

BIENNIAL STRATEGY REVIEW SYSTEM

Chesapeake Bay Program



Local Leadership 2021 - 2023: 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.

Long-term Target: none

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>
Competing interests: local officials face a broad spectrum of important and urgent issues that are constantly vying for their attention and resources.	FY2015 GIT Funded Project “Strategic Outreach Education Program” by EcoLogix recommended using local priorities as portals for discussion with local elected officials. FY2017 GIT Funded Project “Cross-Outcome Watershed Educational Materials” created	‘Translated’ educational materials that frame content in terms of local priorities now exist, but the newly created materials have not been shared with local governments.	2.1 Track current training and leadership development opportunities 2.3 Enhance successful training and education programs 3.2 Work with outcome leads that have identified local engagement needs	Number of local officials that attend training and education programs: <ul style="list-style-type: none"> 1,300+ local officials directly engaged in training and education programming 9,500+ local officials indirectly engaged in training and 	Local officials that attend training and education programs increase their knowledge around water resource issues.	Newly created educational materials, titled ‘A Local Government Guide to the Chesapeake Bay’ were well received by partners. These ‘translated’ educational materials resonated with local priorities and increased the knowledge of local officials.

	<p>modules that frame water resource issues in terms of these local priorities.</p> <p>The CBP Local Engagement Strategy outlines a plan for delivering ‘translated’ content via trusted sources.</p>		related to local elected officials.	<p>education programming</p> <p>Number of training and education programs that directly address identified local engagement needs:</p> <ul style="list-style-type: none"> 31 training and education programs that addressed local engagement needs <p>Post-training program evaluation:</p> <ul style="list-style-type: none"> Peer to peer tours had an average post event rating of 4.8/5 		
<p>Limited scientific and technical capacity: many local officials do not have scientific or technical training.</p>	<p>The CBP Local Engagement Strategy outlines a process for ‘translating’ technical material into language that is accessible to local officials.</p> <p>FY2017 GIT Funded Project “Cross-Outcome Watershed Educational Materials” created succinct modules that give a broad overview</p>	<p>‘Translated’ educational materials that are accessible to local officials now exist, but the newly created materials have not been shared with local governments.</p>	<p>2.3 Enhance successful training and education programs</p> <p>2.4 Expand the reach of successful training and capacity building programs.</p>	<p>Number of local officials that attend training and education programs:</p> <ul style="list-style-type: none"> See above <p>Post-training program evaluation:</p> <ul style="list-style-type: none"> See above 	Local officials that attend training and education programs increase their knowledge around water resource issues.	<p>A suite of engagement opportunities (conference panels, regional meetings, peer to peers, publications, webinars etc.) is needed to reach a diversity of local elected officials.</p>
		<p>Current level of knowledge and capacity is unknown.</p>	<p>1.1 Determine baseline level of knowledge and capacity of local officials.</p>	<p>A baseline for the Local Leadership Outcome is established.</p>	Knowledge and capacity of local officials is known.	<p>The newly completed Local Leadership baseline survey and subsequent Local Leadership indicator add to our</p>

	of water resources issues.		1.2 Monitor local officials' knowledge and capacity.	<ul style="list-style-type: none"> Full results from baseline survey are here Newly established indicator is here. 		understanding of local officials' knowledge and capacity. Newly elected officials and officials from smaller communities have the greatest need for increased knowledge and capacity.
Routine Turnover: there is a constant stream of newly elected and appointed officials.	<p>Elected official training and education forums held by trusted sources.</p> <p>Local Government Advisory Committee (LGAC) local elected officials' roundtables.</p>	Educational and training opportunities need to be offered on an ongoing basis and incorporated into newly elected officials' training.	<p>2.2 Develop regionally-tailored training and educational opportunities</p> <p>3.3 Build relationships with local government trusted sources in each jurisdiction.</p> <p>3.4 Explore partnership with local government planners as capacity builders for local officials.</p>	<p>Number of local officials and planners that attend training and education programs:</p> <ul style="list-style-type: none"> See above 1,100+ planners engaged in training and education programming <p>Number of trusted sources that are actively engaged in the work of the Local Leadership Workgroup (LLWG).</p> <ul style="list-style-type: none"> 12+ trusted sources are engaged in the LLWG <p>Post-training program evaluation:</p> <ul style="list-style-type: none"> See above 	<p>Local officials that attend training and education programs increase their knowledge around water resource issues.</p> <p>Local planners that attend training and education programs increase their capacity to support local officials on issues related to water resources.</p>	Partnership with trusted sources continues to be essential, since they are a constant institution that works with the constant stream of new officials. Planners are hyper-local partners that can act as capacity builders for local officials; the Mid-Atlantic Planning Collaboration is a new and valuable partner in this effort.

<p>Regional Needs: complexity of watershed and jurisdictions creates distinct regional needs.</p>	<p>The CBP Local Engagement Strategy outlines delivery of educational content via trusted sources.</p>	<p>Educational materials need to be tailored to regional needs.</p>	<p>2.2 Develop regionally-tailored training and educational opportunities</p> <p>3.1 Increase peer-to-peer knowledge transfer opportunities for local officials.</p>	<p>Number of local officials that attend training and education programs:</p> <ul style="list-style-type: none"> • See above <p>Post-training program evaluation:</p> <ul style="list-style-type: none"> • See above 	<p>Local officials that attend training and education programs increase their knowledge around water resource issues.</p>	<p>Partners, including Delaware, Virginia and Pennsylvania, appreciated being able to tailor a 'A Local Government Guide to the Chesapeake Bay' for regional and local audiences.</p>
<p>COVID-19: the global pandemic has profoundly impacted local government's finances, priorities and operations</p>	<p>Significant efforts within the CBP, LLWG and beyond to understand and adapt to these ongoing impacts.</p>	<p>Limited opportunities for virtual learning and collaboration.</p> <p>An amplification of the recurrent gap in financial resources at the local level.</p>	<p>2.4 Expand the reach of successful training and capacity building programs.</p> <p>3.4 Explore partnership with local government planners as capacity builders for local officials.</p>	<p>Number of local officials and planners that attend training and education programs:</p> <ul style="list-style-type: none"> • See above <p>Post-training program evaluation:</p> <ul style="list-style-type: none"> • See above 	<p>Local officials that attend training and education programs increase their knowledge around water resource issues.</p> <p>Local planners that attend training and education programs increase their capacity to support local officials on issues related to water resources.</p>	<p>A suite of engagement opportunities, including virtual options, is needed to reach a diversity of local elected officials.</p>

