Clean Water
Montgomery Grant Program

FY23 Request for Proposals

Chesapeake Bay Trust
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Clean Water Montgomery Grant Program

At A Glance

Program Summary
The Clean Water Montgomery Grant Program is designed to encourage on-the-ground restoration as well as outreach and engagement activities that reduce stormflow and pollutants and engage Montgomery County residents in the restoration and protection of the local rivers and streams of Montgomery County.

Deadline
November 17, 2022, at 4 pm EST

Eligible Project Locations
This program funds projects throughout Montgomery County, outside the municipalities of Gaithersburg, Rockville, and Takoma Park.

Request Amounts are generally:
Public Outreach and Stewardship projects at $40,000 for knowledge building projects and $60,000 for behavior change projects
Community Based Restoration projects for $100,000
Tree Planting and Reforestation projects for $100,000
Litter Reduction in the Anacostia River Watershed projects for $50,000

Submit Your Application
Follow the instructions online at https://cbtrust.org/grants/montgomery-county-watershed-restoration-outreach/

Contact:
Kathy Somoza, Program Officer at 410-974-2941 ext. 120 and ksomoza@cbtrust.org

This Request for Proposals was released on 8/25/2022.

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Introduction

The Montgomery County Government and the Chesapeake Bay Trust (the Trust) announce a grant program to support watershed restoration and outreach projects and programs throughout Montgomery County. This program aims to promote initiatives and projects which will improve water quality in Montgomery County’s local streams and waterways, as called for in the County’s Municipal Separate Storm Sewer System (MS4) permit (https://www.montgomerycountymd.gov/water/stormwater/ms4.html). These projects also aim to increase knowledge and change behaviors that will support the County’s water quality goals. Projects must be implemented in Montgomery County, outside the municipalities of Gaithersburg, Rockville, and Takoma Park. Applications must be submitted by a non-profit organization and include at least one partner that represents a stakeholder group based in Montgomery County, Maryland. Projects engaging Montgomery County’s Black, Indigenous, and People of Color (BIPOC) communities are strongly encouraged.

The Chesapeake Bay Trust (Trust) (https://cbtrust.org/) is a nonprofit, grant-making organization dedicated to improving the bays, streams, rivers, forests, parks, and other natural resources of all our local systems, from the Chesapeake to the Coastal Bays to the Youghiogheny River. The Trust, supported in large part by Maryland’s Chesapeake Bay License Plate and partnerships with other regional funders, engages and empowers diverse groups to take actions that enrich natural resources and local communities of the Chesapeake Bay region. Since 1985, the Trust has awarded over $140 million in grants to municipalities, nonprofit organizations, schools, and public agencies throughout Maryland and the Chesapeake Bay watershed.

Program Goals

The Montgomery County Department of Environmental Protection (DEP) has the responsibility to meet regulatory watershed restoration and water quality improvement goals. The DEP will focus on funding projects that increase public engagement and advocate stewardship activities that reduce pollutants through community-based restoration and outreach projects that will ultimately change behaviors with intentional programming using social science best practices. Projects should be inclusive of the community and represent the diversity of Montgomery County. The Trust serves as the administrator for this grant program which is funded through the Montgomery County Water Quality Protection Charge (https://www.montgomerycountymd.gov/water/wqpc/) and through Environmental Protection Agency (EPA) State and Tribal Assistance Grants (STAG) funding. This program seeks projects that will:

a) Assist non-profit organizations such as watershed organizations, faith-based organizations, or civic organizations to significantly engage residents in achieving water quality improvement through increased awareness and quantifiable behavior change;

b) Demonstrate runoff reduction and local water quality improvement on property owned by non-profit organizations such as faith-based organizations, community associations, community pools, private schools, or other types of non-profit entities;

c) Reduce litter in the Anacostia River Watershed through litter reduction-focused stewardship programs; and/or
d) Increase and restore the tree canopy to achieve enhanced water quality and multiple co-benefits such as reductions in peak runoff, improved air quality, increased shade from tree canopy, greater biological diversity, and mitigation of some of the effects of climate change.

The projects supported by EPA STAG funding shall comply with Title 2 Code of Federal Regulations (CFR) 200 and may be awarded to non-profit organizations with 501(c)(3) or other status for non-profit organizations, e.g., homeowner associations (HOAs) with 501(c)(4) status. This funding source will support green infrastructure and tree planting projects. For more information on project criteria and specifications, see project type 2 – Community Based Restoration Implementation and project type 3 – Tree Planting and Reforestation, outlined in the Eligible Project Types section.

The Trust is committed to the advancement of diversity and inclusion in its award-making and environmental work. As a result, the Trust strongly encourages applications directly from underrepresented groups, and for projects that increase awareness and participation of communities that are traditionally underrepresented, such as communities of color. For a full description of the Trust’s efforts to engage under-engaged groups, see our strategic plan at www.cbtrust.org стратегический план и https://cbtrust.org/diversity-inclusion/.

Local Jobs and the Community

This grant program is focused on assisting the Montgomery County Department of Environmental Protection (DEP) in meeting its mission “to enhance the quality of life in our community by protecting and improving Montgomery County's air, water, and land in a sustainable, innovative, inclusive, and industry-leading way while fostering smart growth, a thriving more sustainable economy and healthy communities.” This mission also includes being a more equitable and inclusive County, conscious of the local economy and jobs, and meeting the County's priority objectives of achieving A Greener County, and an Effective, Sustainable Government.

Montgomery County encourages applicants to procure the volume of its goods and services, including, but not limited to, construction goods and services, to Montgomery County-based businesses, particularly to local small businesses, certified green businesses, or those registered under the Minority, Female and Disabled-Owned Businesses Program (MFD) in the County. Grant proposals that include a Montgomery County-based business partnership are preferred. For a directory of certified firms, visit https://marylandmdbc.mdbecert.com/.

Eligible Applicants

Montgomery County and the Trust welcome requests from the following non-profit organizations, which may be non-profit organizations with 501(c)(3) or other status for non-profit organizations, e.g., homeowner associations (HOAs) with 501(c)(4) status:

- Watershed organizations
- Faith-based organizations
- Service, youth, and civic groups
- Community associations
- Private schools (public school sustainable efforts are supported through the School Energy and Recycling Team Program; http://www.montgomeryschoolsmd.org/departments/facilities/greenschoolsfocus/index.aspx)
For tree planting projects, applicants can be categorized as:

- Non-profit organizations planting trees on their own property
- Non-profit organizations planting trees on property that is not their own

Tree planting/reforestation projects can occur on sites including, but not limited to:

- Community grounds – common ownership on HOAs, apartment or multi-family buildings, community pools
- Institutional Grounds, such as, but not limited to, faith, education, or health institutions

This is not an exhaustive list of eligible applicants; however, applicants must have a current tax-exempt status such as 501(c)(3). If your organization category is not listed above, contact the Trust to verify eligibility.

Projects must be implemented in Montgomery County, Maryland. At this time, the municipalities of Gaithersburg, Rockville, and Takoma Park are not covered under the County’s MS4 Permit and/or manage their stormwater program independently of the County; projects in these municipalities are not eligible for funding in this program. However, projects in the City of Gaithersburg, Rockville, and Takoma Park are eligible in the Outreach and Restoration Grant Program (https://cbtrust.org/grants/outreach-and-restoration/) where the City of Gaithersburg is a funding partner and seeks projects in the City, and the Green Streets, Green Jobs, Green Towns Grant Program (https://cbtrust.org/grants/green-streets-green-jobs-green-towns/).

Applicants that are not based in Montgomery County must have a Montgomery-based partner, the role of whom should be clearly articulated in the application and in a Letter of Commitment from that partner. For projects involving construction, a Letter of Commitment must include approval from the property owner for installation and assure project maintenance if awarded.

Applicants are highly encouraged to contact the Trust to discuss their proposal or arrange for a site visit with the Trust and Montgomery County staff before applying for funding. We recommend that site visits are scheduled no later than October 14, 2022, to allow sufficient time to visit the site and receive feedback for submission. To schedule a site visit, contact Kathy Somoza at ksomoza@cbtrust.org or 410-974-2941 x120.

Eligible Project Types

The Clean Water Montgomery Grant Program supports requests for funding of the following project types in this Request for Proposals (RFP):

1) Public Outreach and Stewardship
2) Community Based Restoration Implementation
3) Tree Planting and Reforestation
4) Litter Reduction in the Anacostia River Watershed

Projects that will NOT be supported include:

- Annual giving, fund raising, and/or venture capital;
- Political lobbying;
- Reimbursement for a project that has been completed or materials that have been purchased;
- Traditional marketing efforts that serve to generally promote the applicant organization; and/or
- Projects located within the city limits of the City of Gaithersburg, Rockville, and Takoma Park. To check if your project falls within city limits, you can use About My Address (https://gis3.montgomerycountymd.gov/AboutMyAddress/AboutMyAddress.html). For projects in these jurisdictions, see the Trust’s Outreach and Restoration Program at https://cbtrust.org/grants/outreach-and-restoration/.

For additional guidance about acceptable project types and their criteria, see below and the corresponding appendix for the project type you plan to include in your application and/or contact the Trust.

**Project Type 1 – Public Outreach and Stewardship:** (request amounts are generally $40,000 for knowledge building projects and generally $60,000 for behavior change projects or can be higher with prior approval)

All engagement projects must demonstrate the ability to conduct the proposed work while following the latest COVID-19 guidelines to ensure safety of all people involved in the project.

The best proposals will:

- Align with the guidelines for Project Type 1 that are in Appendix B and Appendix C. For more information on outreach, behavior change, and social marketing tools visit the Trust’s additional resources page at: https://cbtrust.org/additional-resources/
- Public Outreach and Stewardship proposals will place the project in the context of a larger initiative that will eventually seek to influence behavior and will support the DEP mission and programs.
  - Priority will be given to projects that clearly identify this approach and are located in priority areas. More information on high priority engagement and restoration areas can be found at https://www.montgomerycountymd.gov/water/restoration/equity.html
- Behavior Change proposals will demonstrate collaboration with the priority audience (even at the design stage) to better understand the audience’s knowledge, attitudes, and practices; this should include a baseline measurement of behavior.

**Public Outreach and Stewardship - Knowledge Building**

Projects in this category will aim to educate and engage residents in watershed improvement with the goal of achieving measurable impacts, community stewardship, and work towards the long-term goal of sustainable behavior change. The best proposals will include engagement centered within BIPOC communities, identify and target a specific audience, the need for the program, the outreach strategies to be used, how success will be measured (evaluation), and the expected result.

Projects must measurably increase public understanding and engagement as it relates to the water quality benefits and challenges and solutions to restoring Montgomery County’s natural resources: local green spaces
from urban to rural, parks, streams, rivers, and bays; as well as instill pride in ownership of local natural resources. Projects should seek to increase knowledge within a priority audience, which can be described as a specific population of focus that is a clearly defined sub-segment of the general public, on a topic in which a basic level of knowledge has not yet been established.

**Example projects include but are not limited to:**

- Outreach projects engaging BIPOC communities and/or culturally relevant engagement with target audiences designed to further DEP’s mission and programs (e.g., Water Quality Improvement projects, Lawn Stewardship, Litter Reduction, Pet Waste Management, Proper Winter Salt Application, RainScapes);
- Water-focused volunteer education and engagement activities such as community or stream cleanups, storm drain art or marking, etc.;
- Community stormwater education workshops to train volunteers or “Train the Trainer” type programs;
- Environmental knowledge building events, workshops, campaigns, multimedia products, communication products, and outreach efforts specifically designed to promote and encourage small scale stormwater practice installation and maintenance, and best practices for restoration and protection of natural resources. Examples of small-scale stormwater practices to encourage include rainwater harvesting (e.g., rain barrels), rain gardens, and other green infrastructure/stormwater techniques;
- Creative and innovative stormwater outreach programs and stewardship projects or other water quality-based community enhancements; and
- Programming that connects human-health benefits and natural resource engagement and education.

