

Logic and Action Plan: Pre-Quarterly Progress Meeting



**Citizen Stewardship Outcome 2020-2021**

**Long-term Target:** Increase the number and diversity of trained and mobilized citizen volunteers with the knowledge and skills needed to enhance the health of their local watersheds.

**Two-year Target:** (none)

Factor	Current Efforts	Gap	Actions	Metrics	Expected Response and Application	Learn/Adapt
<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 help fill this gap) to achieve our outcome?</i>	<i>What will we measure or observe to determine progress in filling identified gap?</i>	<i>How and when do we expect these actions to address the identified gap? How might that affect our work going forward?</i>	<i>What did we learn from taking this action? How will this lesson impact our work?</i>
<b>Organizational Capacity:</b> Many existing programs not designed for maximum impact.	Many programs exist that share information and build awareness on watershed restoration and protection topics; however, these programs are often not effective as a standalone strategy in increasing behavioral adoption.	Assess the degree of technical support and training needed in order to increase the knowledge and capacity of local governments and nonprofits to design effective programs that go beyond education and persuasive communications campaigns.	2.1, 2.2, 3.1	Assess the number of programs (funded through grants) that utilize audience input and data to design their program.	The effectiveness of social marketing and behavior change campaigns will significantly increase.	The Workgroup had minimal capacity to take the actions outlined to increase effectiveness of social marketing and behavior change campaigns. They will consider including actions to address the gap in knowledge and capacity of practitioners in the next Logic and Action Plan.
<b>Organizational Capacity:</b> Need additional capacity to recruit and train	Many organizations are recruiting and engaging volunteers.	Sustained funding through public-private partnerships, organizational capacity	1.1, 5.1	Track the number and diversity of individual stewards engaged	Effective pipeline exists that enables residents of the watershed to	Informally, the workgroup has dropped the term 'citizen' and has

volunteers and leaders.		building and the promotion and replication of successful volunteer, community science and leadership development programs are needed for significant progress to be made. Coordination/Collaboration among groups who are working stewards on the many levels.		in volunteer activities.	engage in multiple levels of stewardship.	begun discussions around the DEIJ implications of urging <i>all</i> watershed residents to engage in volunteerism. These considerations will be taken into account when working to address capacity issues through volunteer recruitment.
<b>Organizational Capacity:</b> Lack of ability to measure impact and track progress of stewardship programs.	Public engagement, outreach and education are frequently included in restoration and conservation activities.	Public engagement and its impact on resource related goals or some consistent measure of the extent to which the public is engaged has not been adequately quantified or developed.	1.1, 1.2	A method of measuring impact and tracking progress of stewardship programs.	An increase in effectiveness as a result of ability to more effectively design programs for maximum impact.	The Stewardship Survey data established a baseline indicator for stewardship actions and attitudes in the Chesapeake Bay watershed. The workgroup plans to collect data again to assess progress. More needs to be done to define and measure Resident Leaders.
<b>Organizational Capacity:</b> Lack of strategic coordination of the many programs implemented at the local level	An impressive number of programs engage the public in towns and communities throughout the region.	There is not enough synergy and intentional coordination among them.	2.3, 2.5, 3.1, 5.1	Effective coordination among programs with increased capacity and effectiveness.	Coordinated regional programs exist that allows for enhanced cooperation and increased effectiveness.	Lack of strategic coordination is still a gap that is impacting our ability to achieve the outcome. The workgroup is currently considering the adoption of a 'Network Development' subgroup to increase this coordination.
<b>Organizational Capacity:</b> Need region-wide stewardship programs to help build a more robust	Great progress has been made in recent years to broaden and diversify the individuals and groups engaged in Bay cleanup activities.	As the number and diversity of people participating in stewardship activities increases, grassroots organizations need to	2.4, 1.2, 2.1, 2.5, 3.1, 4.1, 5.1	Established number (TBD) of region wide programs.	More robust and diverse stewardship movement.	Region-wide stewardship programs require an increase in capacity among grass-roots organizations. The