ACTIONS – 2021 - 2023

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
Management Approach 1: Establish baseline and measure progress.					
1.1	Determine baseline level of knowledge and capacity of local elected officials.	Submit recommended baseline methodology to the Office of Management and Budget for approval.	CBP, LLWG, Eastern Research Group, Inc., Uncommon Insights	N/A	Completed in Fall 2021
		Conduct survey to determine baseline level of knowledge and capacity on issues related to water resources.	Uncommon Insights	Watershed-wide	Completed in Summer 2022
		Share results with LLWG, LGAC, GIT 6, Management Board and other interested parties.	LLWG	N/A	Completed in Fall 2022
1.2	Monitor local officials' knowledge and capacity.	Conduct survey to monitor level of knowledge and capacity on issues related to water resources.	LLWG, Alliance for the Chesapeake Bay (ACB), Contractor (TBD)	Watershed-wide	June 2024
		Share results with LLWG, LGAC, GIT 6, Management Board and other interested parties.	LLWG	N/A	August 2024
Management Approach 2: Develop, enhance and expand leadership and training programs.					
2.1	Track current training and leadership development programs.	Biannually, update list of regional and state-wide training and leadership forums attended by local elected officials.	LLWG	Watershed-wide	Completed in June 2021, December 2021, Jun 2022 and December 2022

ACTIONS – 2021 - 2023

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
2.2	Develop regionally-tailored training and educational opportunities.	In partnership with the states, the District of Columbia and trusted sources, develop regionally tailored proposals for trainings, forums, panel discussion etc. on topics that are a high priority for the CBP and relevant for local officials. Content should be aligned with the new ' <i>Cross-Outcome Watershed Educational Materials</i> '. Particular emphasis should be placed on tree canopy and forest buffers.	LLWG	Watershed-wide	Ongoing
		Explore opportunities for incorporating watershed education into newly elected officials' trainings.	LLWG	Watershed-wide	Ongoing
		As part of the FY20 GIT-funded project <i>Chesapeake Bay Program Social Science Assessment and Integration Road Map Development</i> , explore social science tools that can help meet the LL outcome	LLWG	Watershed-wide	Ongoing
2.3	Enhance successful training and education programs.	In partnership with the states, the District of Columbia and trusted sources, participate in or lead trainings, forums, panel discussion etc. Minimum of one	ACB, LLWG	Watershed-wide	Ongoing

ACTIONS – 2021 - 2023

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
		event per jurisdiction per year. Events should utilize the new <i>'Cross-Outcome Watershed Educational Materials'</i> whenever possible. Particular emphasis should be placed on topics related to emerging issues, like climate resilience and diversity, equity, inclusion and justice (DEIJ).			
2.4	Expand the reach of successful training and capacity building programs.	In partnership with the states, the District of Columbia and trusted sources, expand stormwater virtual training to at least 15 local governments from at least 3 jurisdictions.	ACB, LLWG	Pennsylvania, Maryland, Virginia	Completed in March 2021
Management Approach 3: Improve transfer of knowledge to local elected officials.					
3.1	Increase peer-to-peer knowledge transfer opportunities for local officials.	Conduct two peer-to-peer learning exchange bus tours for local elected officials (funded by NFWF). LLWG and LGAC members will participate in the development of the tour's agenda, location(s), reaching out to potential participants etc.	ACB, LLWG, LGAC	Maryland, Pennsylvania	Completed in Spring 2022
		Explore new and additional opportunities for peer-to-peer knowledge transfer, including but not limited to seeking additional funding.	LLWG	TBD	Ongoing

ACTIONS – 2021 - 2023

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
3.2	Work with outcome leads that have identified local engagement needs related to local elected officials.	Utilizing the Local Engagement Needs and Resource Assessment , identify and collaborate with outcome leads that have local government related engagement needs. Assist with ‘translation’ of key content and with engagement through trusted sources. Particular emphasis should be on the land use outcomes and climate resiliency.	LLWG, CBP Coordinators and Staffers (C/S), Communications Office	Watershed-wide	Ongoing
3.3	Build relationships with local government trusted sources in each jurisdiction.	Establish and expand local government trusted source contacts/networks via regular communication and collaboration. Continue to serve as ‘broker’ between CBP and local government trusted sources. Identify trusted source contacts/networks that are more diverse (i.e. MD Black Mayors)	LLWG	Watershed-wide	Ongoing
		Annually, update “living” document that lists local elected officials (for internal use).	LLWG	Watershed-wide	Completed in Dec 2021 and Dec 2022
3.4	Explore partnership with local government planners as capacity builders for local officials.	Through a new FY20 GIT Funded project “Planning for Clean Water: Local Government Workshops”, organize three workshops for local government	LLWG, Contractor (TBD)	TBD	Ongoing

ACTIONS – 2021 - 2023

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
		planners that increases staff-level capacity for supporting local elected officials around water resources issues.			