

Biennial Strategy Review System

Local Leadership Outcome

2019-2020 Logic and Action Plan

Stewardship Goal: Increase the number and diversity of local citizen stewards and local governments that actively support and carry out the conservation and restoration activities that achieve healthy local streams, rivers and a vibrant Chesapeake Bay.

Local Leadership Outcome: Continually increase the knowledge and capacity of local officials on issues related to water resources and in the implementation of economic and policy incentives that will support local conservation actions.

Factor	Current Efforts	Gap	Actions (critical in bold)
<i>What is impacting our ability to achieve our outcome?</i>	<i>What current efforts are addressing this factor?</i>	<i>What further efforts or information are needed to fully address this factor?</i>	<i>What actions are essential to achieve our outcome?</i>
Use Conflict: Competing interests for resources and the attention of local officials	EcoLogix Local Leadership Education findings serving as a foundation for understanding that CBP Partners need to use infrastructure improvements, economic development and public safety as a portal for discussion with local elected officials.	In many cases, information or products exist, but the information is not getting/being presented to local officials in a way that resonates with their communities, so they focus priorities elsewhere.	2.1 – Watershed booklet 2.3 – Local Leadership needs in other Watershed Agreement outcomes
Scientific and Technical Understanding: Information provided to local officials is too technical, too focused on Agreement outcomes (and not local priorities) and uses “Bay Program speak.”	FY2016 GIT Funding “Watershed Education Program” project	Need for easy access to reliable, comprehensible information, including accurate measurement and clear communication of positive changes in the watershed from natural resource, economic, and cultural perspectives. Information should be designed specifically for elected officials, delivered via trusted sources and should therefore build capacity of Partners to communicate/engage with local government.	2.1 – Watershed booklet 2.3 – Local Leadership needs in other Watershed Agreement outcomes
	FY2017 GIT Funding “Curriculum Development” project “Chesapeake Watershed: Understanding the Big Picture” video Increase partner capacity to communicate/engage local officials—for example: <ul style="list-style-type: none"> • WIP templates (and other co-benefits efforts) • CBP Cross-GIT mapping effort(s) • Chesapeake Monitoring Cooperative 		

Factor	Current Efforts	Gap	Actions (critical in bold)
Turnover of local elected and appointed officials	Newly elected official training and education opportunities by trusted sources (e.g. MACo, VACo, MML, VML, PSATS, Rural MD Council, SCD, etc.)	No current assessment exists of training and other opportunities to enhance the education connection of CBP priorities to local priorities.	1.1 – Training, forum, etc. assessment
		It is difficult (and often expensive) to access databases or other resources that keep updated lists and contact information of current (especially new) elected officials.	2.4 – Contacts/network database
Complexity of watershed creates distinct regional needs	Elected official training and education forums held by trusted sources (e.g. MACo, VACo, MML, VML, PSATS, Rural MD Council, SCD, etc.) LGAC local elected officials roundtables	Lack of awareness about these training/education and funding opportunities.	1.1 – Training, forum, etc. assessment 1.2 – Expand reach of trainings, forums, etc.
		No existing curriculum to launch the watershed education program, including unique jurisdiction- and/or region-specific opportunities, characteristics, etc.	1.3 – Tree Canopy pilot 2.1 – Watershed booklet
Public Engagement: Community awareness of and support for watershed protection and restoration activities	Increasing media coverage (CBP and general media) of significant flooding, sea level change, stormwater, and other events	Need more visible success stories and highlighting committed stewards/ communities; right now, successes are shared largely in “echo chamber.”	1.2 – Expand reach of training, forums, etc. 2.2 – Peer-to-peer opportunities (bus tour)
	Stewardship Index CBP Outreach Coordinator engaging with public regularly Community projects, e.g. Project Clean Stream, tree plantings, beach cleanups, etc. (similar efforts present in all jurisdictions)	Need a variety of methods to engage local elected officials (webinars, podcasts, infographics, handbooks, blogs, etc.)	1.3 – Tree Canopy pilot 2.1 – Watershed booklet 2.3 – Local Leadership needs in other Watershed Agreement outcomes
Government Agency Engagement at the Federal, State, and/or Local Levels	Chesapeake Bay Commission various efforts	Incomplete engagement has resulted in lack of understanding of the baseline of knowledge or engagement by local leaders in the watershed.	0.1 – Implement baseline
	Choose Clean Water Coalition and similar advocacy groups	Need increased focus on engagement at the local level (e.g. via increased peer-to-peer knowledge transfer or other efforts); current efforts address federal and state engagement.	1.2 – Expand reach of trainings, forums, etc. 1.3 – Tree Canopy 2.2 – Peer-to-peer opportunities

WORK PLAN ACTIONS

Green - action completed or moving forward **Yellow** - action has encountered minor obstacles **Red** - action not taken or encountered a serious barrier