**Additional Guidance:**

- To support a high likelihood of project success and sustainability, applicants are encouraged to use relational approaches rather than transactional approaches to building partnerships and engaging a priority audience. Refer to Appendix B for more information.
- Applicants must clearly explain and justify the methodology that will be used to co-create and/or share information with the priority audience at outreach (e.g., trusted community member, listserv, attendance at community meetings, etc.) and engagement (e.g., workshop, training, art installation, innovative media, etc.) stages.
- Where applicable, applicants are encouraged to co-create programming with members of the priority audience.
- Practices for which behavior change tools are relatively well established are strongly encouraged to apply for a behavior change project rather than a project that simply seeks to increase knowledge (e.g., litter and pet waste).

**Public Outreach and Stewardship - Behavior Change**

Behavior change projects must measurably promote behavior change as it relates to the challenges and solutions to restore Montgomery County’s water quality. Projects should target a specific desired change in behavior within a priority audience (i.e., What do you want people to do differently?) and must be based on an understanding of audience knowledge, attitudes, and practices; this understanding should be derived from audience research and engagement of audience representatives in the design of the program. Practices for which behavior change tools are relatively well established are strongly encouraged to apply for a behavior change project rather than a project that simply seeks to increase knowledge (e.g., litter and pet waste). Projects may be for research, planning, or implementation of a behavior change project; see Appendix B and Appendix C for additional guidance and resources. Example projects include, but are not limited to:
• Social marketing plan development including barrier and benefit research, positioning statement, marketing mix, evaluation plan development, and project implementation planning;
• Piloting and implementation of previously developed social marketing plans; and
• Empirical research designed to answer key questions relating to behavior change challenges that impact water quality. Research applications must seek to meaningfully share the outcomes of proposed research with regional practitioners.

Various tools and methodologies, such as print materials, online materials, and in-person events, may be used to accomplish the goals and must be justified in the context of the desired outcome(s). Applicants should include an estimate of how they expect the project to increase knowledge within their priority audience(s) and how change in knowledge levels will be measured and evaluated towards the goal of sustainable behavior change.

Example project ideas include, but are not limited to:
• Pet waste management campaigns;
• Litter reduction campaigns with a focus on reducing, reusing, and recycling solid waste, and litter cleanups, particularly around public areas such as storm drain inlets to prevent flooding;
• Water conservation campaigns that target rain barrel and other small-scale stormwater management practices installation and use, encouraging faucet shut-off when not in use during routine, daily activities, and other water conservation behaviors;
• Improving lawn care and landscape management campaign (i.e., proper use of herbicides, pesticides, and fertilizer, converting lawns to conservation landscapes for increased erosion and sediment control);
• Environmentally conscious residential car washing campaigns that promotes proper water and product usage;
• Proper disposal of household hazardous waste campaigns;
• Proper disposal of fats, oils, and grease campaigns; and
• Proper use of ice control and snow removal campaigns.

Additional Guidance:
• The most competitive applications will demonstrate collaboration with the priority audience (even at the design stage as outlined in Step 2 of Appendix A) to better understand the audience’s knowledge, attitudes, and practices; this should include a baseline measurement of behavior.
• Applicants must emphasize how their understanding of the priority audience’s readiness to adopt a behavior, current knowledge, and practices will inform strategies that will increase behavior adoption.
• Social marketing plan development or implementation of an existing plan must follow the nine-step process (outlined in Appendix C).
• Projects must propose to either develop or implement a robust evaluation plan including follow-up after program implementation, depending on which phase (plan development or plan implementation) the applicant proposes.
• Applicants seeking support for contractual services for a behavior change project should procure the services of a firm with specific experience in social marketing. For a list of behavior change service providers contact the Trust.

Project Type 2 – Community Based Restoration Implementation: (request amounts are generally $100,000 or can be larger with prior approval)

Several stages of small-scale community-based restoration work will be supported: designs (conceptual and final design); design and build projects; and projects where final designs exist, and funds are needed for implementation only. Each project must have the defined goal of and a process that leads to the eventual
successful implementation of “in the ground” projects that reduce stormwater runoff, improve water quality, and educate the public. Restoration projects in BIPOC communities and/or partnering with BIPOC led businesses, organizations, HOAs and/or faith-based institutions are highly encouraged.

All requests for design-build projects must:

1) Include a site assessment (https://cbtrust.org/wp-content/uploads/DEP-Blank-Site-Assessment-form.pdf) prior to design development; the site assessment must demonstrate clearly why the project location was selected and report the intended benefits;
2) Abide by all federal, state and local laws and regulations and industry standards;
3) Receive acceptance/approval by the Trust and DEP for installation prior to beginning construction; designs must demonstrate how the project design and sizing is appropriate for the site;
4) Receive acceptance/approval of the installed practice(s) by the Trust and DEP prior to final award close-out. A final site visit is required to ensure the practice(s) were installed as approved; and
5) Commit to applying to Montgomery County’s Water Quality Protection Charge Credit Program at project completion.

Key requirements and priorities:

- Projects will typically be < 5,000 square feet of area of disturbance;
- Projects shall be voluntary; any projects that are required under an existing or pending regulatory process or permit, are required for mitigation, or are required by a regulatory authority for any other reason cannot be supported. It is the sole responsibility of the applicant to determine if any regulatory requirements or conditions exist prior to applying for the grant;
- Priority will be given to projects that are located within DEP’s priority suitability and equity areas. More information on priority suitability and equity areas can be found at https://www.montgomerycountymd.gov/water/restoration/equity.html;
- The application must include stormwater runoff reduction calculations and a stormwater education component (e.g., community workshop before and after the practice(s) are installed);
- Projects shall be maintained and Montgomery County shall be allowed access to the site to assess and support the function of the restoration practice in perpetuity; and
- Implementation projects are not eligible for the RainScapes Rewards Program; subsequently, the RainScapes Rewards program cannot be used as match for the same grant project.

Example Project Types:

- Bioretention cells, bioswales, and projects such as conservation landscaping, green roofs, rain harvesting techniques, rain gardens, pavement removal, pervious pavers/porous concrete, and other innovative green infrastructure stormwater techniques;
- Installation of structural controls that aim to reduce target pollutants (e.g., bacteria, litter, winter salt) that are identified in requirements the County is responsible for meeting (e.g., pet waste stations targeting reduced pet waste (bacteria)); and/or
- Formal site assessments which lead to small scale stormwater practice design(s) and installation to help slow or reduce runoff.

The above lists are not exhaustive of project types that might be applicable for funding. If you have a project idea that is not listed, but that you believe meets the goals of the Clean Water Montgomery Grant Program, contact Kathy Somoza, Program Officer, to discuss your idea and/or to perform a site visit to refine your project idea and your application should you submit.
Support for project design-only projects may be requested and projects for which the design phase has not yet begun will be considered. All design-only applications and awards shall commit to planning for and demonstrating the ability to implement. Priority will be given to projects that are furthest along in the assessment and design phases.

Due to the high cost of permeable paver installation projects, proposals that include a permeable paver component will require a 20% match for the permeable paver costs.

Projects that will NOT be supported under Project Type 2 include:

- “Green Street” projects that control runoff from public roads or rights-of-way. For these types of projects, see the Trust’s Green Streets, Green Jobs, Green Towns Program (https://cbtrust.org/green-streets-green-jobs-green-towns/).
- Retrofit of existing stormwater practices, such as stream restoration, stream stabilization, stormwater pond, stormwater wetland, regenerative stormwater conveyance, or other existing stormwater practice retrofits. For these types of projects, see the Trust’s suite of restoration programs (https://cbtrust.org/grants/) or other funding mechanisms.
- Projects that are required under an existing or pending regulatory process or permit, are required for mitigation, or are required by a regulatory authority for any other reason.

**Project Type 3 – Tree Planting and Reforestation:** (request amounts are generally $100,000 or can be larger with prior approval, with an anticipated $400,000 available for this track)

New this year: This track is designed to support the increase of tree canopy in the County. Improving tree quantity and quality in urban areas is a cost-effective way to improve the health of local waterways, strengthen the health of the Chesapeake Bay, provide urban wildlife habitat, help mitigate flooding issues in certain cases, and stimulate local green jobs markets and enable families to work where they live and play. Tree planting and reforestation projects in BIPOC communities and/or partnering with BIPOC led businesses, organizations, HOAs and/or faith-based institutions are highly encouraged.

Should your project be supported by the Chesapeake Bay Trust Urban Trees Program? Each project received in this tree planting track (Type 3) will be considered for Urban Trees Program funding. The Urban Trees Program projects must occur in urban, underserved areas as defined in Section 8-1911 of the Natural Resources Article of the Annotated Code of Maryland, which includes urban areas as delineated by the US Census Bureau and an area that meets at least one of the following criteria for historic disenfranchisement, unemployment, household income, or housing project. For more details about the Urban Tree Program’s eligible project locations, current progress, and more see https://cbtrust.org/grants/urban-trees/. Applicants do not need to submit additional information since trees planted throughout Montgomery County are encouraged and both this grant program and the Urban Trees Program aim to support trees planted that will green communities; enhance quality of life, human health, and community livability by improving air quality and reducing urban heat island effect; and mitigate the effects of climate change.

**Key requirements and priorities:**

Priority will be given to projects that:

- Are located within DEP’s priority suitability and equity areas. More information on priority suitability and equity areas can be found at https://www.montgomerycountymd.gov/water/restoration/equity.html and
● Provide the following benefits:
  o Provide shade to areas with impervious surfaces such as parking lots, or to align with climate change measures such as reducing energy costs by shading air conditioners or to reduce mowing;
  o Establish and enhance buffers for riparian areas, stormwater ponds, noise reduction, roadways, etc.;
  o Create and/or enhance larger contiguous tracts of forest, connect existing forestland or green infrastructure or enhance existing forest conservation easements;
  o Stabilize soil or eroding slopes;
  o Create and enhance habitat, including habitat for forest interior dwelling species;
● Tree and shrub species must be native to the Mid-Atlantic region. Exact sizes will vary by species, but in general, trees at time of planting should be 10 to 15 feet tall, with a 1.5 to 2.5-inch caliper and should be either ball and burlap or in a 10-15-gallon pot;
● Professional installation is recommended by a licensed contractor and tree planting must occur between October and May;
● A minimum of two years of maintenance must be provided – a signed maintenance agreement will be required upon award to ensure long-term maintenance;
● All trees and shrubs must have a one-year warranty from the supplier and/or installer, or include higher-density plantings (15% increase in planting material) to account for mortality; and
● See Appendix D for more on native tree and shrub species, additional requirements and recommendations, and details on long-term tree maintenance.

Example projects:

● Community based effort led by a non-profit, HOA or faith-based-institution to plant trees where the residents or property owners have space for them, want them, and agree to maintain them;
● Streamside forest buffers, noise and visual buffer or reforestation, and/or tree planting projects; and
● Workforce development programs that result in measurable trees in the ground.

