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September 11, 2017

Institutionalizing Climate Change into Decision-Making

Developing a Strategic Plan for Building Capacity
in Maryland State & Local Governments

Daniel Kreeger

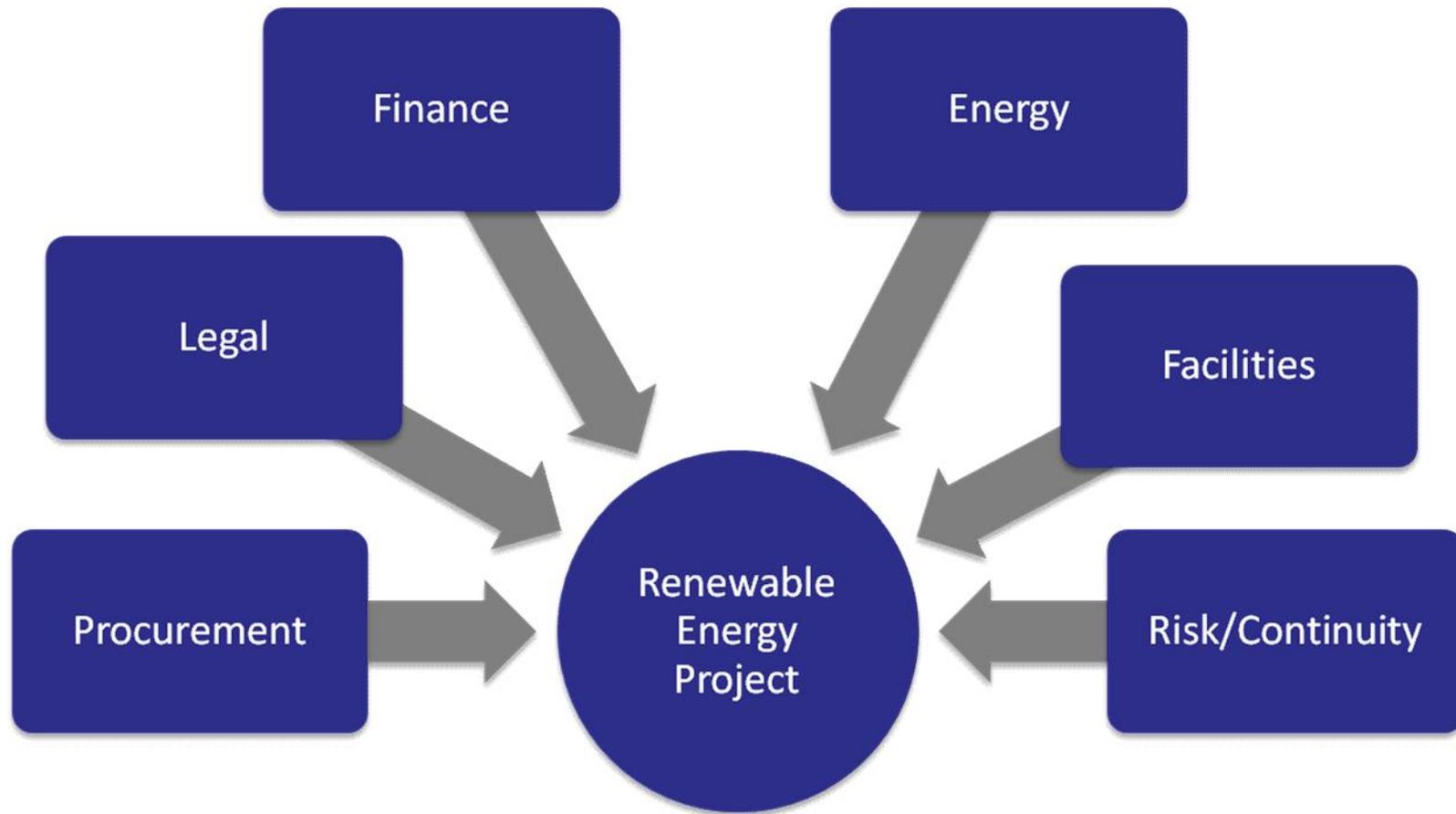
Executive Director, Association of Climate Change Officers

Learn. Collaborate. Advance.