Action	Description	Performance Target(s)	Responsible Party	Expected Timeline	
Management Approach 0: Establish baseline and measure progress.					
0.1	Implement approach for determining baseline level of knowledge of local elected officials and monitoring their knowledge and capacity to implement economic and policy incentives that support local conservation work.	Submit recommended baseline methodology to the Office and Management and Budget for approval (survey questions and design previously approved by LLWG and LGAC members).	ACB, Local Engagement and Diversity Coord., consultant (Uncommon Insights)	Contractor will submit in 2020	
		Conduct survey to determine baseline level of knowledge.		ACB, Local Leadership Workgroup, LGAC, Stewardship GIT	Winter 2021 (pending OMB approval)
		Present to LLWG and LGAC members for input.			Spring 2021
		Present to GIT 6 and Management Board.			GIT 6 – TBD MB – TBD
		Meet with Stewardship GIT leads to determine path forward to measure changes in baseline via the next iteration of the Citizen Stewardship Index.			Completed in Summer 2020
Management Approach 1: Develop, enhance and expand leadership and training programs.					
1.1	Develop an assessment of current training and other opportunities to enhance the connection of CBP priorities to local priorities.	Identify and develop list of regional and state-wide training and leadership forums attended by local elected officials (with input from workgroup members, LGAC, etc.).	LLWG Coordinator and Staffer	Completed in May 2019	
		Update list bi-annually or as opportunities are identified. Where possible, identify Local Leadership Workgroup representatives (or other organizations, as identified by workgroup members) that could participate and/or present on behalf of Local Leadership outcome.		Ongoing	
1.2	Expand reach of successful training programs and education programs.	Initiate discussions with organizers in regard to participating in or leading trainings, forums, etc. on key topics and agendas in the 2019-2020 timeframe.	LLWG members from MACo, VACo, MML, PSATS, etc.	Ongoing	
		Participate in designated events and determine best method for delivery/participation.	Varies – TBD for specific event(s).		
		Report out to LLWG (and LGAC, where appropriate).	Varies – TBD for specific event(s).		
		Support Urban Tree Canopy Summit 2.0 efforts, including engaging local governments and partners	LLWG (in collaboration with USFS and FWG)	Completed in January 2020	

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		on new tools, guidance and resources (e.g. Financing Urban Tree Canopy Programs guide).		
1.3	Assist in development of a Tree Canopy pilot module as part of Watershed Curriculum.	Present initial idea for Tree Canopy pilot module to members of the LLWG and LGAC.	LLWG Chair and/or LLWG Coordinator	Completed in March 2019
		Hold joint meeting(s) with Tree Canopy outcome leads to develop ideas for Tree Canopy module under the watershed booklet .	LLWG + FWG Chairs, Coordinators, Staffers and interested parties	Contractor will complete in 2020
		Report on findings, output(s), etc. to LLWG and Forestry Workgroup.	LLWG + FWG Chair and/or Coordinator	Contractor will complete in 2020
Management Approach 2: Improve transfer of knowledge to local elected officials.				
2.1	Develop a “watershed booklet” for newly elected officials.	Solicit input on content and delivery from workgroup and LGAC members, i.e. Paper handbook, online repository/educational venue	LLWG Chair and Coordinator, LGAC Chair and Coordinator, ACB	Completed in March 2019
		Develop overarching, jurisdiction- and region-specific curricula in collaboration with the LLWG and LGAC.	ACB	Contractor will complete in 2020
		Present draft curricula to LLWG, LGAC, and GIT 6 and revise according to feedback.	LLWG Chair and/or Coordinator	Contractor will complete in 2020
		Publish first edition of booklet (and supplementary materials, TBD).	ACB	Contractor will complete in 2020
		Work with trusted sources for distribution of booklet.	LLWG and trusted sources (e.g. MACo)	Ongoing
2.2	Increase peer-to-peer knowledge transfer opportunities for local officials.	Inventory and assess peer-to-peer approaches (formal and informal) inside and outside the watershed (e.g. literature review or other) for effectiveness and applicability.	LLWG Staffer	Completed in September 2019
		Conduct one elected official bus tour from non-tidal and tidal regions within the watershed as a pilot for future, more frequent tours in 2020 (funded by NFWF). LLWG and LGAC members will participate in the development of the tour’s agenda, location(s),	ACB, LGAC, LLWG	Completed in October 2019

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		reaching out to potential participants (elected officials), etc.		
		On a quarterly basis, explore new and additional opportunities for peer-to-peer knowledge transfers. Present updates at each LLWG and LGAC meeting.	LLWG Coordinator and Staffer	Ongoing
2.3	Work with Watershed Agreement outcome leads (e.g. workgroups) that have identified needs related to local elected officials (needs identified via the SRS process or other mechanisms).	<i>(February 2019 Management Board Actions & Decisions)</i> ...Develop a general strategy for outcomes/workgroups to engage with local elected officials. Pilot ideas = Tree Canopy, Climate.	LLWG Chair and/or Coordinator, LGAC Chair and/or Coordinator Communications Workgroup	Completed in May 2019
		Present draft strategy to Management Board and revise based on feedback.	LLWG Coordinator	Completed in May 2019
	For example, during the 2018-2019 SRS cycle, both Tree Canopy and Climate Adaptation identified needs related to local elected officials.	Present final strategy as part of a Strategy Review System update.	LLWG Coordinator	February 2021
2.4	Establish jurisdiction contacts/network for maintaining updated lists of local elected officials.	Draft “living” document (for internal use), to be updated according to election schedules.	LLWG Staffer	Completed in December 2019
		Where feasible, add links to jurisdiction-specific database pages to the Local Leadership Workgroup page on www.chesapeakebay.net .		

Acronyms:

ACB = Alliance for the Chesapeake Bay

CBP = Chesapeake Bay Program

FWG = Forestry Workgroup

GIT = Goal Implementation Team

GIT 6 = Enhance Partnering, Leadership and Management GIT

LGAC = Local Government Advisory Committee

LLWG = Local Leadership Workgroup

MACo = Maryland Association of Counties

MML = Maryland Municipal League

NFWF = National Fish and Wildlife Foundation

PSATS = Pennsylvania State Association of Township Supervisors

SCD = soil conservation districts

USFS = U.S. Forest Service

VACo = Virginia Association of Counties

VML = Virginia Municipal League

WIP = Watershed Implementation Plan