

# Biennial Strategy Review System

## Local Leadership Outcome

### Logic Table and Work Plan

**Long-term Target:** None identified

**Two-year Target:** None identified

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, economic development and public safety as a portal for discussion with local elected officials.  LGAC jurisdiction roundtables	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.  Assessment of current training and opportunities to enhance the education connection of CBP priorities to local priorities. Need to improve capacity of CBP and jurisdictions to show correlation between CBP Goals and local goals.	<a href="#">1.3</a> , <a href="#">1.4</a> , <a href="#">1.5</a> , <a href="#">2.1</a> , <a href="#">2.2</a> , <a href="#">3.1</a> , <a href="#">3.2</a> , <a href="#">4.1</a> , <a href="#">4.2</a> , <a href="#">4.3</a>
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  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"> <li>• WIP templates (and other co-benefits efforts)</li> <li>• CBP Cross-GIT mapping effort(s)</li> <li>• Chesapeake Monitoring Cooperative</li> </ul>	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, and should therefore build capacity of Partners to communicate/engage with local government	<a href="#">1.4</a> (FY 2016/ 2017 GIT Funding projects) with a focus on training Bay Program leadership and staff
Turnover of local elected and appointed officials	Newly elected official training opportunities by trusted sources (e.g. MACo, MML, VML, PSATS, etc.)	Assess current training and look for opportunities to enhance the education connection of CBP priorities to local priorities	<a href="#">1.1</a> , <a href="#">1.2</a> , <a href="#">2.1</a> , <a href="#">2.2</a> , <a href="#">4.1</a> , <a href="#">4.2</a> , <a href="#">4.3</a>

Factor	Current Efforts	Gap	Actions (critical in bold)
		Assess the availability of easily accessible databases of newly elected officials	
Complexity of watershed creates distinct regional needs	Elected official training and education forums held by trusted sources (e.g. MACo, MML, VML, PSATS, etc.) FY 2016 GIT Watershed Education for Elected Officials	Lack of awareness about these training/education and funding opportunities Existing curriculum to launch the watershed education program	<a href="#">1.1</a> , <a href="#">1.2</a> , <a href="#">1.4</a> , <a href="#">4.1</a> , <a href="#">4.2</a> , <a href="#">4.3</a>
Public Engagement: Community awareness of and support for protection and restoration activities	Increasing media coverage (CBP and general media) of significant flooding, sea level change, stormwater, and other events  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 more visible success stories and highlighting committed stewards/ communities; right now, successes are shared largely in “echo chamber”	No actions in current work plan; to be addressed after Nov. SRS review when drafting new work plan
Government Agency Engagement at the Federal, State, and/or Local Levels	CBC various efforts  Choose Clean Water Coalition and similar advocacy groups	Incomplete engagement has resulted in lack of understanding of the baseline of knowledge or engagement by local leaders in the watershed  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	<a href="#">0.1</a> , <a href="#">0.2</a> , <a href="#">0.3</a> , <a href="#">1.5</a> , <a href="#">4.3</a>  Will be area of focus in new work plan