and diverse movement for clean water.		build their capacity to harness and maintain the engagement of those individuals in order to build a movement that can be mobilized to support important decisions about clean water policy at the local, state and federal level.				'Network Development' subset of the Workgroup may choose to include actions that support the capacity of these organizations in the next Logic and Action Plan.
<b>Funding or Financial Resources:</b> Lack of financial and regulatory incentives for effective stewardship programs.	The number and scale of resident stewardship programs continues to increase driven by the pressing need to engage private landowners in the voluntary adoption of best management practices and ongoing effort to build a base of public support for watershed protection and restoration. These programs are fueled by a combination of public and private funding, increasingly supported by local governments as a component of their MS4 Stormwater Programs.	Currently, many of the funding sources and regulatory programs lack adequate guidance or incentives to ensure outreach programs are designed after best practices or informed by successful models. Inadequate programs that are not based in social science best practice are often identified as having behavioral change goals with only education strategies in place.			Enhanced crediting for outreach and behavioral adoption programs.	Over the last two years the workgroup has had minimal capacity to influence funding sources or regulatory programs. A lack of financial/ regulatory incentives that are based in social science is still a factor that influences progress toward the stewardship outcome. Compiling best practices around campaigns that go beyond education is one possible way to address this in the future.
<b>Public Engagement:</b> Public opinion, perception and attitude about Bay clean up vary and pose both challenges and opportunities.	While clean water and a healthy Bay often rank among the top environmental priorities of communities in the region, the environment in general does not always rank as highly among the many other issues impacting people's lives.	Efforts to engage individuals in Bay cleanup activities are challenged by the fact that within each community, county or region there are a number of important and pressing needs that exist that may compete directly with actions needed for clean water. A better understanding of public opinion will offer opportunities to align	2.5, 3.1, 5.1	Stewardship Indicator measures individual engagement and volunteerism metrics.	Successful outreach and behavior adoption programs are designed toward the particular audience they are serving.	The newly established Stewardship Indicator measures attitudes about stewardship actions. The current Public Access Workgroup project to research benefits and barriers to public access will examine attitudes about the <i>impact</i> of taking Stewardship Actions on the

		those interests and issues to advance them together, rather than in competition.				watershed. The Workgroup can make this data available and actionable to practitioners.
<b>Public Engagement:</b> Lack of social norms that encourage adoption of helpful individual actions and behaviors.	For a variety of reasons many of the actions targeted by outreach programs are not considered the social norm and, as a result, face a number of barriers to implementation.	The public display of a behavior change by a growing percentage of a population can accelerate the adoption of these behaviors by others. Successful programs need to more effectively utilize this social science tool so desired actions are seen by others and begin a sea change of actions and behaviors for clean water.	2.2	A more robust and coordinated understanding of the common barriers and benefits in adopting individual actions and behaviors.	Increased population adopting behaviors with a clear perception of social norms.	A more robust and coordinated understanding of the social norms that prevent the adoption of stewardship actions is needed. The workgroup will continue the development of the Chesapeake Behavior Change site to publicly display successful programs.
<b>Public Engagement:</b> Need to increase use of existing and expand access to water resources for all people.	Due to concerted federal, state and local efforts, public access sites are gradually increasing annually in each jurisdiction.	The uses of existing sites, particularly in urban and low-income communities, contribute to challenges faced in further engaging many sectors of the public.  Existing sites may be limited in the type of use available to the public.		Increased number and availability of access sites that provide programming to engage residents.	All residents able to access water resources and engage in stewardship activities.	The workgroup will analyze the results of the GIT Funded research on the benefits and barriers to public access to see what applications there are to Stewardship and coordinate efforts to distribute as appropriate.
<b>Public Engagement:</b> Existing markets are the major drivers of consumer choices and often create disincentives for stewardship actions.	Efforts to change products and services through regulation (e.g., lawn fertilizer application) and to ensure regulations governing consumer choices (e.g., HOA ordinances) exist and have had considerable influence on consumer choices.	Efforts to change products and services through regulation are often done in isolation and not as part of a comprehensive strategy that links regulatory or policy efforts with effective consumer outreach focused on behavior change and continued engagement.		Actions are taken to link efforts in a coordinated fashion.	Efforts to change products and services through regulation are done as part of a coordinated strategy that links regulatory or policy efforts with consumer outreach focused on behavior change and continued engagement.	The Chesapeake Behavior Change site includes data on stewardship actions that are influenced by existing markets. Going forward, the workgroup will continue to host this data and share relevant case studies on the site.