Project Type 4 – Litter Reduction in the Anacostia River Watershed: (request amounts are generally $60,000 or can be larger with prior approval)

This track is designed to specifically broaden the people and groups involved in the solutions to reduce litter in the Anacostia River Watershed. Projects must have a defined goal and process that leads to the eventual successful implementation of efforts that reduce litter entering the Anacostia Watershed and/or innovative techniques to influence positive behavior change to reduce littering behavior. The best proposals will outline a project with measurable outcomes and proven strategies of litter and waste reduction techniques. Successful structural or removal/pick up projects will be able to report litter and/or waste reduction metrics at project end (e.g., total weight and volume of litter collected; number of bags of trash and recyclables collected; and counts of trash types) and will have a plan for future maintenance/sustainability of the effort. Priority will be given to projects which present data that can be reported on the Montgomery County MS4 report towards meeting the Anacostia trash Total Maximum Daily Load (TMDL) reduction goals. All projects must be done in the Anacostia River Watershed. See a map of this area at: https://www.montgomerycountymd.gov/water/streams/index.html. Coordination of litter and waste reduction projects should involve local organizations who already have a presence in a community in the Anacostia Watershed. This project type highly encourages engagement of BIPOC communities and/or partnering with BIPOC led businesses, organizations, HOAs and/or faith-based institutions and/or culturally
relevant engagement within target audiences. For more details on the litter reduction efforts in the County that can support your idea for a project and can provide resources for your proposal, visit
https://www.montgomerycountymd.gov/water/education/litter.html. For details about similar efforts to see what has worked well, visit the Chesapeake Behavior Change database:
https://www.chesapeakebehaviorchange.org/.

Example Projects:

- Litter and waste reduction focused volunteer education and engagement activities that result in a measurable litter reduction outcome in the Anacostia Watershed, such as stream cleanups, storm drain marking, and instituting more frequent pickups of receptacles in public spaces;
- Community enhancement projects that also create litter and waste reduction, such as the installation of structural controls specifically to reduce trash (e.g., solar powered or trash and recycling receptacles that include messaging, increasing public access to waste receptacles by property owners willing to add new waste receptacles and pledge continued maintenance);
- Community leader workshops to train volunteers to lead cleanups, including the use of "roll off" containers to collect large amounts and bulk trash from communities in need, and similar litter reduction efforts or educate neighborhood leaders on how to reach their community about litter issues;
- Environmental education events, campaigns, multimedia products, communication products, and outreach efforts specifically designed to promote and encourage litter and waste reduction action and/or community cleanups;
  - Coupling free and/or reduced cost products and services to a project that promotes and communicates litter and waste reduction (as described in the above bullet) is highly encouraged
- Projects that answer the question “What types of litter are present in land uses and what is the source of the litter?” Collected data must include, but is not limited to, pounds of litter removed. The program encourages data collection that can be used as a baseline study to inform future behavior change projects.
- Behavior change campaigns which lead to measurable behavior change of litter and waste reduction in the Anacostia Watershed;
  - Projects focused on measurable behavior change strategies that teach target audiences to "Recycle Right,” thereby reducing litter (for behavior change applications, see above resources provided under the “Project Type 1 - Public Outreach and Stewardship” section and note that there is an entire body of research supporting best practices to use for behavior change efforts).
Evaluation Criteria

The following criteria will be used by external technical expert reviewers to evaluate applications under the Clean Water Montgomery Grant Program. The Trust staff will serve as guidance through the review phase. Projects must abide by all County laws and regulations. Preference will be given to applications that meet multiple criteria.

Scoring criteria for all project types

- **Justification (Project Need) (15 points):**
  - Does the applicant justify the project need and design elements proposed?
  - Is the project located in a priority restoration suitability or equity area? Does the project engage a BIPOC community and/or BIPOC led organization, business, HOA, or faith-based institution(s)?
  - Does the project assist in meeting requirements laid out in the County’s MS4 Permit, local TMDLs, watershed restoration plan, etc.?

- **Likelihood of Project Success (20 points):**
  - What is the likelihood of success if this project were to move forward? Success should be defined as the accomplishment of outcomes proposed.
  - Are methodologies and/or designs sound and consistent with best practices?
  - Has the applicant procured landowner permission, if necessary?
  - Does the timeline and scale of budget reflect the intended project scope?

- **Consistency with RFP (10 points):**
  - Is the project proposed consistent with the intent of the project type selected?
  - Are all required application components included that allow for sound evaluation of the application?

- **Demonstration Value and Transferability (10 points):**
  - Does the project have demonstration value and/or transferability?
  - Does the project educate and engage people in ways that promote positive attitudes and behaviors to benefit local watersheds of Montgomery County?
• How can the project be used as a model or pilot for future efforts?

**Sustainability (10 points):**
- Has the applicant addressed future project sustainability (e.g., ongoing resources)?
- If the application is a knowledge-building or behavior change project: Will the impacts of the work be felt after the award period has ended? Are best practices for a knowledge-building or behavior change project followed?
- For restoration projects, will the project be well-maintained and continue to function as designed to provide habitat and water quality benefits? Has a long-term maintenance plan (signed by the landowner) been submitted? Does the property owner agree to apply to the Water Quality Protection Charge Credit Program after project completion, if applicable?

**Cost Effectiveness/Budget (20 points):**
- Is the budget appropriate and cost effective? Are the line items budgeted (e.g., personnel costs) and justified in the narrative?
- Requests for “soft costs” (such as project management, travel costs, and other administrative costs) associated with project development and implementation should not exceed 20%. However, applicants can use matching funds from other sources to pay for the project’s “soft costs.” All requests for “soft costs” should be accompanied by a clear and compelling justification. If there are “soft costs” requested, are they fully justified?
- For work involving subcontractors, were estimates or bids from at least three consultants or contractors considered?
- In-kind and cash match is not required but will be viewed favorably for all projects other than permeable paver installation. For permeable paver installation projects, the budget should include a 20% match from the property owner or entity receiving the permeable paver installation, which may or may not be the applicant organization; if the application requested funds for permeable pavers, do they include 20% matching funds?
- The applicant should leverage resources as much as possible by connecting to other existing, complementary community or County led watershed stewardship efforts, such as water quality improvement or outreach projects on faith-based organization’s property, homeowner association (HOA), or private school-related projects, outreach projects, and volunteer projects. Are resources leveraged where possible/feasible?

**Partnerships (10 points):**
- Are the selected partnerships appropriate?
  - Does this project partner with other organizations to leverage organizational strengths and enhance project outcomes?
  - Were technical experts identified and used, if needed?
  - If the organization did not possess the technical expertise to lead a project, were qualified technical experts, agencies, or organizations identified as partners or consultants/contractors?
    - Note to reviewer: If the applicant did not have the technical expertise to lead the project, they were encouraged to engage an organization or individual to serve as project manager and could use grant funds or matching funds to cover those costs, if needed and justified in the application.
- Are any partners missing that should be included?
  - Partnerships can be defined as stakeholders or representatives from the priority audience or organizations and people who have committed to a specific role or resource to the project.
- If the lead applicant is not a member of the community impacted by the project (e.g., an external non-profit doing work on land owned by another entity), is a transfer of “ownership” to the community built into the project and the ability of the community to carry the work forward developed?
- Does the applicant provide letter(s) of commitment from project partners?
View the Trust’s Letter of Commitment and Guidance Policy (https://cbtrust.org/forms-policies/).

Requirements and Priorities for all Projects

- **Priority Suitability and Equity Areas for Restoration:** Projects are preferred in areas that are high priorities for restoration, which can be found at https://www.montgomerycountymd.gov/water/restoration/equity.html. Projects should not only be located in these areas but also include and engage the full extent of the communities the project is intended to serve.
- **Signage and Outreach Plan:** All community-based implementation projects must include interpretive signage in their outreach plan and budget. Consider the community served by the project and include multilingual signage as appropriate. Interpretive signage must be compatible with and include the sign requirements for Montgomery County that will be detailed in the award agreement, should you receive funding, and signs must be approved prior to installation. Contact the Trust or visit the Trust’s additional resource (https://cbtrust.org/additional-resources/) page for ideas about signage.
- **Awardee Reporting:** Project progress reports are required at integral points in the process. Progress reports will be at a minimum of twice per year, but more frequent reporting may be required on a case-by-case basis. The progress reports aim to ensure successful progress, to acknowledge potential obstacles, to support the project team throughout the project, and ensure successful implementation and long-term maintenance.
- **Awardee Product Requirements:** All products (such as brochures, pamphlets, videos, maps, etc.) that were produced with funds through this grant program are the property of the awardee but must be shared with Montgomery County. All products including signage must account for multilingual and cultural translation if deemed appropriate for the area. These products must be made publicly available and not copyrighted by the grantee or any other entity. Finally, these products cannot be used for profit during the award period or in the future by the awardee or any other entity.
- **Are and will be compliant with federal employment and non-discrimination laws.**
- **Have not been debarred, convicted, charged or had a civil judgment rendered against them for fraud or related offense by any government agency (federal, state, or local) or been terminated for cause or default by any government agency (federal, state, or local).**
- **Consultants:** Has/will a consultant be hired and has a contractor been selected? In the project narrative, you will be asked to describe your consultant/contractor selection process, including justification and background of the selected consultant/contractor. The funding partners strongly recommend that applicants get at least three competitive bids, estimates, or quotes. Awards made with federal money shall adhere to Title 2 CFR 200 for micropurchases and simplified acquisition thresholds for procurements.
- **All projects must demonstrate the ability to conduct the work and follow the latest COVID-19 safety precautions to ensure safety of the people involved in the project as the project’s primary priority.**

Funding Availability and Timeline

**Funding Availability:** The funding partners anticipate $1.45 million available to support projects in FY 23 (this grant round). The funds will be allocated to the projects as follows:
- Requests will generally not exceed $40,000 for knowledge change and $60,000 for behavior change efforts as part of the Public Outreach and Stewardship (Type 1) projects, $100,000 for Community Based Restoration Implementation (Type 2) projects, $100,000 for Tree Planting and Reforestation projects (Type 3), and $50,000 for Litter Reduction Projects in the Anacostia River Watershed (Type 4) projects. Requests may exceed these levels with additional justification and prior approval by the Trust.

- Federal funds will support tree planting projects at approximately $400,000 and green infrastructure implementation (Type 2 – Community Based Restoration Implementation and Type 3 – Tree Planting and Reforestation) at approximately $400,000.

**Project Timeline:** Projects must be completed within 18 months upon receipt of the award. Requests to extend project completion period will be reviewed and considered on a case-by-case basis.

**Deadline**

Applicants must submit applications in the Chesapeake Bay Trust Online System by 4:00 PM EST on November 17, 2022. Late applications will not be accepted, and the online funding opportunity will close automatically and promptly at 4 PM EST. Applicants are strongly encouraged to submit at least a few days prior to the deadline given the potential for high website traffic on the due date. The Trust cannot guarantee availability of technical assistance for our online system on the deadline date.

**Application Review Process**

Each application is reviewed by a technical external peer review committee, called the Technical Review Committee (TRC), composed of individuals who are experts in the fields supported by this RFP and represent communities served by projects funded by this RFP. The TRC ranks and scores all applications based on the criteria listed in the “Evaluation Criteria” section above, then meets to discuss the application merits. The TRC then recommends a suite of applications to the Trust’s Board of Trustees.

This grant program reserves the right to approve funding for projects and budget items that advance progress to meet the County’s MS4 permit requirements, that meet specified funding priorities, and that meet the goals of Montgomery County.

To allow applicants to set expectations prior to investing time in application, the Trust provides historical application approval rates for the same or similar programs. The average approval rate from the last three rounds in this grant program is 73%, including both fully and partially funded applications.

