



2019 Outreach and Restoration Grant Program Application Package

AT A GLANCE

The 2019 Outreach and Restoration Grant Program encourages outreach and community engagement activities that increase stewardship of natural resources and on-the-ground restoration activities that engage residents in the restoration and protection of the local green spaces, streams, rivers, and bays.

This grant program welcomes applications for projects in all areas of the state of Maryland.

In this Application Package:

- Program Overview and Application Instructions
- Appendix A:** Restoration Project Design Requirements
- Appendix B:** Behavior Change Project Requirements

Deadline:
September 13, 2018 at 4:00pm

Application Tracks - Applicants can request funds from one of the following tracks:

Track 1: Outreach: up to \$30,000 for projects focused on increasing knowledge as a project outcome and up to \$50,000 for behavior change projects.

Track 2: Restoration: up to \$50,000 for restoration implementation projects.

Track 3: Outreach and Restoration: up to \$75,000 for projects that combine outreach projects with restoration projects to achieve meaningful and measurable outcomes.

Submit Your Application by following instructions at:
cbtrust.org/outreach-and-restoration

Goals of the Grant Program

This funding opportunity through the Chesapeake Bay Trust (the Trust) and in partnership with the City of Baltimore, Charles County, the City of Gaithersburg, Harford County, and Howard County aims to engage a diverse range of organizations, both with community-related missions and focused environmental missions, to facilitate projects that enhance communities, involve residents, and improve natural resources. The Outreach and Restoration grant program welcomes applications for projects across the state of Maryland.

This Program was established to provide accessible funds to organizations and agencies to implement community-led stewardship efforts that increase public understanding of environmental challenges; implement demonstration-scale, community-based, on-the-ground restoration projects; and expand the base of public support necessary to advance the restoration of Maryland’s bays, tributaries, and other natural resources.

Track 1: Outreach projects should: Increase public knowledge and engagement in the challenges and solutions to restoring Maryland’s natural resources: local green spaces from urban to rural, parks, streams, rivers, and bays.

Track 2: Restoration projects should: Engage people in on-the-ground community-based projects that benefit both the community and the quality of one or more natural resources (examples: water quality, tree canopy, and habitat).

Track 3: Outreach and Restoration projects should: Combine the goals for both tracks above in order to achieve increased meaningful and measurable outcomes.

The Trust seeks applications from organizations new to environmental grant-making as well as organizations experienced in restoration or behavior change projects. All applicants, but particularly new applicants, are welcome to contact the Trust for assistance in applying.

All projects should meet one or both of the following goals:

- a) Significantly engage members of a specific audience in community and environmental issues through knowledge building or behavior change efforts.
- b) Accomplish on-the-ground restoration that will result in improvements in health of a Maryland natural resource, either through water quality improvement or habitat enhancement.

The Trust is committed to the advancement of diversity and inclusion in its grant-making and environmental work. As a result, the Trust strongly encourages grant 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, please see our 2015-2020 Strategic Plan at www.cbtrust.org/strategic-plan.

Project Types

TRACK 1: Outreach Projects (up to \$30,000 for knowledge building projects and up to \$50,000 for behavior change projects).

Knowledge Building Projects should: Seek to increase knowledge within either a new priority audience or on a topic in which a basic level of awareness has not yet been established. Example projects include but are not limited to:

- Workforce development and jobs training programs;
- Workshops promoting best practices for restoration and protection of natural resources;
- Environmental knowledge-building events;
- “Train the trainer” sessions;
- Activities such as stream clean ups and storm drain stenciling; and/or
- Environmental art installations designed to increase awareness of environmental, especially water-related, issues.

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 increased knowledge will be evaluated.

Behavior Change Projects should: Target a specific desired change in behavior within a specific priority audience (what do you want people to do differently?) and should be based on an understanding of audience knowledge, attitudes, and practices; this understanding should be derived from formal audience research. Example projects include:

- Social Marketing Plan development (including barrier and benefit research, positioning statement, marketing mix development, 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.