**Actions Planned for 2020-2021:**

**Instructions:** Before your quarterly progress meeting, provide the status of individual actions in the table below using this color key.

Action has been completed or is moving forward as planned.

Action has encountered minor obstacles.

Action has not been taken or has encountered a serious barrier.

Additional instructions for completing or updating your logic and action plan can be found on [ChesapeakeDecisions](#).

ACTIONS – 2020-2021					
Action #	Description	Performance Target(s)	Responsible Party (Parties)	Geographic Location	Expected Timeline
<b>Management Approach 1: Establish mechanisms to measure impact and track progress of stewardship programs.</b>					
1.1	Consider a shift/update in language from Citizen Stewardship to Resident Stewardship.	<ol style="list-style-type: none"> <li>Determine the possibility and, potentially, the steps involved in changing the name of the workgroup and/or goal.</li> <li>Consider whether Resident Stewardship is the best replacement for Citizen Stewardship.</li> <li>If appropriate, proceed with name change.</li> </ol>	Stewardship Workgroup	Watershed	2020-2021
1.2	Identify potential opportunities for measuring Resident Leaders (top tier of Citizen Stewardship Model). There is currently no agreed-on definition of a Resident Leader, nor is there a baseline level measuring the number or impact of Resident Leaders.	<ol style="list-style-type: none"> <li>With stakeholder input, define <i>Resident Leader</i> and create methodology to obtain a baseline measurement</li> <li>Identify groups who identify, train or support <i>Resident Leaders</i> as defined.</li> <li>Obtain a baseline measurement through organizational reporting.</li> </ol>	Stewardship Workgroup	Watershed	2020-2021
1.3	Coordinate with Diversity Workgroup to identify opportunities to improve engagement and communication with underrepresented audiences.	<ol style="list-style-type: none"> <li>Utilize both groups to identify opportunities for coordination (including Environmental Justice Screening and Mapping Tool – EJ Screen).</li> <li>Prioritize tasks over the work plan time period.</li> </ol>	Stewardship Workgroup	Watershed	2020-2021

## ACTIONS – 2020-2021

Action #	Description	Performance Target(s)	Responsible Party (Parties)	Geographic Location	Expected Timeline
<b>Management Approach 2: Provide assistance to help develop and implement [highly effective] programs for maximum impact on stewardship.</b>					
2.1	Coordinate with Diversity Workgroup to use the Stewardship Indicator to engage diverse audiences.	<ol style="list-style-type: none"> <li>Determine appropriate steps to utilize Indicator to engage diverse audiences.</li> <li>Implement actions as appropriate.</li> </ol>	Stewardship Workgroup	Watershed	2020-2021
2.2	Finalize and promote Stewardship Actions and Behavior Change Website that will enable stakeholders to access data collected for the Stewardship Indicator.	<ol style="list-style-type: none"> <li>Promote user testing and finalization of the <i>Stewardship Actions and Behavior Change Website</i></li> <li>Develop plan for roll out and communication of <i>Stewardship Actions and Behavior Change Website</i></li> </ol>	Stewardship Workgroup	Watershed	2020-2021
2.3	Connect behavior change resources housed on the new “Stewardship Actions and Behavior Change website” (which will house both the Stewardship Index, Behavior Change Case Studies and additional resources for behavior change) with practitioners that are planning behavior change programs in order to leverage existing efforts (i.e. DC and litter).	<ol style="list-style-type: none"> <li>Identify potential practitioners that are conducting programs with measurable change behaviors.</li> </ol>	Stewardship Workgroup	Watershed	2020-2021
		<ol style="list-style-type: none"> <li>Work with web team to incorporate the case study database to the <i>Stewardship Actions and Behavior Change Website</i>.</li> </ol>			
		<ol style="list-style-type: none"> <li>Promote the new location and resources available for accessing the case study database.</li> </ol>			
2.4	Pursue options for increasing effectiveness of stormwater outreach programs that are required under existing permitting structures, specifically exploring credits for behavior changes and small scale BMPs.	<ol style="list-style-type: none"> <li>Support and leverage efforts by Maryland State Highway Administration, Chesapeake Bay Trust and Maryland Department of the Environment to consider stormwater credits for behavior adoption resulting from programs designed to measurably change behavior.</li> </ol>	Stewardship Workgroup	Watershed	2020-2021
		<ol style="list-style-type: none"> <li>Assist with engaging key stakeholders in efforts to address information gaps and gain broad buy in for this approach.</li> </ol>			
		<ol style="list-style-type: none"> <li>Engage with Maryland regulatory agencies to assist with interpretation of Stewardship</li> </ol>			