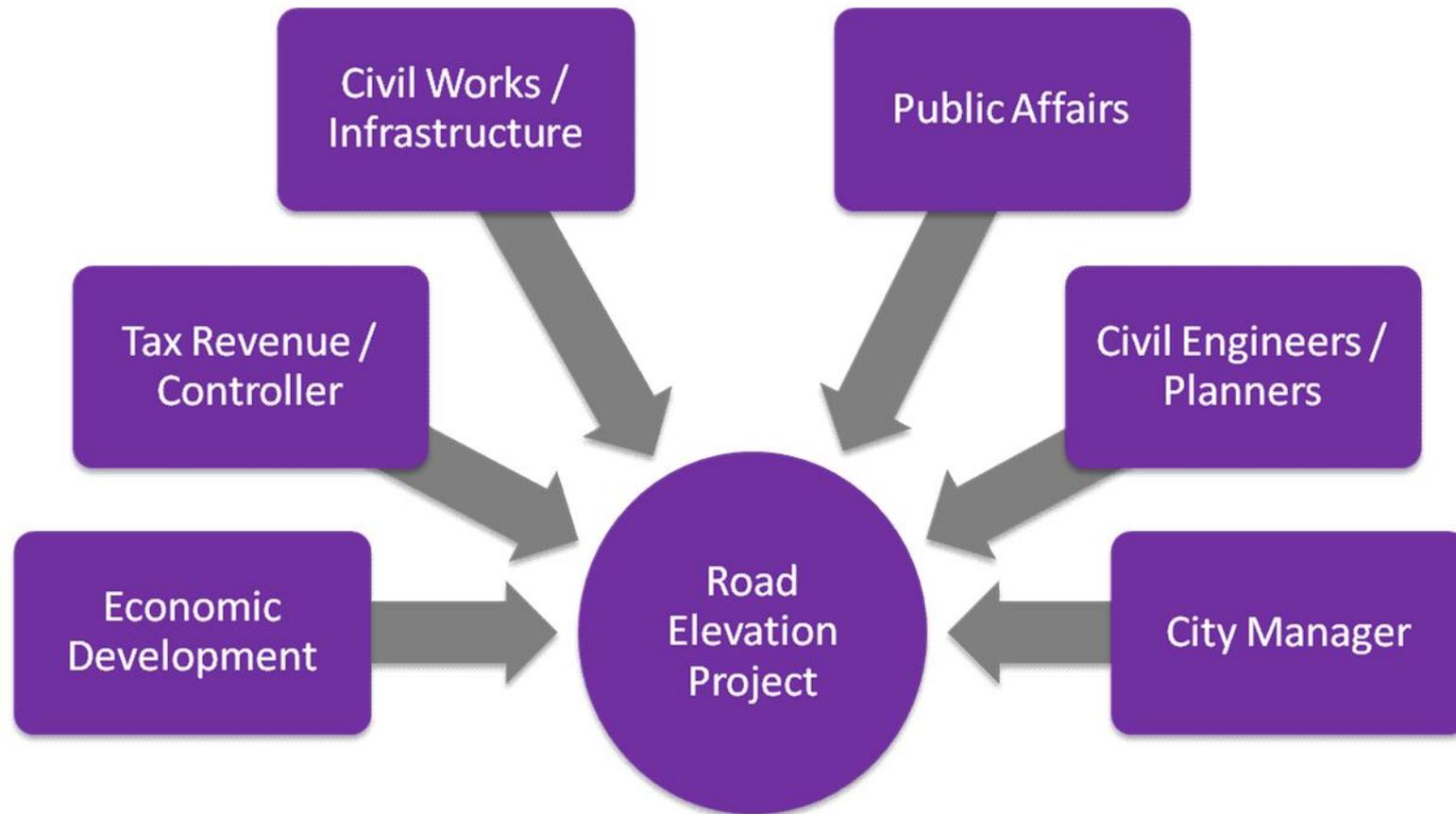


A CO
ASSOCIATION OF CLIMATE CHANGE OFFICERS

Sample Renewable Energy Project: Who's Involved



Sample Road Elevation Project: Who's Involved

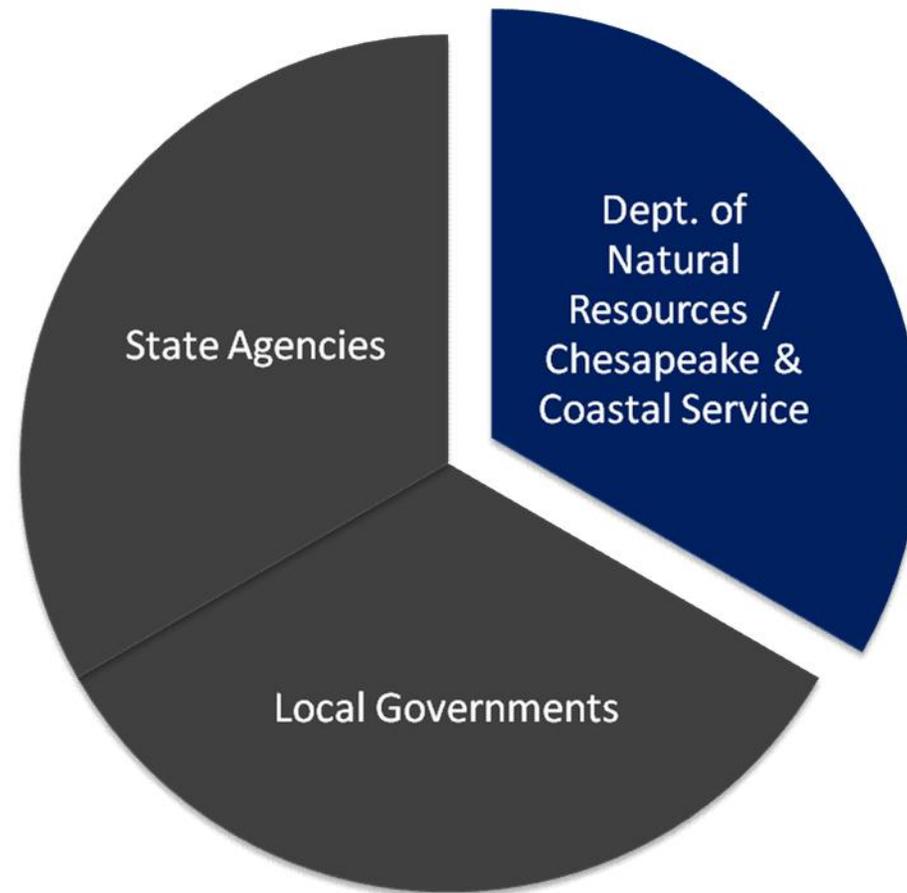


Who Needs to Know What?

Foundational Knowledge & Skills	Organizational Knowledge & Experience	Strategic Execution Competencies
<ul style="list-style-type: none">• Science Literacy• Environmental and Economic Literacy• Understanding of the Policy Landscape• Management