TRACK 2: Implementation Requests for Restoration Projects (up to \$50,000 for implementation-only requests).

Restoration Projects include:

- Tree planting projects - urban, suburban, or rural;
- Streamside forest buffers;
- Greening and cleaning of vacant lots;
- Stormwater practices such as bioretention cells, bioswales, rain gardens, rain barrels, and other low impact development techniques*;
- Wetland creation, restoration and enhancement;
- Living shorelines;
- Small-scale stream restoration and fish passage projects; and
- Installation of agriculture best management practices, including fencing, buffers, wetlands, and more.

*Stormwater Management projects on school property that restore habitat, improve water quality, and establish outdoor classrooms on school grounds should contribute to Maryland Green School certification efforts, should be integrated into classroom curriculum, and must have a plan for continued use of the project area as an outdoor classroom beyond the term of the grant.

The Trust acknowledges that minor design and pre-construction management support may be required as part of Restoration Track projects. **Applications submitted to the Outreach and Restoration Grant Program should have design documentation completed and be ready for permitting (see Appendix A for definition of “complete”) or be able to finalize or modify designs in order to obtain any permits for under \$5,000.** Projects requiring larger investments for design (greater than \$5,000) should be submitted through an alternative program, the Watershed Assistance Grant Program (<https://cbtrust.org/grants/watershed-assistance/>). If you think your project can be completed within the Restoration Track with assistance of design funds, please speak to the Trust about justification.

TRACK 3: Outreach and Restoration Projects (up to \$75,000 for projects that combine outreach and restoration elements to measurably build knowledge within the community served).

This track combines elements from both of the project lists above for Knowledge Building (Track 1) and Restoration (Track 2).

The above lists are not exhaustive. If you have a project idea that is not listed above, but meets the broad goals of the Outreach and Restoration Grant Program, please contact Trust staff to discuss your idea before applying.

Criteria and Guidelines

The following criteria will be used by external technical expert reviewers to evaluate applications under the Outreach and Restoration Grant Program. The Trust staff will serve as guidance through the review phase. Preference will be given to applications that meet multiple criteria.

Scoring criteria for all tracks

- **General Quality of Application** (Scale of 1-5): What is the level of completeness and attention to detail? Are all required application components included for sound evaluation of the application?
- **Consistency with Request for Proposals (RFP)** (Scale of 1-15): Is the project proposed consistent with the intent of the track selected (Outreach, Restoration, and Outreach and Restoration)?
- **Justification** (Project Need) (Scale of 1-10): Does the applicant justify the need for the project and the practices proposed?
- **Partnerships** (Scale of 1-5): Are the selected partnerships appropriate? Are any partners missing that should have been engaged?
- **Likelihood of Project Success** (Scale of 1-20): What is the likelihood of success if this project were to move forward? Success should be defined as the accomplishment of outcomes proposed. Has the applicant procured landowner permission (if necessary)? Are methodologies and/or designs sound and consistent with best practices?
- **Demonstration Value** (Scale of 1-10): Does the project have demonstration value and/or transferability?
- **Sustainability** (Scale of 1-15): Has the applicant addressed future project sustainability? If the project is a knowledge-building or behavior change project, will the impacts of the work be felt after the grant period has ended? For on-the-ground projects, will the project persist and be well-maintained and not threatened by various types of disturbance? Has the applicant proposed a relevant and robust evaluation plan that will be used to improve project sustainability in the future? Has the applicant addressed the need for ongoing resources in order to maintain the value of the project?
- **Cost Effectiveness /Budget** (Scale of 1-20): Is the budget appropriate and cost effective? Are the line items budgeted justified in the project narrative? In-kind and cash match is not required but will be viewed favorably.

