Outcome: Local Leadership
Goal: Citizen Stewardship

Outcome: Local Leadership Outcome: By 2025, continually increase 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.

Executive Summary

The attached two-year Workplan identifies specific actions that will be taken to achieve the following Goal and Outcome:

Stewardship Goal: Increase the number and the 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.

The two-year Workplan contains activities related to each of the four Management Approaches outlined in the Management Strategy. Those four Management Approaches are:
1. Develop, enhance and expand training and leadership programs
2. Increase peer to peer knowledge transfer for local officials
3. Improve transfer of knowledge to locals
4. Identify and improve key knowledge and information sources

The workplan acknowledges that there are many different activities occurring throughout the watershed that may increase knowledge and capacity of local officials to implement local conservation actions. Examples include the soon-to-launch MOST Center, Stormwater Partners Retreat, and various municipal association training and education programs.   For this two-year workplan, and in the absence of any other evidence, we assume these activities will continue.

Therefore, this two-year workplan focuses on three major areas:
1. Development of a baseline and method for measuring progress toward achieving this Outcome.
2. Identification of key knowledge and information sources (Management Approach 4). This focus will help identify what the Chesapeake Bay Program partnership's needs are for the specific knowledge and capacity of local officials.
3. Analysis and evaluation of existing programs and identify gaps that need to be filled through Management Approaches 1, 2 or 3. The analysis and evaluation of existing programs will inform a strategy for enhancing current programs. The gap analysis will inform the development and implementation of new programs needed to achieve the outcome.

Management Approach 0: Establish baseline and Measure Progress

Key Action *Description of work/project. Define each major action step on its own row. Identify specific program that will be used to achieve action.*	Performance Target(s) *Identify incremental steps to achieve Key Action*	Participating Entity *Identify responsible partner for each step.*	Geographic Location	Timeline *(completion date: month & year)*	Factor Influencing and/or Gap
1. Develop and implement approach for determining baseline and monitoring knowledge and capacity of local elected officials.	a. 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	Lead: Alliance for Ches Bay STAR STAC LL workgroup	watershed-wide	Start and end date: Winter 2016	
	b. Review draft approach and provide feedback to ACB and contractor on proposed approach for monitoring and baseline	Lead: LL workgroup STAR STAC	watershed-wide	Start date: Winter 2016 End: Spring 2016	
2. Establish baseline	a. As determined in Key Action 1, implement methodology to determine baseline.	Lead: LL workgroup Jurisdictions Alliance for Ches Bay	watershed-wide	Start date: June 2-16 End date: December 2016	No baseline of locals' knowledge of watershed issues
3. Monitor progress towards achieving outcome.	a. As needed, secure resources for implementing long term measurement program.	Lead: LL Workgroup	watershed-wide	2017	
	b. Refine schedule for monitoring progress based on completion dates of Key Actions 1 and 2.	Lead: LL Workgroup	watershed-wide	2017	

	c. Implement monitoring approach.	Lead: LL Workgroup	watershed-wide	2017	

Management Approach 1: Develop, enhance, expand leadership and training programs					
Key Action *Description of work/project. Define each major action step on its own row. Identify specific program that will be used to achieve action.*	**Performance Target(s)** *Identify incremental steps to achieve Key Action*	**Participating Entity** *Identify responsible partner for each step.*	**Geographic Location**	**Timeline** *(completion date: month & year)*	**Factors Influencing and/or Gap** *ID related factor or gap in Mgmt. Strat*
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.	a. 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 Spring and Summer sessions.	Lead: LL workgroup State/regional associations NGOs PA DCEC	watershed wide	Start date: January 2016 - Dec 2016/ongoing	
	b. Based upon available priority content, engage local elected officials thru these forums to build knowledge and develop capacity beginning in Spring 2016 and continuing on an ongoing basis.	LL workgroup State/regional associations NGOs Harry Hughes Center	watershed wide	Start date: March 2016 End date: ongoing	
	c. Continue to implement key knowledge and capacity building activities identified through strategic approach discussions and feedback from local officials, GITs.	Lead: LL workgroup State/regional associations NGOs	watershed wide	2016	
2. Expand reach of successful training programs and education programs.	a. Inventory and assess effectiveness of existing programs.	Lead: LL Workgroup LL Focus Group State/regional associations NGOs	watershed wide	Start date: March 2016 End date: ongoing	
	b. Identify gaps in training type, reach, audience, and/or content.	Lead: LL Workgroup LL Focus Group State/regional associations NGOs	watershed wide	2017	
	c. Incorporate key knowledge into existing training, education programs as applicable.	Lead: LL Workgroup LL Focus Group State/regional associations NGOs	watershed wide	2017	
3. Build capacity of local elected officials to implement watershed protection and restoration activities	a. Inventory knowledge and capacity building models (including regional collaborative initiatives) employed within each jurisdiction and assess effectiveness.	Lead: LL workgroup LL Focus Group NGOs	watershed wide	2017	
	b. Develop strategy for promoting effective models as best practices.	Lead: LL workgroup LL Focus Group NGOs	watershed wide	2017	
4. Deliver watershed restoration webinars to local officials with content provided by local leadership workgroup.	a. Develop a schedule, content and information for a series of state initiated webinars to focus on key watershed restoration information for elected officials.	Lead: VA, WV, DC, PA, DE LL Workgroup	watershed wide	Start: October 2016	

| 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) | a. Work with GIT to consider policy changes or legislative actions identified by the GIT. | CBC | PA, MD, VA | Ongoing | |