Acumen	<ul style="list-style-type: none">• Strategic Planning• Decision-Making• Compliance & Enterprise Risk Management• Asset Management• Value and Supply Chains• Communications and Corporate Social Responsibility• Governance	<ul style="list-style-type: none">• Enterprise Risk Mitigation• Supporting Change Within the Organization• Stakeholder Engagement• Reaching Beyond the Organization



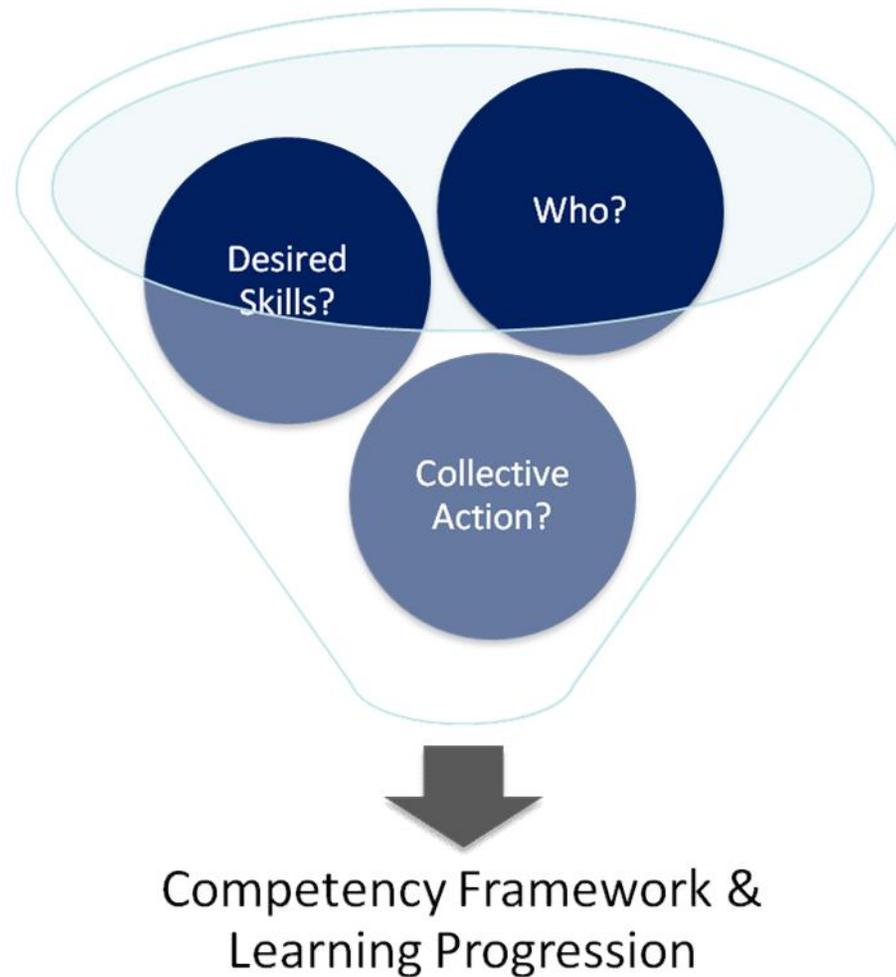
Building Climate Competencies in Maryland Leadership



