Biennial Strategy Review System
Local Leadership Outcome
2019-2020 Logic Table and Work Plan

Stewardship Goal: Increase the number and 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.

Factor	Current Efforts	Gap	Actions (critical in bold)
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?*
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 improvements, economic development and public safety as a portal for discussion with local elected officials.	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, so they focus priorities elsewhere.	**2.1** – Watershed booklet **2.3** – Local Leadership needs in other Watershed Agreement outcomes
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: • WIP templates (and other co-benefits efforts) • CBP Cross-GIT mapping effort(s) • Chesapeake Monitoring Cooperative	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, delivered via trusted sources and should therefore build capacity of Partners to communicate/ engage with local government.	**2.1** – Watershed booklet **2.3** – Local Leadership needs in other Watershed Agreement outcomes
		Few opportunities exist for elected officials to share information and learn from one another that is presented by peers and resonates with their "language" and priorities.	**2.2** – Peer-to-peer opportunities

Factor	Current Efforts	Gap	Actions (critical in bold)
Turnover of local elected and appointed officials	Newly elected official training and education opportunities by trusted sources (e.g. MACo, MML, VML, PSATS, etc.)	No current assessment exists of training and other opportunities to enhance the education connection of CBP priorities to local priorities.	1.1 – Training, forum, etc. assessment
		It is difficult (and often expensive) to access databases or other resources that keep updated lists and contact information of current (especially new) elected officials.	2.4 – Contacts/network database
Complexity of watershed creates distinct regional needs	Elected official training and education forums held by trusted sources (e.g. MACo, MML, VML, PSATS, etc.)	Lack of awareness about these training/education and funding opportunities.	1.1 – Training, forum, etc. assessment **1.2** – Expand reach of trainings, forums, etc.
	LGAC local elected officials roundtables	No existing curriculum to launch the watershed education program, including unique jurisdiction- and/or region-specific opportunities, characteristics, etc.	1.3 – Tree Canopy pilot **2.1** – Watershed booklet
Public Engagement: Community awareness of and support for watershed protection and restoration activities	Increasing media coverage (CBP and general media) of significant flooding, sea level change, stormwater, and other events	Need more visible success stories and highlighting committed stewards/ communities; right now, successes are shared largely in "echo chamber."	**1.2** – Expand reach of training, forums, etc. **2.2** – Peer-to-peer opportunities (bus tour)
	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 a variety of methods to engage local elected officials (webinars, podcasts, infographics, handbooks, blogs, etc.)	1.3 – Tree Canopy pilot **2.1** – Watershed booklet **2.3** – Local Leadership needs in other Watershed Agreement outcomes
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.	0.1 – Implement baseline
		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.	**1.2** – Expand reach of trainings, forums, etc. 1.3 – Tree Canopy **2.2** – Peer-to-peer opportunities

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**	**Expected Timeline**
Management Approach 0: Establish baseline and measure progress.				
0.1	Implement approach for determining baseline level of knowledge of local elected officials and monitoring their knowledge and capacity to implement economic and policy incentives that support local conservation work.	Pilot - hold small focus group (< 9) of newly elected officials. Begin with a survey to determine baseline level of knowledge. Complete review of draft watershed booklet. Retake survey to measure change in level of knowledge.	Alliance for the Chesapeake Bay, Local Leadership Workgroup, LGAC, Stewardship GIT	September 2019
		Use results and feedback from focus group to make any revisions to draft content and delivery.		September 2019
		Present to LLWG and LGAC members for input.		October 2019
		Revise draft content based on LLWG/LGAC feedback.		October 2019
		Present to GIT 6 and Management Board as an update item.		GIT 6 – Dec. 2019 MB - Dec. 2019/Jan. 2020
		Meet with Stewardship GIT leads to determine path forward for measuring changes in baseline via the existing Stewardship Survey.		TBD – determined by Stewardship GIT (GIT 5) timeframe.
Management Approach 1: Develop, enhance, and expand leadership and training programs.				
1.1	Develop an assessment of current training and other opportunities to enhance the connection of CBP priorities to local priorities.	Identify and put together list of regional and state-wide training and leadership forums attended by local elected officials (with input from workgroup members, LGAC, etc.).	Local Leadership Workgroup Staffer and Coordinator	
1.2	Expand reach of successful training programs and education programs.	Initiate discussions with organizers of training, forums, etc. on participation in 2019-2020 sessions, including key topics and agendas.	LLWG members from MACo, VACo, MML, PSATS, etc.	Ongoing as they occur.
		Participate in designated events and determine method for delivery/participation.	Varies – TBD for specific event(s).	
		Report out to LLWG (and LGAC where appropriate).	Varies – TBD for specific event(s).	