Guidelines

Budget and Match

- Cash and in-kind match are not required but will be viewed favorably. Projects showing matching contributions of funds or in-kind services from project partners and other sources (See budget section on ‘Application Instructions’ below) will receive higher scores in this criterion where appropriate. Certain kinds of projects, such as tree planting projects or restoration projects on agricultural lands, are commonly supported by various cost share programs. If your project falls into one of these categories and these sources of match are not used, the reason should be explained in the application. Volunteer hours should not be shown as match in the budget but should instead be reflected in the deliverables section.
- Appropriateness and scale of budget will be evaluated. Requests for staff time to accomplish specific goals are appropriate; however, be sure to clearly justify the amount of staff time required for the project and the tasks (and hours per task) associated with staff time requested. Reviewers look at proposed personnel time carefully.

Community engagement and partnerships

- The highest ranked projects will involve priority audience members or community residents in the design of the education, behavior change, or restoration project, or combination thereof.
- Qualified technical expertise must be identified on staff, as partners or as contractors.

- Engagement with the community served is important. Partnerships with agencies, schools, religious institutions, nonprofits, and other community groups that leverage impact, broaden the base of support, and lead to extension of the project, use of the project, or knowledge of the project beyond the end of the project period are strongly encouraged.

Justification of Contractual Services

- If contractual costs are requested, you must provide qualifications of the consultant selected. Qualifications of the consultant should be uploaded to the online application as supporting documentation. If the applicant is seeking support for consultant services for a behavior change project, the applicant should procure the services of a firm with specific experience in social marketing. For a list of behavior change service providers please contact the Trust.

Mitigation Projects and Projects Required in Permits

- The Trust is unable to fund projects or programs that are required by a separate Federal, state, or locally issued permit, decree, or enforcement action. In some cases, the Trust may elect to fund optional portions of required projects that are in excess of regulatory requirements.

Sustainability and Evaluation

- Applications proposing projects that connect to broader community or county goals, or are specifically identified in or based on a local watershed implementation plan (WIP) will be prioritized.
- Projects will be ranked on the likelihood that the proposed project has the potential for lasting impact, can serve as a model that could be replicated elsewhere, and outlines a plan to be sustained or have an impact beyond the term of the grant.
- Applications should describe how the project's impact will be evaluated or assessed; outreach project evaluation should involve the priority audience and be both quantitative and qualitative.

Track 1: Outreach Project Criteria

Knowledge Building Projects

- Projects must measurably increase knowledge within a group of people about environmental challenges and issues as well as instill pride in ownership of local natural resources such as green spaces, trees, forests, streams, rivers, and bays.
- Applications must clearly explain and justify the methodology used to deliver the message(s) to the priority audience (example: workshop, training, art installation, innovative media, etc.).
- The best applications will place the project in the context of a larger initiative that will eventually seek to influence behavior. In the future what behavior will the audience who has been made more knowledgeable ultimately change?
- Practices for which behavior change tools are relatively well established will be strongly encouraged to apply for a behavior change project rather than a project that simply seeks to increase awareness or knowledge (example: litter, pet waste).

Behavior Change Projects

- Projects should seek to affect measurable change in the priority audience's behavior(s) through one of two phases – social marketing plan development or social marketing plan implementation.
- Applicants should try to work collaboratively with the priority audience to better understand the audience's knowledge, attitudes, and practices.
- Applicants should emphasize how their understanding of the priority audience's knowledge and practices will inform marketing plan strategies that will increase behavior adoption.
- Marketing plan development or implementation of an existing marketing plan must follow the nine step process (outlined in Appendix B).
- Projects should include a baseline measurement of behavior and will propose to either develop or implement a robust evaluation plan (depending on which phase – plan development, or implementation the applicant is proposing).