Our Process



Evaluating Business Units



Phase One (2017)

Review of Org
Structure &
Primary Functions

Interviews with
Department
Leads

Synthesize
Findings and Align
with State Action
Plan

Draft Competency
Framework for
Each Department

Review with
Department
Leads

Finalize

1a. Competency Framework

Establish Pre-
requisite and
Sequencing of
Competency
Development

Determine Course
Volume &
Delivery

Develop
Competency
Assessments

Deploy
Foundational
Course Modules

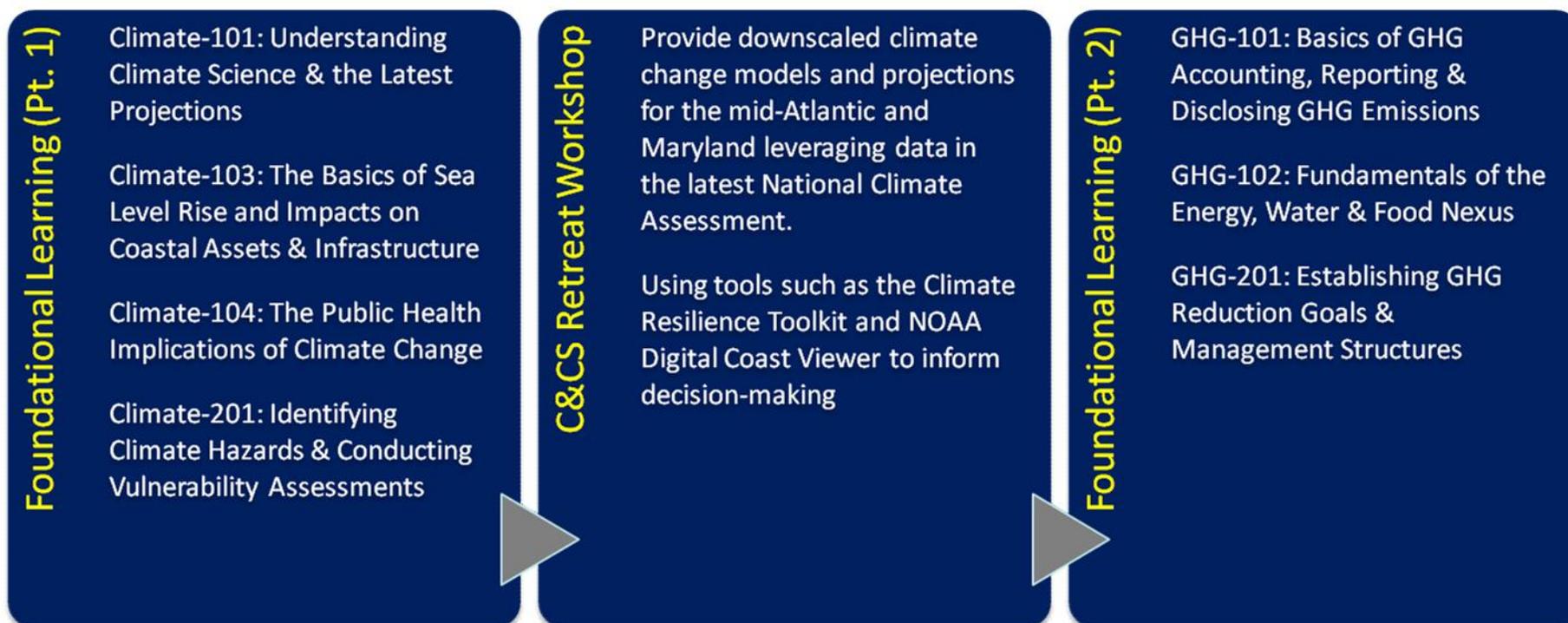
1b. Learning Progression

2. Training Implementation

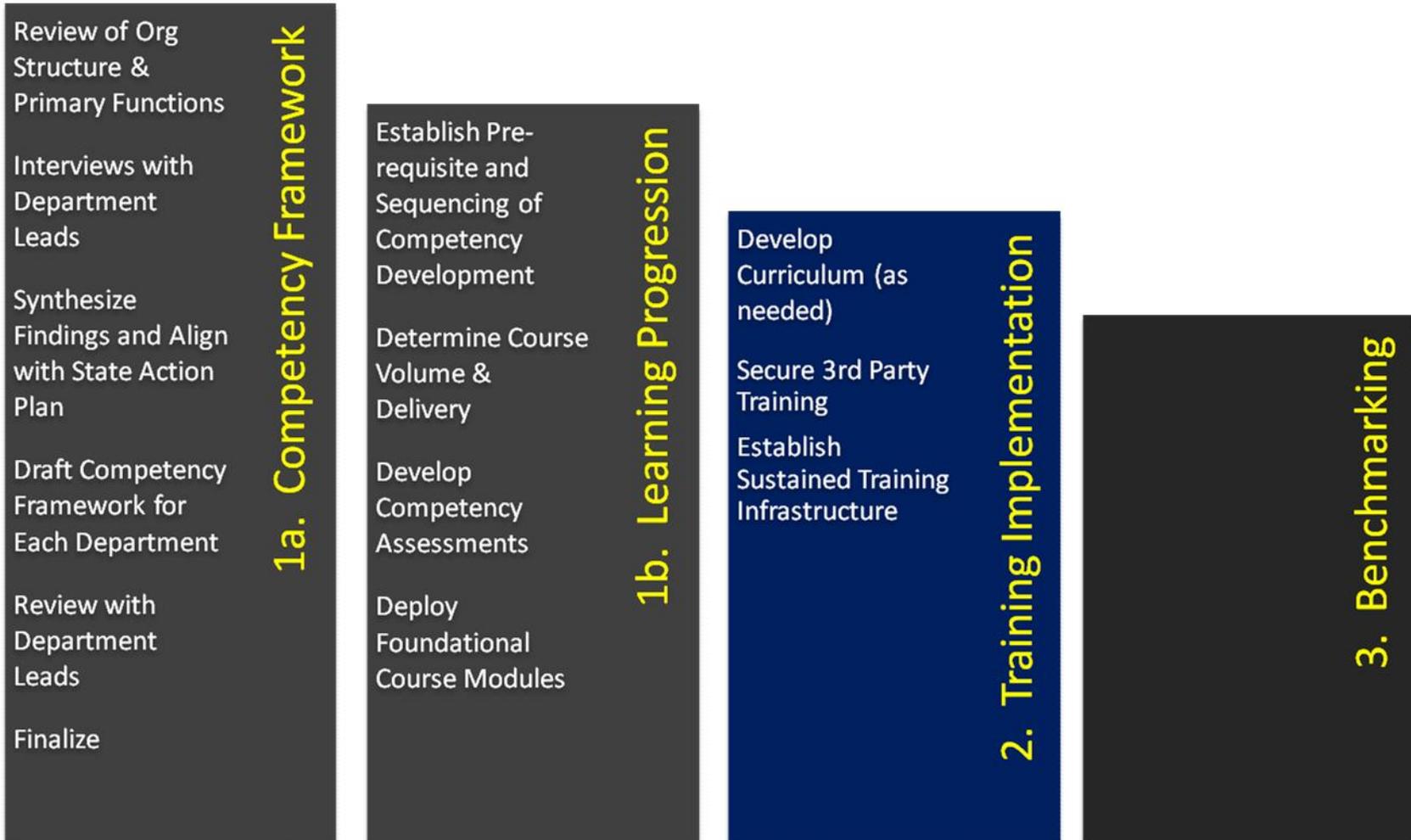
3. Benchmarking



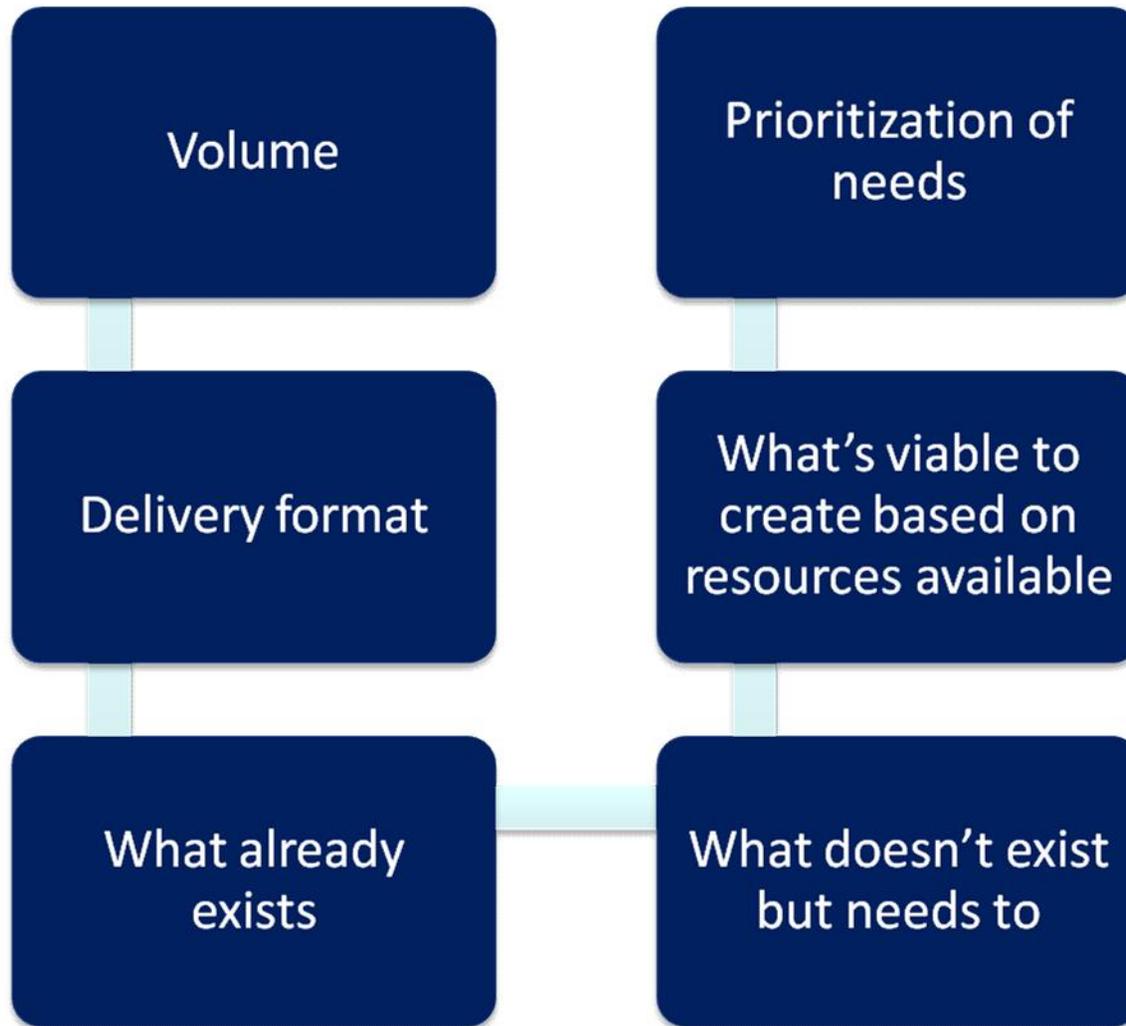
Interim Training Requirements (2017)



Phase Two (2018)



Training Development



Key Issues:

Strategy needs to include redundancy of skill sets in order to ensure continuity

Embed skillset requirements in job description to ensure new hires are already trained or will receive training at beginning



Phase Three (2018)

Review of Org Structure & Primary Functions

Interviews with Department Leads

Synthesize Findings and Align with State Action Plan

Draft Competency Framework for Each Department

Review with Department Leads

Finalize

1a. Competency Framework

Establish Pre-requisite and Sequencing of Competency Development

Determine Course Volume & Delivery

Develop Competency Assessments

Deploy Foundational Course Modules

1b. Learning Progression

Develop Curriculum (as needed)