**Awards and Notifications**

All applicants will receive a letter stating the funding partnership's decision. An application may be declined, partially awarded, or fully awarded. If approved, the Trust will send an award agreement with award conditions (including for example a revised scope of work for adjusted award amounts and/or other items needed at the onset or during the award term to assess the project) and due dates of status, progress, and final reports. The Trust will mail the first award payment to the requesting organization following: satisfaction of any phase one payment award contingencies, including upload of the signed award agreement. Ten percent of the total award will be held until the final report is submitted and approved. In cases where the awardee fails to submit a
status report, progress report, final report, or other requirement by the due date, the Trust reserves the right
to terminate the award agreement and require a refund of funds already transferred to the awardee.

When the project is complete, awardees are required to complete final reports that may include but are not
limited to submission of all receipts for supplies, invoices for subcontractors/contractors, and copies of
timesheets for personnel time used (timesheets must include date, name, time worked per day, and coding to
tie the time worked to the award).

All financial back-up documentation will be grouped and numbered to correspond to the budget line item
reported as spent. Organizations with outstanding final, progress, or status reports will not be awarded
additional grants.

The FY 23 Clean Water Montgomery Grant Program awards will be announced March 2023.

Contact

For technical assistance contact Kathy Somoza at (410) 974-2941 ext. 120 and ksomoza@cbtrust.org.

Narrative Questions

Upload a MS Word or PDF file not to exceed 5 (five) pages of text, excluding photos or supporting materials
such as letters of commitment, addressing the following questions.

NOTE: To ensure that you address all of the following questions, we recommend that you copy and paste the
questions and use them as an outline in your project narrative for submission. Additional file attachments
may also be uploaded during this step, not to exceed four file attachments.

Based on Project Type provide the following:

1. **Type**: Identify the type to which you are applying.
   a. Type 1 is Public Outreach and Stewardship
   b. Type 2 is Community Based Restoration
   c. Type 3 is Tree Planting and Reforestation
   d. Type 4 is Litter Reduction in the Anacostia River Watershed

2. **Project Goal(s)**: Identify the water quality or outreach goal(s) associated with the project.
   a. For example, reduce stormwater runoff from paved areas by installing conservation landscape
      practice(s) or achieve 80% rate of homeowner’s association (HOA) residents who pick up after
      their pets.

3. **Background**: Describe the background of the project.
   a. Why is this project needed?
   b. How was the project identified?
   c. What was the impetus?

4. **Project context**: Indicate how this project supports the broader goals of your organization and the County.
   a. Do you have an outreach plan, a communication plan, or watershed plan for your organization on
      which your organization operates? If so, how does this project support the plan?
b. If applicable, describe how this project complements other activities led by your organization in support of the same goals.

c. Is the project specifically located in a County priority restoration area? Projects are preferred in high priority restoration areas, which can be found at https://www.montgomerycountymd.gov/water/restoration/equity.html.

d. Tell us how your project has demonstration value and transferability for others doing similar work.

e. Tell us how your project will help efforts in the County to reduce pollutants entering local waters and/or meet the County’s Municipal Separate Storm Sewer System (MS4) permit requirements.

5. **Community context**: The best projects will connect to other existing community watershed stewardship efforts. Indicate how this project fits into other watershed stewardship activities occurring in the community.

   a. For example, are neighboring faith-based organizations or HOAs who may already be undertaking environmental activities going to be engaged in this project? If so, describe this connection and how your project builds on existing efforts.

   b. For a list of Trust-funded projects in the area, applicants are encouraged to reference the list of previously awarded Montgomery County projects at https://cbtrust.org/grants/montgomery-county-watershed-restoration-outreach/ and the Trust’s annual reports online at https://cbtrust.org/annual-report/.

6. **Demographic Information**: In light of the Trust’s commitment to the advancement of diversity in its award-making, provide demographic information about the community or population involved in or served by the project.

   a. Will you engage a BIPOC community and/or BIPOC led organization, business, HOA, or faith-based institution(s)? Provide your organization’s experience working within the specific communities that you will be prioritizing.

   b. If you have not had significant experience within your prioritized demographic, explain how you intend to address this issue; the Trust encourages applicants to establish partnerships with local organizations that may have greater cultural competencies within the targeted demographic(s).

7. **Criteria**: Provide the responses for your specific project type as outlined below. We suggest copying and pasting the relevant questions for your project type into your narrative document. If you do not know one or more of these project type criteria/questions asked at this time, if awarded they will be required in reports to the Trust as the project proceeds. Describe how you will adhere to specific project design criteria and desired outcomes.

   a. The purpose of this guidance is to identify for applicants the major criteria/questions to address in your application that correspond to the minimal elements needed for a successful project. Applicants are strongly encouraged to contact the Trust for assistance and further guidance when creating proposals, methodologies, and designs to qualify for the Clean Water Montgomery Grant Program. Since this grant program funds many types of projects and practices, specific requirements, methodologies and designs will vary by approach. If you are unsure on what to include in your application, contact the Trust for further assistance.

   b. See Appendix B and Appendix C for further principles of knowledge building and behavior change projects. See Appendix D for more on native tree and shrub species, additional requirements and recommendations, and details on long-term tree maintenance. See Appendix E for specifications and supporting documents needed for restoration projects (type 2). Use these resources as a guide to provide responses for your project.
Provide responses for your application’s project type 1, 2, 3, or 4 as provided below in your Proposal Narrative question #7 response.

**Project Type 1: Public Outreach and Stewardship Projects (Knowledge Building or Behavior Change)**

For consideration of funding, Public Outreach and Stewardship projects must include a detailed outreach plan. You will be applying for either a knowledge building project or a behavior change project; therefore, answer the questions for either knowledge building or behavior change projects:

**Knowledge Building Projects shall include answers to the following project criteria (copy/paste into Proposal Narrative question #7):**

1. **Priority Audience:** Who is your priority audience(s)? Think about the types and groups of people most relevant to your goal. Who is most likely to benefit from your message and/or most likely to transfer the message to others?

2. **Message:** What is the intended message of the project? For example, we encourage you to pick up your pet waste, bag it, and discard it appropriately.

3. **Methodology:** What is the methodology/tactic(s) chosen to conduct: 1) engagement (i.e., how you will involve and interact with the priority audience(s)) and 2) outreach (i.e., how you will deliver the message to the priority audience(s))? Why are the tactics an effective way to reach your priority audience(s)?

<table>
<thead>
<tr>
<th>For publication requests provide:</th>
<th>For website and on-line media request provide:</th>
</tr>
</thead>
</table>
| • Include a detailed dissemination plan, to include estimated number of copies for each audience, content outline, and draft text or mockup of proposed publication;  
  • List and describe any previously developed publications similar to those proposed. Publication requests without an explanation of how the request compares to other similar publications or that conflict with County content will not be approved; and  
  • Provide evaluation criteria for impact/success. | • A plan to drive traffic to site;  
  • Site structure in context with larger site, if applicable;  
  • Sample wire frames, if available;  
  • Social media strategy; and  
  • Evaluation criteria for impact/success. |

<table>
<thead>
<tr>
<th>For education event or workshop request provide:</th>
<th>For requests focused on documenting behavior change provide:</th>
</tr>
</thead>
</table>
| • Location;  
  • Recruitment strategy and promotion plans;  
  • Intended number of participants;  
  • A sample agenda and/or topics to be addressed;  
  • Outline of draft program or presentation;  
  • Approximate date(s); and  
  • Evaluation criteria for impact/success. | • Target audience selection or how you plan to determine the target audience;  
  • Specific behavior including justification of the selection (e.g., Why this behavior?) or how you will determine the appropriate behavior to address;  
  • Known or perceived barriers and benefits to behavior adoption or how you plan to determine and prioritize |
Behavior Change Projects shall include answers to the following project criteria (copy/paste into Proposal Narrative question #7):

i. How will the results of the campaign (e.g., lessons learned and unanswered questions) be shared to advance collective knowledge?

ii. Have any of the following steps been completed? If so, describe how and detail the results of each. For additional descriptions of steps and specific points that must be addressed see Appendix C.

1. **Option 1: Behavior Change Research.**
   a. What behavior are you proposing to test?
   b. What type of literature review has been done and/or what type of brief literature review will be completed?
   c. What is the nature of your experimental design?
      i. What factors, and how many, will be tested?
      ii. What is the anticipated design (i.e., what factors will be shown on an X and Y axis?)?
      iii. What type of statistical analysis you are proposing to use and what is the size of the data set needed to do this?
      iv. What will your anticipated final program look like?

2. **Option 2: Behavior Change Project Planning.** Describe steps 1, 2, and 3 (below) which should be completed prior to proposal submittal.
   a. Background, Purpose, and Focus based upon existing behavior change research (1 paragraph)
   b. Priority Audience - Identify sub-groups and select a priority audience (2 paragraphs)
   c. Behavior Objectives – Identify the specific behavior objective; discuss impact of behavior adoption (e.g., relevance to major issues in your watershed) and likelihood of priority audience adoption of the behavior. Is the practice or behavior that you are promoting new or experimental? What is known about the behavior selected? (2 to 3 paragraphs)

If you plan to request funds for steps 4 to 9, provide a brief conceptual plan for each of the following steps contingent upon completion of step 4 (we recognize that work on each previous step will drive work on each successive step and, therefore, the exact methodology cannot be detailed).

   a. Barriers, Benefits, and Competition – How will an audience assessment be conducted to identify audience(s) barriers, benefits, and any existing competitive behaviors? (1 to 2 paragraphs)
   b. Positioning Statement – Create the guiding statement for your campaign based on priority audience assessment. (1 sentence)
f. Strategic Marketing Mix (4 P’s) – Design project addressing Product, Price, Place, and Promotion based on priority audience assessment (include social science tools where appropriate). (2 to 3 paragraphs)

g. Evaluation Plan – Outline what will be measured, how, and when. (1 to 2 paragraphs) Evaluation plans should include pre- and post- intervention measurements and follow-up for identifying and incorporating changes resulting from project successes and challenges.

h. Project Planning and Implementation Summary – Identify project costs for pilot, implementation, and evaluation stages and create a concise working document summarizing planned efforts for Phase II; Phase II is project implementation, described further in Appendix C. (1 to 2 paragraphs)

3. Option 3: Behavior Change Project Implementation. Applicants should only request costs for implementation if a social marketing plan (Behavior Change Plan) is complete; the completed social marketing plan should be submitted as the basis for a Phase II request and should describe the following:
   a. Pilot Program – how you will test your program on a small-scale
   b. Broad Implementation of Program
   c. Evaluation – based on audience response

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**Project Types 2 and 3: Small Scale Restoration Projects (projects will typically be <5,000 square feet of area of disturbance) and Tree Planting and Reforestation**

All projects must include a site assessment and timeline for project design and installation. Since this grant program funds many types of watershed restoration practices, specific design requirements and the definition of “complete design” varies among project types. The Trust can provide guidance for small scale restoration practices. If known, provide the specifics outlined in this appendix based on your project type. If not known, indicate so with the understanding that specifics of each project type will be required to be reported to the Trust as the project proceeds and prior to receiving additional funding. Projects will follow DEP RainScapes guidance that are published in the RainScapes manual(s) (https://www.montgomerycountymd.gov/water/rainscapes/about.html) and follow all applicable industry requirements and standards, as applicable to your project. Additional information can be found on the RainScapes website at www.rainscapes.org/resources.