## ACTIONS – 2020-2021

Action #	Description	Performance Target(s)	Responsible Party (Parties)	Geographic Location	Expected Timeline
		<p>Workgroup strategies and Stewardship Index data to develop guidance for local governments implementing programs designed to measurably change behavior.</p> <p>4. Prepare, in future years, to share lessons learned and methodology with other Bay jurisdictions.</p>			
<b>Management Approach 3: Increase capacity to expand the number and diversity of community volunteers.</b>					
3.1	Identify training and communication opportunities to increase understanding of Stewardship Indicator and effective use of the Stewardship Actions and Behavior Change Website.	1. Identify plan for outreach for upstream, midstream and downstream audiences about the use of the Stewardship Actions and Behavior Change Website.	Stewardship Workgroup	Watershed	2020-2021
		2. Set goals for usage and outcomes and a plan to measure those.			
		3. Develop a training and support plan for practitioners using <i>Stewardship Actions and Behavior Change Website</i> .			
		4. Measure effectiveness of the <i>Stewardship Actions and Behavior Change Website</i> , specifically, how successful practitioners are in using the website to support effective behavior change campaigns. What else do they “need” in order to be successful in implementing programs that result in measurable behavior change?			
<b>Management Approach 4: Increase capacity to expand the number and diversity of community volunteers and community leaders.</b>					
4.1	Conduct gap analysis of the Chesapeake Bay Program’s organizational ability to engage/recruit more diverse community leaders and volunteers.	<p>1. Identify challenges for organizations and programs to engage diverse leaders and volunteers.</p> <p>2. Identify opportunities for addressing those challenges.</p>	Stewardship Workgroup	Watershed	2020-2021

## ACTIONS – 2020-2021

Action #	Description	Performance Target(s)	Responsible Party (Parties)	Geographic Location	Expected Timeline
		3. Prioritize tasks for addressing challenges with potential solutions.			
<b>Management Approach 5: Recruit, train, and support more community leaders and local champions (Expand the number and diversity of community leaders and local champions).</b>					
<b>5.1</b>	Create programmatic best practice standards for recruiting, training and supporting community leaders and local champions.	<ol style="list-style-type: none"> <li>1. Engage a stakeholder group to develop best practices.</li> <li>2. Create a plan to share best practices with organizations identified in 1.1.2 and solicit from those organizations the barriers to implementing those best practices.</li> <li>3. Create a plan to address barriers for organizations adopting best practices.</li> </ol>	Stewardship Workgroup	Watershed	2020-2021
<b>5.2</b>	Advance programs that foster the continuation of [Citizen] Stewardship Model-progression of individual actions, volunteerism, and community leadership.	<ol style="list-style-type: none"> <li>1. Identify programs that foster the stewardship model.</li> <li>2. Explore ways to expand and leverage connections to enhance, standardize and replicate these programs.</li> </ol>	Stewardship Workgroup	Watershed	2020-2021

### Important notes:

- The success of this plan lies in the ability to recruit the capacity to achieve/lead on all these strategies. Currently, most of the leadership is provided by volunteers from non-profit organizations and other agencies.
- Stewardship Index data will be updated every 3 to 5 years with assistance of a contractor through GIT Funding, this will be reflected in the Workgroup’s 2022-2023 Logic and Action Plan.

### Definitions:

- **Resident Leader:** A volunteer who engages others in his/her community in actions that benefit/improve water quality and resource protection.
- **Programs designed to measurably change behavior:** This term refers to programs that adhere to social science principles of community based social marketing. These programs target a specific behavior, and, through careful research, aim to affect measurable change within a specific group of people.