Secure 3rd Party Training

Establish Sustained Training Infrastructure

2. Training Implementation

Build Framework with HR Based upon Performance Evaluations

Post-Course Assessment Reviews

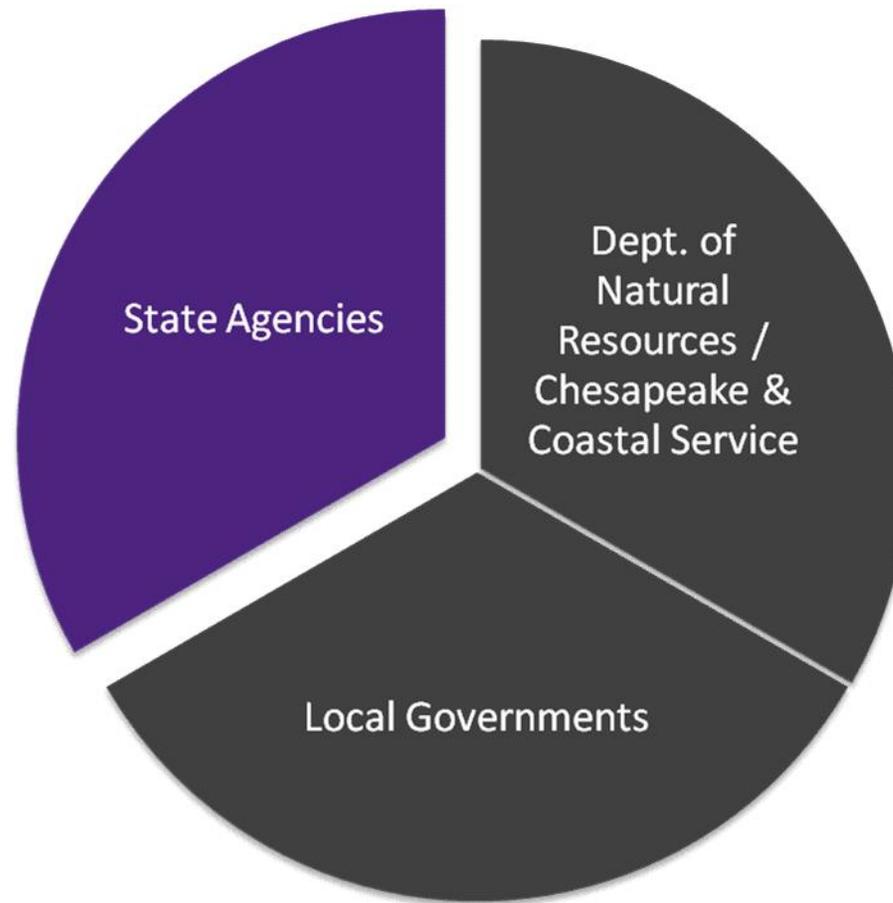
Recommendations on Job Descriptions & Performance Expectations

Agency Progress on State Climate Action Plan

3. Benchmarking



Building Climate Competencies in Maryland Leadership



Building Capacity in Other State Agencies

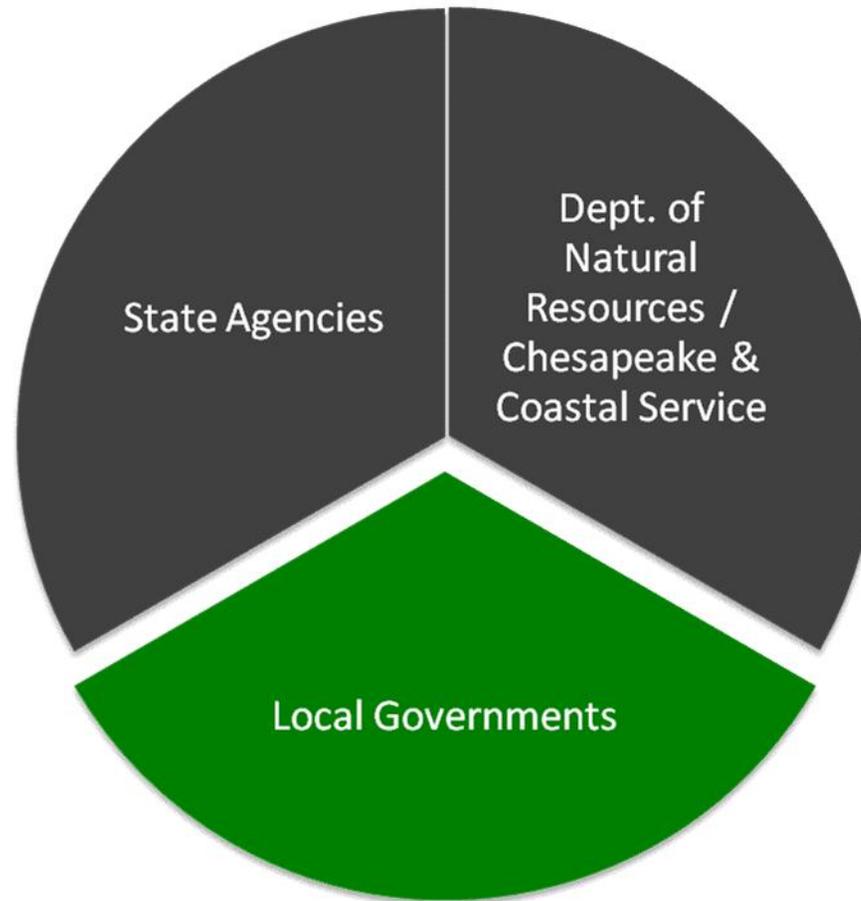
Establish a
Replicable
Process
through DNR