**Small Scale Restoration and Tree Planting and Reforestation (Project Types 2 and 3) applications shall include answers to the following project criteria, if known (copy/paste into Proposal Narrative question #7):**

i. Project location information, address, site property tax ID number, and latitude/longitude

ii. Site photo(s)

iii. Description of existing conditions: including mapped utilities and roads, trees (species, diameter at breast height (DBH), and canopy/dripline location), structures, walkways, driveways, existing landscaping, downspouts, etc.

iv. Copy of soil survey mapping and field confirmation of soil drainage class – the NRCS web soil survey can be found at http://websaitsurvey.nrcs.usda.gov/app/HomePage.htm

v. Landowner permission, agreement, and maintenance. Supply a Property Owner Agreement/Right of Access Agreement and Letter of Commitment signed by the property owner(s).
1. This letter must state that there is commitment to maintain the project and to allow access to the property by Montgomery County Department of Environmental Protection Staff to inspect the project in perpetuity.

2. For projects planned on properties other than your own, a letter stating that permission was granted from the entity owning the land on which the project will be completed is required.

vi. Maintenance: For all applications, a description of long-term maintenance activities (i.e., maintenance plan for two years) must be included in the body of the proposal. A legal representative of the property owner and the party responsible for long-term maintenance must indicate, in writing, that they acknowledge and accept the maintenance plan. Projects will be ranked on the likelihood of success in implementation and maintenance of the project as designed. An example maintenance template can be found at https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/fact-sheets/Maintenance%20Plan_Template.pdf.

vii. An Outreach Workplan: For implementation projects that include a significant outreach component, explain the program message and justify the method intended to deliver the message to the target audience (e.g., workshop, training, innovative media, etc.). Justify how the outreach and engagement approach is appropriate for this target audience. Provide examples of similar programs that have demonstrated success and reference your organization’s experience with these approaches.

Small Scale Restoration Projects only:

viii. For each standard stormwater best management practice (BMP):


2. Perc test results (if available); project location must be able to perc. Directions for how to complete a perc test can be found here: https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/How-To-Do-a-Perc-Test.pdf.

3. Provide the drainage area calculations including the BMP type and the size of the BMP; drainage area to practice, impervious cover within drainage area (in square feet); and volume of water captured (in cubic feet).

4. Calculations showing amount of stormwater runoff treated by facility.

5. Proposed project design (Plan view) or site/concept plan if designs are not completed, including project location, property boundaries, project size, topography, map of roads and utilities, and drainage flow paths. Note: If awarded, a completed site plan must be submitted to the Trust for approval prior to any installation work. Once grantee receives approval to proceed, implementation may begin. A complete site plan and map must include:

   a. 2 foot topographic data, available in GIS format from the Montgomery County map: https://mcgov-gis.maps.arcgis.com/apps/webappviewer/index.html?id=4aa66ff533e948d89493ea3b1d1e01c99.

   b. Project boundary and drainage area boundary.

   c. Drainage area size (obtained from topographic maps described above) and percent impervious cover within the drainage area. Include a map outlining the drainage areas.

   d. Setbacks and right(s) of way locations.
e. Survey information of the surface water intake (where runoff enters your project area) and project outfall (where you would like water to exit your project area). Include flow paths to the proposed project location(s) including any offsite drainage.

f. Proposed grades and approximate earthwork volumes (existing soil to be removed, bioretention soil to be added, etc.) if earthwork is proposed. Landowner signature on the plan that indicates project endorsement and maintenance agreement.

ix. A planting plan, list of native plants used and a planting schedule, if applicable (funding is restricted to native species only). If requests differ, please justify.


b. Guidance for proper plant spacing can be found at: https://www.montgomerycountymd.gov/water/Resources/Files/rainscapes/RSPlantingSpacingGuidance.pdf

c. Guidance for determining quantity of plants and materials needed can be found at: https://www.montgomerycountymd.gov/water/Resources/Files/rainscapes/Blank%20Plant%20List%20and%20Plant%20Calculator.xlsx

Tree Planting and Reforestation projects only:

vii. List of expected trees for planting; native tree List: https://treemontgomery.org/tree-profiles/

ix. Planting plan, to include the following:

1. Map
2. Acreage
3. Number of trees per acre and total
4. Quantities (or percentages) by species
5. Type of deer protection
6. Size of trees
7. Site prep needed including NNI (Non-native and invasives) management
8. Short term maintenance within grant timeframe (2 years)
9. Long term maintenance for NNI competition
10. Costs, maybe this should include estimates from suppliers

x. Tree Planting and Spacing Guide: Review the guide below and ensure your planting plan and maintenance plan address the criteria outlined.

<table>
<thead>
<tr>
<th>Size</th>
<th>Number Required per Acre</th>
<th>Approximate Spacing (feet on center)</th>
<th>Survivability Requirement (at the end of the second growing season)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Container Grown (5, 7 gallon or 1 in. caliper B &amp; B)</td>
<td>200</td>
<td>12’ to 15’</td>
<td>75%</td>
</tr>
<tr>
<td>Container Grown (15, 25 gallon or 1.5 to 2 in. caliper B &amp; B)</td>
<td>100</td>
<td>15’ to 20’</td>
<td>100%</td>
</tr>
</tbody>
</table>
Notes:
1) These stocking and survival requirements are the minimum numbers estimated to meet the definition of forest from bare land.
2) In certain circumstances, any combination of the above-mentioned stocking options may be appropriate strategies to fulfill the requirements of an approved Forest Conservation Plan, with provisions to manage deer damage and competition non-native invasive plants. Use of alternative stocking will be evaluated, along with necessary protection and maintenance measures, on a case-by-case basis by the Planning Board.
3) Spacing does not imply that trees or shrubs must be planted in a grid pattern.

Project Type 4 – Litter Reduction in the Anacostia River Watershed

For consideration of funding, these projects must include a detailed plan.

Litter Reduction (Project Type 4) applications shall include answers to the following project criteria (copy/paste into Proposal Narrative question #7):

i. Is your project focused on removal/pick-up efforts or an outreach/behavior change effort?
   1. “Structural” or “on the ground” removal/pick-up efforts that result in removal metrics (such as total weight and volume of litter collected, number of bags of trash and recyclables collected, and counts of trash types)
      a. Structural litter/trash prevention/removal (e.g., solar powered recycling bins)
         1. Note that structural interventions should be informed by the priority audience to ensure their design and placement are desirable and will accomplish the desired impact. This is outreach/behavior change work, so if you have not done this step yet, consider applying for a grant to accomplish this (see below)
   2. Outreach or Behavior Change
      a. Outreach (e.g., community leader education workshops, development of communication products, educational events, etc.)
      b. Behavior change campaign (that leads to a measurable change in target behavior)

ii. If your project is a removal/pickup effort using structural methods and/or catchment assessments, address the following:
   1. Project outcomes: What will the project accomplish? How will this be accomplished?
   3. Methods: How will the project be carried out and what are the steps involved? How will data be collected? On what research and/or past practices are these methods based? What obstacles might be encountered and how will you overcome them?
   4. Maintenance plan: For trash removal projects (if applicable): How will ongoing maintenance be handled to ensure litter continues to be removed over time?
5. **Results:** Data collection and reporting is required (e.g., total weight and volume of litter collected; number of bags of trash and recyclables; and counts of trash types). What data will you collect? How will the information be synthesized/analyzed? How will results be reported during the project and at the project end (e.g., excel spreadsheet, Access database, map, etc.)?

iii. **If your project is an Outreach or Behavior Change effort, address the following:**

1. Is this an outreach/education effort or a behavior change effort?
2. **Target Audience:** Define your target audience(s). Think about the types and groups of people most relevant to your goal. Who is most likely to benefit from your message and/or most likely to transfer the message to others?
   - If unknown, how will you plan to determine the target audience?
3. **Action:** Identify the intended behavior change/action of the project. (e.g., order additional recycling bins if you need more capacity rather than overfilling; attend a community cleanup, etc.). State the message to be communicated in your own terms, as if you are writing it for your priority audience. Think about why this project matters to the audience and make sure that is in your message.
   - If your project is a behavior change project, list the specific behavior including justification of the selection (e.g., Why this behavior?) or how you will determine the appropriate behavior to address;
4. **Methodology:** Explain and justify the method intended to achieve the behavior change/action of the target audience. Provide examples of similar programs that have demonstrated success and reference your organization’s experience with these approaches. Justify how the outreach and engagement approach is appropriate for the target audience. Is the methodology part of a defined outreach plan?
   - If your project is a behavior change project, include:
     a. Outreach strategy and methodology to deliver the message;
     b. Known or perceived barriers and benefits to behavior adoption or how you plan to determine and prioritize barriers, benefits, and competition to a specific behavior;
     c. Detailed pilot program strategy; and
     d. Methodology for evaluation for impact/success
5. **Evaluation Process:** How do you plan to report the success of the project?
6. **Outcome(s):** Identify the specific program outcome(s). Identify strategies for achieving long term sustainability. Analysis and documentation of final program outcomes.

8. **Evaluation:** Describe how you will assess the effectiveness of your project/program.
   a. Describe how you plan to measure and evaluate the project’s success to meet your goals, and how you will report the outcomes as project deliverables.
   b. How will you learn which specific project design elements worked?
   c. How will you collect information to refine and improve your program or project?
   d. How will you synthesize information collected in order to innovate and strengthen your project in the future?

The Trust encourages applicants to plan for and include evaluation in the project timeline and will consider requests for personnel time to conduct robust project evaluation.
9. **Experience:** Provide your experience implementing a similar project.
   a. Briefly describe your organization’s experience in completing projects of similar scope and scale.
   b. Describe your organization’s project management/leadership capacity to complete the project. If you do not possess the technical expertise to lead a project within your staff, qualified technical experts, agencies, or organizations must be identified as partners or/consultants/contractors.
   c. If you have implemented watershed restoration projects previously, include current photos of each project to demonstrate that they are still functioning as designed and are properly maintained.

8. **Contractual Work:**
   • Will contractors be used in this project? Yes or No
   • If yes and contractual work is >$10k, describe how you will or have met the below criteria for contractual work as described in the list below (a through e, whichever is appropriate for your project).

   If contractors are expected to be retained for the proposed project, the process to select contractors for the project must be or must have been used as follows:

   a. For work >$10k and <$250k you must either i) get three estimates and show good faith efforts to reach MBE/WBE/DBE firms or ii) put the work out for competitive bid (e.g., a RFP) and make sure you did and can document you did good faith efforts.
   b. For work >$250k you must put the work out for competitive bid and during that process make sure you did and can document you did good faith efforts to reach MBE/WBE/DBE firms.
   c. If the contractor/consultant has already been identified through a competitive bid process, describe the bid process used to obtain bids, including length of time the bid was open for responses, a description of the selection process/criteria used to select the winning bidder (e.g., low bidder, qualifications, criteria, etc.), and reason(s) for selection of the winning contractor (lowest qualified bid, etc.).
   d. If the contractor/consultant has not already been identified, describe the competitive bid process to be used to procure consultants including length of time the bid was open for responses, a description of the selection process/criteria used to select the winning bidder (e.g., low bidder, qualifications, criteria, etc.), and reason(s) for selection of the winning contractor (lowest qualified bid, etc.).
   e. If the contractor/consultant has already been identified because the contractor was already on retainer describe the competitive process used to place the contractor on retainer and how this process met the good faith efforts to reach MBE/WBE/DBE firms.