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		Support Urban Tree Canopy Summit 2.0 efforts, including engaging local governments and partners on new tools, guidance and resources (e.g. Financing Urban Tree Canopy Programs guide).	LLWG (in collaboration with USFS and Forestry Workgroup)	Fall 2019
1.3	Assist in development of a Tree Canopy pilot module as part of Watershed Curriculum.	Present initial idea to members of the LLWG and LGAC.	LLWG Chair and/or LLWG Coordinator	March 2019
		Hold joint meeting(s) with Tree Canopy Workgroup leads to develop ideas for Tree Canopy module under the watershed booklet.	LLWG and UTWG Chairs, Coordinators, Staffers	Spring 2019
Management Approach 2: Improve transfer of knowledge to local elected officials.				
2.1	Develop a "watershed booklet" for newly elected officials.	Solicit input on content and delivery from workgroup and LGAC members.	LLWG Chair and Coordinator, LGAC Chair and Coordinator, Alliance for the Chesapeake Bay	March 2019
		Develop overarching, jurisdiction- and region-specific curricula in collaboration with the LLWG and LGAC.	Alliance for the Chesapeake Bay	September 2019
		Present draft curricula to LLWG, LGAC, and GIT 6 and revise according to feedback.	LLWG Chair and/or Coordinator	LLWG – November 2019 LGAC – November 2019 GIT 6 – December 2019
		Publish first edition of booklet (and supplementary materials TBD).	Alliance for the Chesapeake Bay	December 2019
		Work with trusted sources for distribution of booklet.	LLWG and trusted sources (e.g. MACo)	December 2019 – ongoing
2.2	Increase peer-to-peer knowledge transfer opportunities for local officials.	Inventory and assess peer-to-peer approaches (formal and informal) inside and outside the watershed (e.g. literature review or other) for effectiveness and applicability.	LLWG Staffer	September 2019
		Conduct one elected official bus tour from non-tidal and tidal region within the watershed as a	Alliance for the Ches. Bay, LGAC, LLWG	Fall 2019

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		pilot for future, more frequent tours in 2020 (funded by NFWF). LLWG and LGAC members will participate in the development of the tour's agenda, location(s), reaching out to potential participants (elected officials), etc.		
		On a quarterly basis, explore new and additional opportunities for peer-to-peer knowledge transfers. Present updates at each LLWG and LGAC meeting.	LLWG Coordinator and Staffer	Ongoing LLWG – Jun., Nov. 2019 LGAC – Mar., Jun., Sep., Nov./Dec. 2019
2.3	Work with Watershed Agreement outcome leads (e.g. workgroups) that have identified needs related to local elected officials (needs identified via the SRS process or other mechanisms). For example, during the 2018-2019 SRS cycle, both Urban Tree Canopy and Climate Adaptation identified needs related to local elected officials.	(*February 2019 Management Board Actions & Decisions*)…Develop a general strategy for outcomes/workgroups to engage with local elected officials. Pilot ideas = Tree Canopy, Climate.	LLWG Chair and/or Coordinator, LGAC Chair and/or Coordinator	May 2019
		Present draft strategy to Management Board and revise based on feedback.	LLWG Coordinator	May 2019
		Present final strategy as part of an SRS update.	LLWG Coordinator	July 2019
2.4	Establish jurisdiction contacts/network for maintaining updated lists of local elected officials.	Draft "living" document (for internal use), to be updated according to election schedules.	Local Leadership Workgroup Staffer	August 2019
		Where feasible, add links to jurisdiction-specific database pages to the Local Leadership Workgroup page on www.chesapeakebay.net.		