DNR & ACCO
Personnel as
Resources

Interagency
Working
Groups



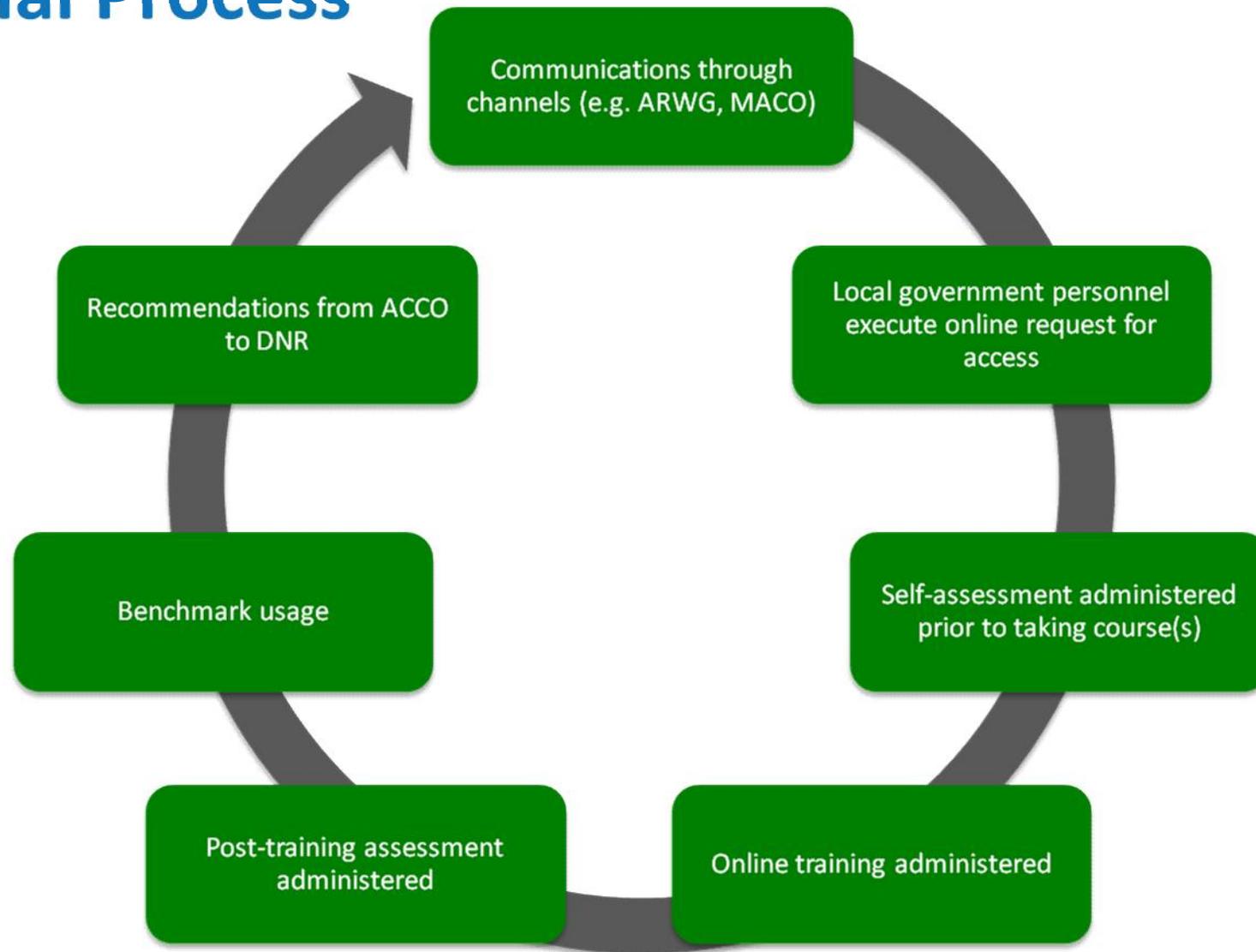
Building Climate Competencies in Maryland Leadership



Engaging Local Gov't & Building Capacity



Initial Process



How it Works

Institutional leaders commit to participate in the Maryland 2040 Initiative, working together with the support of third-party organizations to drive meaningful actions.



Establishing the Maryland 2040 Initiative

Ensures that state agency, city and county efforts to address climate change, resilience to extreme events and grow a clean energy economy throughout Maryland will be greater than the sum of their individual efforts



Maryland Adaptation & Resilience Working Group
Institutionalizing Climate Change into Decision-Making
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The Role of the Maryland 2040 Initiative: Building Capacity & Linking Nodes



Serves as a linking force between numerous nodes and networks.

Facilitates important knowledge exchange, collaboration and resource sharing.

Establishes a conduit for project funding and public-private partnerships.



Compact of Maryland Governments



Why This Approach?

- Structure facilitates and enables participation at all levels and across sectors in a safe, neutral environment
- Participants are required to attend training activities by their leadership
- Ensures capacity building is taking place in critical decision-making roles
- Enables participants to help one another through shared experiences, resources and partnership



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