Management Approach 2: Increase peer to peer knowledge transfer for local officials

Key Action *Description of work/project. Define each major action step on its own row. Identify specific program that will be used to achieve action.*	Performance Target(s) *Identify incremental steps to achieve Key Action*	Participating Entity *Identify responsible partner for each step.*	Geographic Location	Timeline *(completion date: month & year)*	Factors Influencing and/or Gap *ID related factor or gap in Mgmt. Strat*
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.	a. Initiate a focus group and develop inventory and assessment of peer to peer approaches. Determine best practices and areas needing improvement.	Lead: LL workgroup LL Focus Group State/regional associations NGOs	watershed wide	Start date: March 2016 End date: December 2016- 2017	
	b. Develop strategy to facilitate increased peer to peer networking across watershed.	Lead: LL workgroup LL Focus group State/regional associations NGOs	watershed wide	January 2017	
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.)	a. Identify peer to peer networks most frequently utilized by CBP local elected officials.	Lead: LL workgroup LL Focus Group State/regional associations NGOs PA DCEC	watershed wide	Start date: March 2016	
	b. Incorporate priority topics and content into frequently utilized peer to peer networks.	Lead: LL workgroup LL Focus Group State/regional associations NGOs Harry Hughes Center	watershed wide	Start date: May 2016	

Management Approach 3: Improve Transfer of knowledge to locals

Key Action *Description of work/project. Define each major action step on its own row. Identify specific program that will be used to achieve action.*	Performance Target(s) *Identify incremental steps to achieve Key Action*	Participating Entity *Identify responsible partner for each step.*	Geographic Location	Timeline *(completion date: month & year)*	Factors Influencing and/or Gap *ID related factor or gap in Mgmt. Strat*
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	a. Organize focus group to review existing approaches for information transfer to local elected officials, evaluate these approaches and perform a gap analysis.	Lead: LL workgroup LL focus Group	watershed wide	Start date: June 2016 End Date: December 2016/ongoing	

Key Action	Performance Target(s)	Participating Entity	Geographic Location	Timeline	Factors Influencing and/or Gap
and approaches for transferring information to local elected officials. This approach applies to additional mechanisms like web and electronic tools.	b. Develop specific recommendations for revised approaches for transferring information and improving access for local elected officials.	Lead: LL workgroup LL Focus Group	watershed wide	January - March 2017	
2. Begin to incorporate priority topics identified in management approach # 4 into existing knowledge transfer mechanisms.	a. Identify priority transfer mechanisms for knowledge to local officials.	Lead : Local Workgroup LL Focus Group	watershed wide	Start date: June 2016 End: Date December 2016/ongoing	
	b. As available, integrate priority content into exiting transfer mechanisms.		watershed wide	Start date: June 2016 End date: ongoing	

Management Approach 4: Identify and improve key knowledge and information sources					
Key Action *Description of work/project. Define each major action step on its own row. Identify specific program that will be used to achieve action.*	**Performance Target(s)** *Identify incremental steps to achieve Key Action*	**Participating Entity** *Identify responsible partner for each step.*	**Geographic Location**	**Timeline** *(completion date: month & year)*	**Factors Influencing and/or Gap** *ID related factor or gap in Mgmt. Strat*
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.	a. Review management strategies and workplans 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.	Lead: LL workgroup, the cross-GIT Coordinator, and the GITs	Watershed Wide	Start date: January 2016 End Date: June 2016/ongoing	
	b. 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.	Lead: LL workgroup State/regional associations (MD, VA, PA, WV) LGAC	Watershed Wide	Start date: January 2016 End date: June 2016/ongoing	
	c. 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.)	Lead: CBPO Staff or outside contractor LL workgroup	Watershed Wide	Start date: January 2016 End date: June 2016/ongoing	
2. Deliver content through existing mechanisms.	Identify existing mechanisms and a process for integrating content into those mechanisms.	Lead: LL Workgroup PA DCEC	Watershed wide	Start date: January 2016; End date: Dec 2016	
3. Deliver content and information through new or enhanced mechanisms.	a. Identify gaps and needs for new or enhanced delivery mechanisms.	Lead: LL workgroup DC, MD, VA, PA, DE, WV CBPO State/regional associations LGAC Other GITs	watershed Wide	Winter 2017	
	b. Develop a strategy for new or enhanced delivery mechanisms.			Spring 2017	
	c. Implement the strategy for new or enhanced delivery mechanisms.			Fall/Winter 2016	

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	