## 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 (or Parties) & Geographic Location	Expected Timeline
<b>Management Approach 0: Establish baseline and measure progress.</b>				
0.1	Develop and implement approach for determining baseline and monitoring knowledge and capacity of local elected officials.	Draft, initiate review, finalize and release of Request for Proposals (RFP) to 1) develop method for measuring increase of knowledge and capacity; and 2) define baseline.	Alliance for the Chesapeake Bay, STAR, STAC, Local Leadership workgroup Watershed-wide	Completed Fall 2016
		Review draft approach and provide feedback to ACB and contractor on proposed approach for monitoring and baseline.	Local Leadership Workgroup, STAR, STAC Watershed-wide	Completed Summer 2017
0.2	Establish baseline.	As determined in Key Action 1, implement methodology to determine baseline.	Local Leadership Workgroup, Jurisdictions, Alliance for the Chesapeake Bay Watershed-wide	Start date: June 2-16 End date: December 2016
0.3	Monitor progress towards achieving outcome.	As needed, secure resources for implementing long term measurement program.	Local Leadership Workgroup Watershed-wide	2017
		Refine schedule for monitoring progress based on completion dates of Key Actions 1 and 2.	Local Leadership Workgroup Watershed-wide	2017
		Implement monitoring approach.	Local Leadership Workgroup Watershed-wide	2017
<b>Management Approach 1: Develop, enhance, expand leadership and training programs.</b>				
1.1	Develop and begin to implement strategic approach for working with existing statewide and regional training and leadership programs and forums on an ongoing basis.	Identify regional and statewide training and leadership forums attended by local elected officials and initiate discussions with organizers on key topics, meetings, agendas for CBP participation in 2016 sessions.	Local Leadership Workgroup, State/Regional associations, NGOs, PA DCEC Watershed-wide	Ongoing
		Based upon available priority content, engage local elected officials thru these forums to build knowledge and develop	Local Leadership Workgroup, State/regional associations, NGOs, Harry Hughes Center	Ongoing

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		capacity beginning in Summer-Fall 2016 and continuing on an ongoing basis.	Watershed-wide	
		Continue to implement key knowledge and capacity building activities identified through strategic approach discussions and feedback from local officials, GITs.	Local Leadership Workgroup, State/regional associations, NGOs Watershed-wide	2016
1.2	Expand reach of successful training programs and education programs.	Inventory and assess effectiveness of existing programs.	Local Leadership Workgroup, Local Leadership Focus Group, State/regional associations, NGOs	Ongoing
		Identify gaps in training type, reach, audience, and/or content.		2017
		Incorporate key knowledge into existing training, education programs as applicable.	Watershed-wide	2017
1.3	Build capacity of local elected officials to implement watershed protection and restoration activities.	Inventory knowledge and capacity building models (including regional collaborative initiatives) employed within each jurisdiction and assess effectiveness.	Local Leadership Workgroup, Local Leadership Focus Group, NGOs Watershed-wide	Completed 2017
		Develop strategy for promoting effective models as best practices.	Local Leadership Workgroup, Local Leadership Focus Group, NGOs Watershed-wide	Completed 2017

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1.4	Deliver watershed restoration webinars to local officials with content provided by local leadership workgroup.	Develop a schedule, content and information for a series of state initiated webinars to focus on key watershed restoration information for elected officials.	VA, WV, DC, PA, DE, Local Leadership Workgroup  Watershed-wide	Start: October 2016
1.5	Work collaboratively with Bay Program partners to identify legislative, budgetary and policy needs to advance the goals of the Chesapeake Bay Agreement. We will, in turn, pursue action within our member state General Assemblies and the United States Congress. (Per CBC Resolution #14-1)	Work with GIT to consider policy changes or legislative actions identified by the GIT.	Chesapeake Bay Commission  PA, MD, VA	Ongoing
<b>Management Approach 2: Increase peer to peer knowledge transfer for local officials.</b>				
2.1	Based on the priority topics identified in management approach #4, inventory and assess peer to peer approaches (formal and informal) inside and outside watershed and begin to promote expanded peer to peer networks.	Initiate a focus group and develop inventory and assessment of peer to peer approaches. Determine best practices and areas needing improvement.	Local Leadership Workgroup, Local Leadership Focus Group, State/regional associations, NGOs  Watershed-wide	Complete 2017
		Develop strategy to facilitate increased peer to peer networking across watershed.	Local Leadership Workgroup, Local Leadership Focus Group, State/regional associations, NGOs  Watershed-wide	January 2017

