Factor	Current Efforts	Gap	Actions (critical in bold)	Metrics	Expected Response and Application	Learn/Adapt
What is impacting our ability to achieve our outcome?	*What current efforts are addressing this factor?*	*What further efforts or information are needed to fully address this factor?*	*What actions are essential to achieve our outcome?*	*Optional: Do we have a measure of progress? How do we know if we have achieved the intended result?*	*Optional: What effects do we expect to see as a result of this action, when, and what is the anticipated application of these changes?*	*Optional: What did we learn from taking this action? How will this lesson impact our work?*
Organizational Capacity: Many existing programs not designed for maximum impact (C1)	*Many programs exist that share information and build awareness on watershed restoration and protection topics.*	*Focus should be placed on learning the social, economic, and environmental priorities identified by local leaders. Compare them to existing priorities and examine where there are common interests. Those common interests should be considered the basis for partnership and coalition building with local leaders.*	2.1, 2.2, 3.1			
Organizational Capacity: Need additional capacity to recruit and train volunteers and leaders (C3)	*Many organizations recruiting and engaging volunteers.*	*To convert volunteerism into lifelong stewardship, students must be engaged in volunteerism, internships and job skills training such as Youth Corps Programs that connect with education, community, environment, as well as economic success. Sustained funding through public-private partnerships, organizational capacity building and the promotion and replication of successful volunteer, citizen science and leadership development programs is needed for significant progress to be made.*	1.1, 4.2			
Organizational Capacity: Lack of ability to measure impact and track progress of	*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*	1.1, 1.2			

Factor	Current Efforts	Gap	Actions (critical in bold)	Metrics	Expected Response and Application	Learn/Adapt
stewardship programs (c4)		been adequately quantified or developed.				
Organizational Capacity: Lack of strategic coordination of the many programs implemented at the local level (c5)	*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, 4.2			
Organizational Capacity: Need region-wide stewardship programs to help build a more robust and diverse movement for clean water. (c6)	*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 citizens participating in stewardship activities increases, grassroots organizations need to 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.*	2.4, 1.2, 2.1, 2.5, 3.1, 4.1, 4.2			
Funding or Financial Resources: Lack of financial and regulatory incentives for effective stewardship programs (c2)	*The number and scale of citizen 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*	*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.*				

Factor	Current Efforts	Gap	Actions (critical in bold)	Metrics	Expected Response and Application	Learn/Adapt
	as a component of their MS4 Stormwater Programs.					
Public Engagement: Public opinion, perception and attitude about Bay clean up vary and pose both challenges and opportunities. (E1)	*While clean water and a healthy Bay often rank among the top environmental priorities of citizens 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 citizens 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 those interests and issues to advance them together, rather than in competition.*	2.5, 3.1, 4.2			
Public Engagement: Lack of social norms that encourage adoption of helpful individual actions and behaviors. (E2)	*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			
Public Engagement: Need to increase use of existing and expand access to water resources for all citizens (E3)	*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.*				
Public Engagement: Existing markets are the major drivers of consumer choices and often create	*Efforts to change products and services through regulation (e.g., lawn fertilizer application) and to*	*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*				

Factor	Current Efforts	Gap	Actions (critical in bold)	Metrics	Expected Response and Application	Learn/Adapt
disincentives for stewardship actions (E4)	*ensure regulations governing consumer choices (e.g., HOA ordinances) exist and have had considerable influence on consumer choices.*	*effective consumer outreach focused on behavior change and continued engagement.*				

Action	Description	Performance Target(s)	Responsible Party (or Parties) & Geographic Location	Expected Timeline
CITIZEN STEWARDSHIP **WORK PLAN ACTIONS** **03/01/2018 DRAFT**				
Management Approach 1: Establish mechanisms to measure impact and track progress of citizen stewardship programs				
1.1	Identify potential opportunities for measuring citizen leaders (top tier of Citizen Stewardship Model).	1. Work with stakeholder group to develop methodology options. 2. Assess feasibility for conducting survey and take applicable next steps.	Stewardship Workgroup	2018-2019
1.2	Coordinate with Diversity Workgroup to identify opportunities to improve engagement and communication with underrepresented audiences.	1. Utilize both groups to identify opportunities for coordination (including Environmental Justice Screening and Mapping Tool – EJ Screen). 2. Prioritize tasks over the work plan time period.	Stewardship Workgroup	2018-2019
Management Approach 2: Provide assistance to help develop and implement programs for maximum impact on citizen stewardship				
2.1	Coordinate with Diversity Workgroup to use the Stewardship Indicator to engage diverse audiences.	1. Determine appropriate steps to utilize Indicator to engage diverse audiences. 2. Implement actions as appropriate.	Stewardship Workgroup	2018-2019
2.2	Connect case study database with practitioners that are planning behavior change programs in order to leverage existing efforts (i.e. DC and litter).	1. Identify potential practitioners that are conducing behavior change programs. 2. Identify linkages between needs of practitioners and existing efforts included in case study database.	Stewardship Workgroup	Ongoing
2.3	Pursue options for increasing effectiveness of stormwater outreach programs that are required under existing permitting structures.	1. Discuss and coordinate this task with partners including LGAC, Local Leadership Workgroup and Local Government Engagement Initiative. 2. Based on outcome of partner discussions, facilitate partnerships between local governments and watershed organizations that result in effective citizen outreach programs that address storm water program requirements. 3. Engage with regulatory agencies to develop guidance and incentives for local governments implementing storm water programs to more effectively build capacity of and partner with nongovernmental organizations.	Stewardship Workgroup	2018-2019
2.4	Coordinate with Toxic Contaminants and Diversity workgroups to understand effective communication about fish issues and eventually	1. Engage with Toxics and Diversity Teams to identify effective communications techniques. 2. Identify barriers in using these techniques in addressing fish consumption issues.	Stewardship Workgroup	2018-2019

		3. Identify potential tasks for removing barriers in communicating fish issues.		
2.5	Creation of the Online Stewardship Tool that will enable stakeholders to access data collected for the Stewardship Indicator.	1. Confirm process and task timeline with contractor, web team and stewardship workgroup. 2. Execute tasks as per task timeline. 3. Develop plan for roll out and communication of tool.	Stewardship Workgroup	2018-2019
Management Approach 3: Increase capacity to expand the number and diversity of citizen volunteers				
3.1	Identify training and communication opportunities to increase understanding of Stewardship Indicator and use of data.	1. Identify plan for communication and outreach for upstream, midstream and downstream audiences.	Stewardship Workgroup	2018-2019
Management Approach 4: Increase capacity to expand the diversity of citizen volunteers and community leaders				
4.1	Conduct gap analysis of leadership capacity to engage more diverse individuals and groups.	1. Identify challenges for leaders in engaging diverse audiences. 2. Identify opportunities for addressing those challenges. 3. Prioritize tasks for addressing challenges with potential solutions.	Stewardship Workgroup	2018-2019
4.2	Advance programs that foster the continuation of Citizen Stewardship Model-progression of individual citizen actions, volunteerism, and citizen leadership.	1. Identify programs that foster the stewardship model. 2. Explore ways to expand and leverage connections to enhance, standardize and replicate these programs.	Stewardship Workgroup	2018-2019