   This funding opportunity includes federal funding. Therefore, to be eligible for the federal funds your project must follow procurement requirements in Title 2 Code of Federal Regulations (CFR) 200. An organization proposed to receive funds other than the applicant organization is a contractor.

10. **Sustainability:** The Trust aims to invest in projects that have the longest potential longevity, after the grant period is over. Several threats exist that may result in loss of project value: change in public interest in an effort, whether behavior change or restoration; changes in rainfall or sea level associated with climate change; change in land use; and more.

   a. Discuss the future you see for the work for which you are requesting funds. What factors may affect its long-term value and how will you ensure its long-term value is maximized?
   b. If the project or program will need ongoing financial resources in order to maintain its value, provide an abbreviated plan describing how the project will be sustained beyond the term of the proposed funding request.
11. **Regulatory Issues**: Projects or programs that are wholly required by a separate federal, state, or locally issued permit, decree, or enforcement action will not be funded. In some cases, funding will be considered for a portion of required projects that are in excess of regulatory requirements. **In your application state:**
   a. Whether any part of your project is required under any existing or pending permit, decree, and/or enforcement action; and
   b. If your project is required per (a), whether your application exceeds the regulatory requirements, and if so, how.

12. **Technical Information**: Include any additional technical information in this project narrative file (as opposed to attaching separate files), which can exceed the five-page limit for this Project Narrative response.

**Budget Instructions**

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**Financial Management Spreadsheet – Application Budget Upload**

You will be asked to upload your budget using the “Application Budget” worksheet of the Chesapeake Bay Trust’s **Financial Management Spreadsheet** (FMS), an excel file template. The template can be found by visiting [https://cbtrust.org/forms-policies/](https://cbtrust.org/forms-policies/) where you can also watch a video with instructions on how to complete the FMS.

**Financial Management Spreadsheet – Application Budget Information**

This online application component will ask you to enter budget category and request totals. These totals will be automatically calculated in the FMS Application Budget, so you will only need to copy and paste the values from the FMS to the Online Application.

**Additional Budget Justification**

This online application component will ask you to provide a descriptive budget narrative to justify and explain costs. If the success of the work is contingent upon award of other funds, make this clear in your budget justification section.

**Online Application Submission Instructions**

The Trust uses an online system for the application process, and if awarded, project management. To apply for an award go to [https://cbtrust.org/grants/montgomery-county-watershed-restoration-outreach/](https://cbtrust.org/grants/montgomery-county-watershed-restoration-outreach/), click on “Get Started” to begin a new application. This will open a new window asking you to log in or create an account on our online system. If you have applied in the past, use your existing username and password (if you have forgotten either of these use the ‘forgot password’ feature). If you have not used our online system before, click on “New Applicant” and follow the instructions.

**Watch our video on how to apply for and submit an application using our online system** at [https://cbtrust.org/grants/](https://cbtrust.org/grants/).

Applicants must submit applications in the **Chesapeake Bay Trust Online System** by **4:00 pm EST on November 17, 2022**. Late applications will not be accepted, and the online funding opportunity will close promptly at 4:00 pm. Applicants are strongly encouraged to submit a few days prior to the deadline given the potential for high website traffic on the due date. The Trust cannot guarantee availability of online system technical assistance on the due date.
By submitting an application to this program, applicants acknowledge that: 1) they are compliant with federal employment and non-discrimination laws and 2) they have not been debarred, convicted, charged or had a civil judgment rendered against them for fraud or related offense by any government agency (federal, state or local) or been terminated for cause or default by any government agency (federal, state, or local). In addition, all final products will be provided to the funding partners for use and distribution at the sole discretion of the funding partners.

**Online Application Form**

You will be asked to provide the following information on the online application form. Some items are required in order to submit your application. Refer to the online application for details.

- **Eligibility Quiz**
  - This three-question quiz is meant to assist you in determining if your project meets the requirements of this award program and that your staff/organizational structure best supports a successful application.

- **Applicant Information Tab**
  - Provide the organization’s name, mailing address, phone number, organization type, mission, EIN number, and SAM Unique Entity ID (UEI) number.
  - Provide the Executive Officer and Project Leader’s name, title, address, phone, and email address.
    - Both an Executive Officer and a Project Leader, two separate individuals, must be identified for all applications.
    - The Executive Officer and Project Leader must both be able to make decisions on behalf of the organization either as a board member, an employee, or other approved position recognized by the organization but not a contractor of the application.
    - The Executive Officer is the individual that oversees the organization (e.g., Executive Director, Chief Executive Officer, Mayor, President or Vice President, Principal (for schools), etc.) and has the authority to sign/execute award agreements on behalf of the organization. The Executive Officer information is tied directly to all the organization’s applications and should not vary from application to application. If the Executive Officer could be listed as the Project Leader in a future proposal, we recommend listing a Board Member or other higher-ranking position of the organization as the Executive Officer in order to reduce the variation in the Executive Officer across applications.
    - The Project Leader will be responsible for all project coordination and correspondence with the Trust for the duration of the project. The email address entered here MUST be the same as the email address you used to log in to the online system. The Project Leader is the primary point of contact for the application, and the email address used to submit the application via the online system must be that of the Project Leader. Applications in which the email address associated with the Project Leader in the applicant information tab of the online opportunity does not match the email address used to submit the application will not be considered for funding. The Trust cannot conduct any official correspondence with contractors or other project partners. If at any time the Project Leader cannot continue in the position, the organization must contact the Trust and assign a new qualified Project Leader.
• To avoid conflict of interest issues, individuals associated with for-profit entities to be engaged in the project cannot serve in either role.

• Project Information Tab
  o Provide a project title; project type; project abstract; the watershed, county, and legislative district in which the project is located; and the latitude and longitude coordinates of the project location.
  o In which Montgomery County stream, river, or watershed will the project be located? Guidance can be found at: https://www.montgomerycountymd.gov/water/streams/index.html
  o Property Tax ID#, if applicable and if known. Assistance can be found at: https://www2.montgomerycountymd.gov/realpropertytax/default.aspx

• Timeline Tab
  o Add project start and end dates. Provide a project timeline that includes major tasks and their associated start and end dates.

• Deliverables Tab
  o Provide estimated metrics for your proposed project such as project participants and outreach and restoration outcomes.

• Volunteers Tab
  o Provide a description of volunteer activities, the number of volunteers, and total number of volunteer hours.

• Project Partnerships
  o Provide a list of project partner organizations or contractors, individuals, their areas of expertise, and their role(s) in your project.
  o Provide the name, email, and phone number of the main contact for Community based Restoration (project type 2) projects.
  o Applicants are encouraged to upload a Letter of Commitment for the project from each partner describing in detail the partner’s role or contribution to the project. Applications including strong Letter(s) of Commitment often receive higher scores. If not submitted with the application, Letter(s) of Commitment may be required prior to the release of any awarded funding. To better understand the Trust’s definition of and policy on Letter(s) of Commitment, visit our Forms and Policies webpage: www.cbtrust.org/forms.

  No letters from Montgomery County Executive Branch agencies, MS4 permit, or MS4 co-permittees will be considered during the review process.

• Narrative & Supporting Documents Tab
  o Upload a Microsoft Word or PDF file that contains your answers to the narrative questions found in the Narrative Questions section of this RFP. Upload additional supporting documents, if needed/required.

• Budget Tab
Upload your application budget, provide budget category and request totals, and provide additional budget justification. Use the Trust’s Financial Management Spreadsheet and fill out the “Application Budget” worksheet. Refer to the Budget Instructions of this RFP.

Requests for “soft costs” (such as project management, travel costs, and other administrative costs) associated with project development and implementation should not exceed 20%. All requests for “soft costs” should be accompanied by a clear and compelling justification.

- Terms and Conditions Tab
  - Agree to the specified terms and conditions for the program for which you are applying.
Appendix A: Guidance for Applicants New to Watershed Restoration Projects

This guidance outlines the steps needed to develop project ideas and grant applications for those who are new to water quality projects. Many steps are involved in developing a project. Some involve engaging partners or obtaining expert technical advice. For example, experts can help the applicant to select a proposed water quality project location, project type, and estimated costs to enable an applicant to develop an appropriate budget request.

The following steps are a general framework for a water quality project to submit in a grant application. Please note that applicants are welcome to contact the Trust during any of these steps in project development.

Step 1: Develop a Water Quality Project Idea
   a. The first step is to brainstorm on general project ideas.
   b. Here is an example water quality project idea: When it rains, the parking lot floods and stormwater flows from our property. A water quality project to slow the flow of stormwater and allow it to soak into the ground could work at the site.
   c. Determine if the project is located in a County priority restoration area, engages or serves a priority demographic, or engages a BIPOC community and/or BIPOC led organization, business, HOA, or faith-based institution(s). Projects are preferred in high priority restoration areas, which can be found at [https://www.montgomerycountymd.gov/water/restoration/equity.html](https://www.montgomerycountymd.gov/water/restoration/equity.html).

Step 2: Obtain Community and Landowner Input
   a. The most successful project leads seek community input early and often (often after each of the steps below), and work with the landowner at the first step.
   b. Community meetings are a venue at which to exchange information and discuss the proposed project with the project stakeholders.
   c. Community input provides the history of the site and the buy-in needed for a successful project.
   d. Build community input into your project idea.
Step 3: Perform a Site Assessment to Identify Opportunities

a. Generally, a grant application will require the proposer to have some degree of specifics about the project idea, such as project type and location. How you obtain more specific ideas depends on your own level of expertise in the topic area. Do you personally or does a close project partner have expertise to perform a site assessment that will identify water quality project opportunities, or do you intend to obtain this expertise? If yes, skip to #4. If not, continue in Step 3.


b. Identify one or more individuals or partners who do have expertise to visit the site and provide assistance. Identifying which experts to contact can be challenging. The Trust Project Manager can provide the first site visit to get you started and offer immediate next steps. Options to do this can include contacting local nonprofit environmental organizations who perform this work as part of their mission. Another option can be contacting two or more for-profit consulting firms or contractors familiar with stormwater projects to provide input, whom you might work with or provide an opportunity to bid on the project should the grant be funded. Contact the Trust to discuss best ways to obtain expert advice in this step.

Step 4: Determine/Obtain a Scope of Work and Estimated Costs

a. Determine the work necessary in order to complete the project and determine the associated costs for this work including timelines. Be as specific and detailed as possible. For implementation projects, you may need to utilize a firm familiar with stormwater management design and/or engineering services to develop the water quality project idea and to estimate the design and construction costs. This may be the same firm you engaged above, and this can be accomplished in Step 3.

b. Contact two or more firms that provide stormwater management engineering services, if necessary, and request a visit to your site to suggest what work should be done and how much this work might cost. Not all firms will conduct site visits for free; however, some will view you as a potential client if the award is made.

i. Stormwater management design and engineer service firms can provide more detailed water quality project ideas and estimated costs to help you form your proposal.

ii. In person site assessments are best but could be done remotely.

iii. Join the site visit(s) with as many team members as possible.

c. Based on the site visit, request the firm’s scope of work and estimated costs

i. See Narrative Question #7 to determine what minimal elements are needed from your potential consultant/contractor.

ii. These minimal elements are the basic needs for a water quality project design that will then be implemented.

iii. You can request these minimal elements from the engineering firms in their scope of work and estimated cost.

d. Compare the firm’s scopes of work and estimated costs

i. Review the scopes of work and the budgets.

ii. See if the firms recommend changes to your project idea or if there are other services needed to complete the project.