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2.2	As opportunities arise, work through existing peer to peer networks to provide early content. (utilize regional collaboratives to enhance and grow peer to peer networks (MS4 to MS4; developed to developed land; etc.)	Identify peer to peer networks most frequently utilized by CBP local elected officials.	Local Leadership Workgroup, Local Leadership Focus Group, State/regional associations, NGOs, PA DCEC  Watershed-wide	Start date: March 2016  Ongoing
		Incorporate priority topics and content into frequently utilized peer to peer networks.	Local Leadership Workgroup, Local Leadership Focus Group, State/regional associations, NGOs, Harry Hughes Center  Watershed-wide	Start date: May 2016  Ongoing
<b>Management Approach 3: Improve transfer of knowledge to locals.</b>				
3.1	Based on the priority topics identified in management approach # 4, inventory, assess and develop gap analysis of existing methods and approaches for transferring information to local elected officials. This approach applies to additional mechanisms like web and electronic tools.	Organize focus group to review existing approaches for information transfer to local elected officials, evaluate these approaches and perform a gap analysis.	Local Leadership Workgroup, Local Leadership Focus Group  Watershed-wide	Completed 2017
		Develop specific recommendations for revised approaches for transferring information and improving access for local elected officials.	Local Leadership Workgroup, Local Leadership Focus Group  Watershed-wide	Completed 2017
3.2	Begin to incorporate priority topics identified in management approach # 4 into existing knowledge transfer mechanisms.	Identify priority transfer mechanisms for knowledge to local officials.	Local Leadership Workgroup, Local Leadership Focus Group  Watershed-wide	Completed 2017
		As available, integrate priority content into exiting transfer mechanisms.	Local Leadership Workgroup, Local Leadership Focus Group  Watershed-wide	Start date: June 2016  Ongoing

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<b>Management Approach 4: Identify and improve key knowledge and information sources.</b>				
4.1	Identify and prioritize key content and information and information sources which assist local officials in the implementation of the outcomes of the 2014 Bay Agreement while meeting local resources priorities and goals.	Review management strategies and work plans and engage in dialogue with CBP goal teams and workgroups to identify high priority content and information areas necessary to facilitate local government implementation of 2014 Bay Agreement goals.	Local Leadership Workgroup, the Cross-GIT Coordinator, and the GITs  Watershed-wide	Ongoing (completed via SRS Quarterly Progress Meetings, NOT through reviewing Strategies and Work Plans)
		Conduct listening sessions and interviews with local elected officials (e.g., as part of statewide and regional forums like MACO, VACO, PSATS, PSAB) to determine key knowledge and information and sources needed to achieve priorities identified in Performance Target 1a.	Local Leadership Workgroup, State/regional associations (MD, VA, PA, WV), LGAC  Watershed-wide	Completed 2017
		Review existing CBP funded programs (NFWF, EFC, MOST, others) and studies (2015 Local Leadership Development Programs Report) as well as jurisdictional programs to identify key content and info sources (include economic, etc.).	CBPO Staff or outside contractor, Local Leadership Workgroup  Watershed-wide	Completed 2017

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4.2	Deliver content through existing mechanisms.	Identify existing mechanisms and a process for integrating content into those mechanisms.	Local Leadership Workgroup, PA DCEC  Watershed-wide	Start date: January 2016; End date: Dec 2016
4.3	Deliver content and information through new or enhanced mechanisms.	Identify gaps and needs for new or enhanced delivery mechanisms.	Local Leadership Workgroup, DC, MD, VA, PA, DE, WV, CBPO, State/regional associations, LGAC, other GITs	Completed 2017
		Develop a strategy for new or enhanced delivery mechanisms.	Local Leadership Workgroup, DC, MD, VA, PA, DE, WV, CBPO, State/regional associations, LGAC, other GITs	Approved by workgroup October 2018
		Implement the strategy for new or enhanced delivery mechanisms.	Local Leadership Workgroup, DC, MD, VA, PA, DE, WV, CBPO, State/regional associations, LGAC, other GITs	Fall/Winter 2016
4.4	Establish an outreach program for DoD Chesapeake Bay installation leadership.	Develop outreach materials (e.g. briefing/Executive Summary brochures) to provide incoming installation leadership.	DoD  DoD installations where applicable	2016/2017