectively with and build consensus among diverse groups, committees and individuals with varying opinions.
- Demonstrated ability to readily grasp the scientific and technical basis for the program’s goals and actions as identified in the Comprehensive Conservation and Management Plan (CCMP).
- Demonstrated ability to communicate complex concepts to policy makers, law makers, the public, and the media in easily understood terms.
- Background in IRL science and ecosystem management, with knowledge of local conditions, history, principles of estuarine ecology, and the factors affecting water quality in the Indian River Lagoon.
- Understanding of and experience with Florida and its political landscape.
- Experience in preparing successful grant applications and with implementing diverse and stable funding sources for those programs.

Executive Director Responsibilities

**Administration and Financial**

- Ensures the efficient and fiscally responsible operation of the IRL Council and the IRLNEP.
- Provides leadership, supervision and appropriate oversight of IRL Council staff, technical projects, public education and outreach initiatives, and all program administration functions.
- Shapes and implements the program’s finance strategy through development of an annual budget, EPA Work Plan, and IRLNEP business plan.
- Identifies, develops, secures, and sustains funding sources from governmental and private sources to implement the IRLNEP.
• Provides fiscal oversight and accountability and maintains controllable expenditures within budget.
• Cultivates and sustains an effective, efficient, productive, healthy and safe work environment for employees.
• Leads by example as part of a diverse team of a professional and competent employees and volunteers.
• Ensures compliance with the terms of various grants and contracts; oversee implementation of the program’s operating procedures and personnel policies and recommend appropriate amendments to those procedures and policies; and serve on boards and committees that further the efforts of the IRL Council partners to restore and protect the lagoon.
• Cultivates active engagement and diverse representation within the IRLNEP Management Conference.
• Provides oversight on the process for issuing competitive Requests for Proposals (RFPs) to ensure that the proposal review process is clearly defined, objectively delivered and financially transparent.

**Science and Innovation**

• Oversees the technical quality and accuracy of all IRL Council and IRLNEP documents.
• Promotes scientific excellence and technical innovation as a hallmark of the program.
• Serves as a ambassador for the IRLNEP with the business community and industry.

**EPA Compliance and CCMP Implementation**

• Ensures a high level of program excellence and compliance to Section 320 Clean Water Act Congressional authorization and EPA policies for National Estuary Programs.
• Oversees implementation and updating of the IRL CCMP by directing program office activities and Management Conference engagement.
• Oversees the preparation and implementation of the EPA annual work plan and budget in accordance with EPA guidelines.
• Documents the actions of IRL Council partners in implementing the CCMP.

**Community Education Outreach**

• Elevates and maintains the profile of the IRLNEP to increase the commitment to, and investment in, Indian River Lagoon management and restoration activities.

**Intra and Intergovernmental Communication and Coordination**

• Communicates effectively with boards, committees, funding partners, media, and stakeholders to keep stakeholders and partners informed of progress toward lagoon restoration goals and impediments to progress.

**On-Boarding a New Leader – The First 90 Days**

A new Executive Director will be pulled in multiple directions the first weeks of new employment. If the new Executive Director is not familiar with the Indian River Lagoon, EPA-NEP policies and procedures, or IRL local communities, the ability to “hit the ground running” may be challenging.
The actions of IRL Council staff and the Board of Directors will be very important in the first 90 days. The following on-boarding actions will facilitate a smooth leadership transition for the new Executive Director, the IRL Council Board of Directors, and staff:

- The new Executive Director and Chair of the IRL Council Board of Directors meet with IRL Council staff and designated Chairs of the Advisory Committees and Management Board for introductions and orientation meetings.

- Staff will provide a written briefing package to the new Executive Director that will include, but not be limited to: List of IRL Council staff, job descriptions, Brief bios and full contact information; Current program budget (detailed); EPA Work Plan; IRLNEP Business Plan; List of active projects and contracts; List of time-sensitive actions required of the new Executive Director over the first 90 days; IRL Council Legislative Priorities for Fiscal Year; and most recent IRLNEP Annual Report.

- All Board members and alternates meet individually with the new Executive Director in advance of the first regularly scheduled quarterly Board meeting.

- IRL Council Board members schedule an introduction of the new Executive Director at their respective commission, council or governing board meetings.
APPENDIX
Exhibit “A”
Signature Authority

IRL COUNCIL MEMORANDUM

DATE:   April 15, 2021
TO:     IRL Council Board of Directors
FROM:   Duane De Freese, IRL Council Executive Director
COPY:   IRL Council Staff, Glen Torcivia, Legal Counsel, Special District Services
SUBJECT: IRL Council Signature Authority

Pursuant to authorization provided by the IRL Council Board of Directors at the November 6, 2020 meeting, I am extending signature authority to Kathy Hill, IRL Council Deputy Director. This extension of signature authority is effective immediately. This action is to ensure we respond effectively and efficiently providing IRL Council signature for contract and financial documents. This will not change our current protocol to have at least two independent reviews of documents by staff, legal and/or Special District Services as appropriate. Kathy will review and sign documents when I am not available. This authorization will remain in effect until it is rescinded by another memorandum.

As most of you know, I have been in remission from Non-Hodgkin’s Lymphoma after treatments since 2018. Unfortunately, my NHL has relapsed. I have begun new rounds of treatments at Moffit Cancer Center that will include two visits for 4-day immuno-chemotherapy. I am currently at Moffitt this week for the second round of treatments and working online each day. If all goes well, these treatments will be followed by a transplant that will require an extended hospital stay of perhaps one month, followed by temporary relocation to Tampa for several weeks after the transplant to monitor recovery. The good news is that this type of cancer is treatable and curable thanks to new cancer treatment innovations. Advanced notice - I still have an extended surf trip vacation planned for end of year.

Our staff and I will continue to work closely as a team to make sure that we conduct business as usual and remain on schedule delivering our FY 2021 business plan. Thankfully, we have
become very proficient as a team with remote working. I will continue to work through this process and will take my available PTO as needed. I don't plan to stop or slow down my work schedule. I am always available by email, text or mobile phone (ddefreese@irlcouncil.org/321.313.0764).

Thank you for your continuing leadership and support. It’s your IRL Council vision, leadership and continued Interlocal Agreement annual investment that serves as a foundation for the IRLNEP Management Conference and our CCMP. I mentioned to a citizen today that our CCMP is the only lagoon-wide, long term, non-regulatory restoration plan that has been certified by the EPA at a national level and received federal funding. It’s the glue that holds our One Lagoon – One Community – One Voice Mission together.