1. Gather more information, if needed.

2. Contact the firm with any questions.
Step 5: Prepare your Grant Proposal
   a. Select a scope of work and estimated budget that suits your needs from Step 3 or 4 above.
      i. **Use this information to provide details in your grant application.**
      ii. Use the firm’s scope of work and budget in your grant application in these areas:
           1. Proposal narrative, budget narrative, and budget spreadsheet.
           2. Add attachments that support your proposal, such as the firm’s scope of work and estimated cost.

For additional information and grant writing tips, contact the grant manager, Kathy Somoza or visit the Trust's website at: [https://cbtrust.org/additional-resources/](https://cbtrust.org/additional-resources/).
Appendix B: Guidance for Type 1 Public Outreach and Stewardship

The common starting place of project development includes defining an issue and selecting a priority audience impacted by that issue. Most importantly, the audience selected should be considered a key partner in the development and/or refinement of solutions and program offerings. While different forms of community research and engagement models exist, and each have varying levels of transactional (short term exchange) or relational approaches (relationship building for long-term work), the Trust encourages applicants to maximize audience input into program design. Community-based participatory research (CBPR) is an example of a relational model that “... equitably involves all partners in the research process and recognizes the unique strengths that each brings. CBPR begins with a research topic of importance to the community with the aim of combining knowledge and action for social change” (Minkler, Wallerstein & Wilson, 2008). CBPR involves a co-creative approach and mutual ownership of research and program design by communities affected by the issue of focus.

Outreach and Behavior Change projects should strive to integrate as many principles of CBPR as possible and are encouraged to incorporate at least 3 of the following principles which should be present in your responses to the narrative questions (i.e., a separate document is not necessary to address these principles).

**Principles for Community-Based Participatory Research - Effective, authentic CBPR aspires to the following qualities:**

1. Recognizes community as a unit of identity: An emphasis is placed on the importance of using the community's identity, as a starting point. (Israel et. al. 1998)
2. Builds on strengths and resources within the community. (Israel et. al. 1998)
3. Facilitates a collaborative, equitable partnership in all phases of research and program design, involving an empowering and power-sharing process that considers social inequalities. (Israel et. al. 1998)
4. Fosters co-learning and capacity building (a process by which participants improve and obtain knowledge, skills, and resources) among all partners. (Israel et. al. 1998)
5. Integrates and achieves a balance between partners for the mutual benefit of all involved.
6. Focuses on the local relevance of public and environmental health problems. (Israel et. al. 1998)
7. Involves a cyclical and iterative process for each stage of the program, as necessary to ensure that all voices are captured, and that program execution is based on partner feedback. (Israel et. al. 1998)
8. Disseminates results to all partners and involves them in the wider dissemination of results. (Israel et. al. 1998)
9. Involves a long-term process through adequate investment of time and resources and commitment to sustainability. (Israel et. al. 1998)
10. Openly addresses issues of race, ethnicity, racism, social class, and other relevant community and partner identities, and embodies “cultural humility.” Cultural humility is a practice of self-reflection on how one’s own background and expectations impact interactions between project partners and priority audience members. (Minkler, Wallerstein & Wilson, 2008)


Appendix C: Guidelines and Information for Behavior Change Projects (Type 1 Public Outreach and Stewardship)

Below is a short guide for behavior change projects.

Note: Technical service providers exist in Maryland and can provide up to 2 hours of pro bono services in support of project development and design. Please contact either Jen Dindinger (jdinding@umd.edu) or Amanda Rocker (arockler@umd.edu) for more information.

The Planning process for Behavior Change Campaign development (a.k.a. Social Marketing) can be completed in 9 steps. Steps should be completed in order; steps 1 through 3 (described in more detail below) must be completed prior to applying and addressed fully within the initial grant application:

1. Background, Purpose, and Focus
2. Priority Audience
3. Marketing Goals and Objectives

Requests under Type 2: Behavior Change can be made to support any of the six remaining planning steps or any of the three Phase II steps (described in more detail below):

Phase I – The Planning Process

4. Barriers, Benefits, Competition
5. Positioning Statement
6. Strategic Marketing Mix (4 P’s)
7. Evaluation Plan
8. and 9. Project Planning and Implementation Summary

Phase II – Piloting and Implementation

1. Pilot the Program
2. Broad Implementation
3. Evaluation

PHASE I - NINE STEPS OF PROJECT PLANNING

1. Background, Purpose, and Focus
   Applications should provide a brief background statement that notes the social issue the plan will be addressing (e.g., water quality) and the importance of that social issue to the intended priority audience, including a summary of factors within the watershed that led to the development of the plan (e.g., major pollutants). The applicant should also develop a statement of purpose that reflects the outcome of a successful campaign (e.g., reduced nitrogen) and a focus that will be the subject of the campaign (e.g., fertilizer use).

2. Priority Audience Identification
   Applications should identify the priority audience and demonstrate that the priority audience has been segmented where appropriate. Different segments of populations have different barriers and benefits to a given behavior (therefore requiring different interventions). Audience segmentation is a process of dividing your priority audience into subgroups based on similar needs, interests, and/or behavioral patterns. Examples might include, depending on the selected behavior, year-round residents vs. part-time residents, or homeowners vs. renters. This process allows for a more effective and efficient project design, tailored to distinct subgroups of the priority audience. Consider the size of your priority audience. Provide an estimate of the number of households, individuals, etc. In particular, consider
why you have chosen your priority audience.

3. **Goals and Objectives**  
Applications must identify the specific change in an individual behavior and/or organizational practice that is projected to result from project activities (this is a behavior objective). Applicants should consider return on investment; consider why you selected this behavior rather than others given the geographic area targeted. Consider if the behavior selected is “high impact,” i.e., the behavior has a high likelihood of improving air/water quality or habitat issues in the watershed. To assess if your behavior is high impact, you may find it helpful to refer to documents such as watershed implementation plans. Consider if the behavior has a high probability of being adopted. You would not want to focus on a behavior that either would not solve a major issue in the watershed (example: working on farmer best management practices in an urban watershed) or that would not have a high probability of being adopted (e.g., homeowners installing green roofs).

When selecting a behavior, it is also important to identify an “end-state behavior.” For example, the principal interest is not in having people purchase rain barrels, but rather in having them installed and used. When choosing a behavior, identifying the “competing behaviors” (the behaviors you are looking to discourage, such as using a hose or sprinkler to water a garden) will help you to analyze the likelihood of adoption. Knowledge (facts) and belief (feelings and attitudes) objectives may also be identified; these objectives should make the audience more likely to perform the desired behavior but should not be the primary objective within the campaign (if you have a singular goal of increasing knowledge or changing beliefs apply for a Knowledge Building project instead).

Additionally, in order to know if your project has changed behavior within your priority audience, it is important to know what the current level of action or existing trends are with the particular behavior you are seeking to change. This process is called establishing a baseline. The strongest applications will provide data on the baseline condition; however, estimates of the baseline will be accepted. Baseline measurements should be directly related to the behavior you are seeking to change and might include: the estimated number of people within your priority audience who are currently engaged in the behavior you are looking to encourage and the estimated number of people within your priority audience currently engaged in the behavior you are looking to discourage. The baseline (otherwise known as penetration rate) is the standard against which you will measure any behavior changes that result from your project implementation phase. Baseline measurements can be calculated based on observations or survey work. An online survey tool exists to support baseline research for 7 common water quality related behaviors (and will likely be expanded in the future): pet waste, vegetated buffers, impervious surface removal, rain gardens, fertilizer use, rain barrels, and cover crops. The survey tool can be found at [http://baysurvey.org/](http://baysurvey.org/).

Additionally, there is a data set within the regional Stewardship Index that already exists that may be informative to understanding your baseline adoption rate. The stewardship index data can be viewed and filtered here: [https://www.chesapeakebehaviorchange.org/survey-data](https://www.chesapeakebehaviorchange.org/survey-data). The Chesapeake Behavior Change website is also a great tool that can be used, for free, to help design a behavior change campaign.

4. **Barriers, Benefits, and the Competition**  
Applications must demonstrate that a formal assessment of the priority audience has been conducted or that a formal assessment of the priority audience is intended in the initial phase of the project in order to assess the priority audience’s knowledge, attitudes, and behaviors relative to the goal of the project. Audience assessment should function to influence project design (step 6 the marketing mix)
and implementation by identifying the audience’s perceived barriers and benefits to adopting the desired behavior and/or practice. The best audience assessments will engage the prioritized audience in a co-creative process and will use some combination of past or proposed observations, interviews, focus groups, and surveys to determine the priority audience’s perceived barriers and benefits to adopting the behavior. Seek to identify the key benefits your priority audience will be motivated by. Seek also to identify the reasons your audience cannot (easily) or does not want to adopt the behavior you are promoting. Consider also the major competing alternative behaviors.

**This step is critical for any behavior change project requests, if you are not ready for barrier and benefit research, please reach out to the Trust for additional resources.**

5. **Positioning Statement**
   Applicants should demonstrate intent to create a positioning statement after step 5 has been completed. A positioning statement will guide your organization through the development of the campaign but is not an external campaign slogan. The positioning statement typically takes the following form, “We want (Priority Audience) to see (Desired Behavior) as (Descriptive Phrase) and as more beneficial than (Competition).”

6. **Strategic Marketing Mix (the 4 P’s)**
   This is the stage at which you develop your strategies and decide how you will influence your audience to accept the desired behavior. Applications must address (based on formal assessment) or intend to address the 4 P’s of Marketing: Product, Price, Place and Promotion (in this order).

   **The Product** is anything that can be offered to your audience to satisfy a want or need. What is the major perceived benefit your priority audience wants from performing the behavior that you will promote? What, if any, goods or services will you be offering (example: rain garden installation service)? Are there any additional tangible goods or services that would assist your priority audience in performing the behavior (example: technical assistance on selecting native plants)? If step 5 has not yet been completed, provide a conceptual plan of a potential Product that may be refined based on audience assessment work.

   **The Price** is the cost that the audience associates with adopting the desired behavior, which should be minimized. If you will provide goods or services in your campaign, what, if anything, will the priority audience have to pay for them? Describe any monetary (example: rebates, loans) or non-monetary (example: recognition, rewards) incentives you or others may provide to alleviate cost. Describe any disincentives (example: fines, taxes, embarrassment) that could be developed to discourage the competing behavior. If step 5 has not yet been completed, provide a conceptual plan of a potential cost that may be refined based on audience assessment work.

   **The Place** is when and where the priority audience will perform the desired behavior or receive associated services/goods. In thinking about Place, applicants should seek to make logistics appealing. Identify where you will encourage and support your priority audience to perform the desired behavior (example: homes for a water audit) and when and where the audience will acquire any related tangible objects (example: plant nursery). If step 5 has not yet been completed, provide a conceptual plan of a potential Place that may be refined based on audience assessment work.

   **Promotion** includes messages and communication strategies. The message of the project should be designed based on assessment of the priority audience. The message should seek to increase perceived benefits and decrease perceived barriers. Applications must clearly explain and justify the promotional methods used to deliver the message(s) to the priority audience (example: workshop, training, volunteer planting event, innovative media, etc.) and the channel should be chosen based on
the audience’s “media diet” (the primary ways that the priority audience prefers to receive information). Projects should promote the behavior with creativity and through tactics and media types that maximize the desired response. Applicants are strongly encouraged to incorporate social marketing tools where appropriate. Some examples of these tools include commitments, social diffusion, prompts, norms, and incentives. If step 5 has not yet been completed, provide a conceptual plan of a potential promotion tools that may be refined based on audience assessment work.

7. **Evaluation Plan**

In order to develop the evaluation plan, the applicant should identify what goals from planning step 4 will be measured, what techniques will be used to conduct these measurements, when the measurements will be taken, and the estimated costs related to evaluation tasks. The Trust encourages evaluation plans that focus primarily on outcomes of the campaign (example: audience response to campaign activities). As part of the evaluation plan, identify a behavior goal; specifically, the percentage of the priority audience you expect to change behavior from the baseline measurement and a plan with which to conduct this measurement.

8. and 9. **Project Planning and Implementation Summary**

Project planning and implementation should include both a budget and task list that will direct and track Phase II. The budget should include costs for Product, Price, Place, and Promotion related strategies identified in the social marketing plan. The implementation plan should list tasks, who will conduct those tasks, when the activities are projected to be conducted, and the estimated costs. Consider if there will be phases to the campaign. When complete, steps one through nine (described in this appendix) may serve as the basis for a second application to the Trust to request support for Project Implementation. The Trust’s Financial Management spreadsheet and online timeline and task list can be useful tools when developing a task list and budget for phase II.

**PHASE II - PROJECT IMPLEMENTATION**
*(If the applicant is only requesting costs for Phase I, omit this section)*

1. **Pilot Program**

   The ideal behavior change project involves a test run of your campaign on a small scale within your priority audience or within a group with similar characteristics to your priority audience. The pilot should be an exact replica of what you intend to do broadly. Due to the high cost of implementing many programs on a broad scale, it is important to know that a method will work before scaling up. Conducting a test run/pilot allows a program to be refined before incurring the costs of large-scale implementation.

2. **Broad Implementation**

   You may only request funds for broad scale implementation of a behavior-change program if you have already completed or will complete as part of this application steps 1 through 9 of the planning process and pilot testing (described above).

3. **Evaluation**

   Summative evaluation is required, and the implementation of the developed evaluation plan (planning step 8) should be included in the Phase II application timeline and budget.
Appendix D: Choosing the Right Tree, Attaining Your Tree, and Site Preparation Considerations (Type 3 Tree Planting and Reforestation Projects)

Choosing the Right Native Tree Species

Trees must be native. Lists of trees eligible can be found here:

1) Tree Montgomery Native Tree List: https://treemontgomery.org/tree-profiles/
2) Maryland State Archives Tree List: https://msa.maryland.gov/msa/mdmanual/01glance/html/trees.html
3) The Maryland Department of Natural Resources (MDNR) recommended Tree list: https://dnr.maryland.gov/forests/pages/marylandersplanttrees/recommended-tree-list.aspx

Projects that will NOT be supported under Project Type 3 include:

- Proposals for tree planting or reforestations on Montgomery County owned or Maryland-National Capital Park and Planning property.
- Projects that are required under an existing or pending regulatory process or permit, are required for mitigation, or are required by a regulatory authority for any other reason.
- Proposals with intent for profit: e.g., Christmas trees, timber sale, orchards, etc.

Several factors to consider as you choose your native tree species are listed below. You may choose to do the research and address these factors yourself or contact an arborist or other expert to determine the most appropriate species for your project. Contact the Trust for assistance finding a technical expert to discuss.

Purposes of the Project

- Consider the main goals of your project. Is the purpose of your project to provide shade for buildings, air conditioning units or other infrastructure, energy savings, manage stormwater or highly eroded soils? If so, choose larger trees or trees with dense canopies (e.g., Hackberry). You may want to use the Chesapeake Bay Native Plant Center to help you choose which native trees work best for your site(s): http://www.nativeplantcenter.net/. Additionally, use the Site Constraints and Site Preparation considerations below to decide what native trees may work best for your sites(s)

Site Constraints

Below are common constraints that could affect what trees would be most appropriate for your project:

- Power lines: If your site has overhead power lines, you are encouraged to plant trees that will remain below a certain height. Utility companies such as Pepco, etc. provide guidance to help choose tree species for sites with immediate overhead power lines. Information can be found at: https://www.bge.com/SafetyCommunity/Safety/Pages/PlantingTrees.aspx
- Salt Tolerance: Consider tree susceptibility to salt damage from de-icing streets and sidewalks during the winter. Adverse soil changes from road and sidewalk salts are unfavorable to trees, so you may want to choose trees that are salt tolerant (see the MDNR recommended Tree list link above).
- Parking: Many street tree projects are in areas with street parking. You will want to choose trees that that have minimal bark, seed, sap, twig, and fruit litter.
Deer densities/access: If you are planting near forest fragments, deer rubbing on young trunks and deer browse can quickly damage a planting. Note that choosing species that are deer resistant (i.e., unpalatable) will lower the chance of “browse” but not “rubbing.” Even resistant species will likely need trunk protection for the first 2 years of planting if deer are present. For more information visit: https://dnr.maryland.gov/wildlife/pages/hunt_trap/ddmexclude.aspx

Aesthetics

The closer new trees align to expectations of the community, the more likely the community will invest in their care and advocate for their sustainability. For example, think about whether you want a dense canopy that will lead to lots of shade and will thus preclude understory plant growth (e.g., silver maple). Alternatively, you may choose species that provide more filtered light which will allow plant growth (e.g., honey locusts). Consider whether you want larger canopy species (e.g., Northern red oak) or smaller species (e.g., Eastern redbud). Consider whether you want trees that will grow quickly to provide benefits as soon as possible, or if you want species that might live longer, but would take longer to provide benefits. Consider whether a tiered planting (canopy, sub-canopy, and understory planting) or a guild planting (a community of plants that grow and support each other by recycling nutrients back into the soil) could be appropriate for your site(s). If the purpose of your project is to reduce stormwater or particulate pollution, choose a diversity of native trees that maximize these services. Consider as many aspects as possible of your desired final product, and make sure to choose species that are most likely to accomplish your vision.

Maintenance Needs and Care

Different species of trees often require different degrees or types of maintenance. Consider factors about each potential tree species you are considering that drive different maintenance needs. For example, while all trees drop leaves, not all tree species drop leaves in the same way. Some drop significant amounts in the fall and therefore need clean-up scheduled to avoid clogging nearby storm drains. Other species such as evergreens do not drop as many leaves in fall. Yet others drop leaves in the fall, but the characteristics of the leaves are such that less intensive leaf removal is necessary.

For all applications, a description of long-term maintenance activities (i.e., maintenance plan for two years) must be included. A legal representative of the property owner and the party responsible for long-term maintenance must indicate, in writing, that they acknowledge and accept the maintenance plan. Projects will be ranked on the likelihood of success in implementation and maintenance of the project as designed. The two-year post-planting maintenance plan must include at a minimum:

- **Watering:** At least 25 gallons of water should be applied to each tree every two weeks for the first growing season (e.g., from May 1- Oct 31\textsuperscript{14}). Periods of extreme drought may require additional watering. After the second year, water can be reduced to as needed.
- **Mulching:** Mulching allows trees to retain water and mitigate soil erosion, reduce climbing invasives and other unwanted weeds, and protect tree roots from sudden temperature changes. Proper mulching is key to protecting and promoting healthy root growth. Too much mulch can have the opposite effect and cause the tree to decline. To learn more about how to mulch and best practices visit: https://extension.umd.edu/resource/mulching-trees-and-shrubs.
- **Pruning:** For young trees it will be necessary at the time of planting to remove girdling roots from the rootball, dead branches, and branches that are rubbing. These activities will shape the tree for the
space and promote healthy growth. After the initial planting additional pruning is likely not needed for two to three years until the tree is vigorously growing again. To learn more about how to prune visit: https://extension.umd.edu/resource/pruning-trees.

- **Pest and Disease Control:** Monitor your trees for leaf spots, fungi, insects, and canopy bare spots. If you have concerns about your trees’ health, you can send a photo to a Maryland certified professional Horticulturists at the University of Maryland Extension at: https://extension.umd.edu/programs/environment-natural-resources/program-areas/home-andgarden-information-center/ask-extension. A horticulturalist will provide information on steps needed to ensure your tree thrives.

- **Climbing Invasives:** For all projects, the proposed maintenance plan must address climbing invasives. We recommend manual treatment at least three times per year.

- **Care/mowing around the tree:** One of the biggest threats to new trees isn’t necessarily poor care of the tree itself, but incompatible maintenance of areas around the tree. For example, weed whacking activities that make contact with the trunk can kill a new tree. Make sure that the tree maintenance plan is integrated with the general site maintenance activities.

- **Tree Stakes and Guards:** Newly planted trees should be staked. In high activity areas, installing a tree guard or creating a barrier around your planting site may help protect your tree and its roots from animals, foot traffic, car, and bicycle damage. At the two-year mark, stakes are typically removed and tree guards are adjusted based on growth of the tree.

If you do not feel you have the capacity to provide maintenance for two years, you may either a) work with a partner to commit to taking on the two-year post-planting maintenance, or b) find a partner that will submit the proposal and take the lead on the project with you as a partner. The Trust can help you find those partners; see the contact section below.

**Obtaining your Trees**

- The Maryland Native Plant Society maintains a self-reported native plant vendor list at: https://mdflora.org/nurseries.html. Not all of these nurseries will have sufficient supply to support this Program. Please contact your local plant nursery to inquire about native trees and stock availability.

- In addition, the Tree-Mendous Maryland program offers native trees for certain types of property. Information about the program can be found here: https://dnr.maryland.gov/forests/Pages/treemendous/default.aspx

- Local native plant nurseries

**Site Preparation**

Consider how you prepare your planting site as trees obtain nutrients and water through their network of roots:

- **Stump removal:** Sometimes an area already exists with a dead tree or stump that must be removed. Costs can be requested for such activities, but the applicant must address why the previous tree did not survive, and why the new tree will.

- **Soil:** Amending soil is typically not necessary for tree survival in most planting sites. If working in urban areas, amending soil for a newly planted tree is critical for survivorship. Ensure that the soil at your planting site is thoroughly loosened, free and clear of stumps, debris, rocks, and competing vegetation. Aerate the soil to allow air and water to move freely. Consider adding additional nutrients such as soil
conditioner and other organic matter to improve root and tree growth. If the soil is compacted with sand and clay, it may be unusable. If this is the case, consider replacing the planting site with fresh soil. When you are ready to plant, dig the hole three times wider than the root ball and mix amendments with the excavated soil. Dig the hole to the exact height of the root ball. Deeper and the tree will settle with the soil resulting in decreasing tree health.
Appendix E: Additional Resources

- Montgomery County's Clean Water website: https://www.montgomerycountymd.gov/water/
- RainScapes program overview: https://www.montgomerycountymd.gov/water/rainscapes/rebates.html
- RainScapes Resources (also see RainScapes Criteria and Guidance below): https://www.montgomerycountymd.gov/water/rainscapes/resources.html
  - Technical and Design Manuals:
    - An example completed form can be found here: https://cbtrust.org/wp-content/uploads/DEP-Example-Site-Assessment-form.pdf
  - Plant Calculator: https://www.montgomerycountymd.gov/water/Resources/Files/rainscapes/Copy%20of%20RainScapes%20Review%20Tool%20MASTER.xlsx
  - Suggested Plant lists: https://www.montgomerycountymd.gov/water/rainscapes/resources.html#plants
  - Property Owner Agreement/Right of Access form
- List of native trees for Projects: https://treemontgomery.org/tree-profiles/
• Trust’s additional resources page on social marketing tools, native plants, maintenance, etc.: https://cbtrust.org/additional-resources/
• Chesapeake Behavior Change, an online behavior change campaign database: https://www.chesapeakebehaviorchange.org/