Track 2: Restoration Project Criteria

- Projects should contribute to the improvement of community, water quality, and/or habitat. The Trust supports restoration efforts that are described in the context of an area that drains to a particular river (watershed) and that engage and connect to the local community. The advantage of considering an area that drains to a river as a geographic approach is that relevance, cost-effectiveness, and prioritization of a specific project or project site can be compared to that of others.
- Applicants are encouraged to rely on widely-accepted restoration best practices. For practices that are relatively new, the background of and justification for use of the practice must be provided. If a practice is untested, the Trust can recommend other grant programs to support your work. Please contact Trust staff for guidance in these situations.
- Applications must include an estimate of the total drainage area and total area of impervious surface treated by the project. In addition, other quantifiable outcomes, such as nutrient and sediment reduction calculations, square feet of bioretention created, number of trees planted, and square feet of buffer planted must be provided.
 - Guidance on calculating nutrient and sediment reductions can be found on the Maryland Department of Natural Resources website: http://dnr.maryland.gov/ccs/Pages/funding/trust-fund_grants.aspx
- Projects must be carefully planned and technically sound.
- Applicants are encouraged to solicit estimates or bids from more than one consultant or contractor.
- Applications for implementation funding must include site photos, a site plan, a complete design, and drainage area. For details on what qualifies as a complete design for different types of projects, please see Appendix A. The Trust is available to provide assistance on elements of design, including drainage area calculation.
- Projects will be ranked on the likelihood of success and longevity of the project. For all requests, a description of long-term maintenance activities (maintenance plan) must be included in the application package. **A legal representative of the property owner and the party responsible for long-term maintenance must indicate, in writing, that they have seen, understand, and agree to the restoration plan.**
- The Trust prefers to fund projects on public property, property owned by nonprofit organizations, community-owned property, and property with conservation easements. Projects on other private property may be considered under certain conditions. (Example: extremely high restoration, engagement, or demonstration outcomes.) Projects proposed on land not owned by the applicant must have landowner support and assurance of sustainability in a detailed letter of commitment. To better understand the Trust's definition of letter of commitment please visit our Forms and Policies webpage: <https://cbtrust.org/forms-policies/>.
- Within the Restoration Track, the Trust encourages projects that have engaged the community served by involving community representatives in project planning through Green Teams, community charrettes, or other process.

Track 3: Outreach and Restoration Project Criteria

- Projects must consider all criteria and guidelines listed under Track 1: Knowledge Building Projects and Track 2: Restoration projects. Projects do not have to consider criteria and guidelines listed under Track 1: Behavior Change Projects.
- Projects should describe how the restoration components of the project will be leveraged for demonstration and education in order to measurably build knowledge within the community served.

Eligible Applicants

The Trust welcomes requests from the following organizations:

- 501(c)3 Private Nonprofit Organizations
- Faith-based Organizations
- Community Associations
- Service, Youth, and Civic Groups
- Municipal, County, Regional, State, Federal Public Agencies
- Soil/Water Conservation Districts & Resource Conservation and Development Councils
- Forestry Boards
- Public and Independent Higher Educational Institutions

If your organization category is not listed above, please contact the Trust to verify eligibility prior to submitting your application. Applications submitted from organization outside of these categories may not be eligible for funding.

An Executive Officer and Project Leader, two separate individuals, must be identified for all applications. The Executive Officer and Project Leader must be able to make decisions on behalf of the organization either as a board member, an employee, or other approved position. The Project Leader will be responsible for all project coordination and correspondence with the Trust for the duration of the project. The Trust cannot conduct any official correspondence with contractors, consultants, 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.

Funding Availability and Restrictions

Track 1: Outreach Projects: Applicants may request up to **\$30,000** for projects that aim to measurably increase resident knowledge of issues and challenges in the restoration of the Chesapeake Bay and its resources. Applicants may request up to **\$50,000** for projects that aim to change resident behaviors or answer key questions that will inform the development of more effective behavior change initiatives in an effort to improve personal stewardship of the Chesapeake Bay and its resources.

Track 2: Restoration Projects: Applicants may request up to **\$50,000** for restoration projects that aim to improve the community, water quality, and habitat.

Track 3: Outreach and Restoration Projects: Applicants may request up to **\$75,000** for projects that combine outreach and restoration elements to measurably build knowledge within the community served.

Applicants are strongly encouraged to contact Trust staff to discuss applications at least two weeks prior to the deadline.

The following cannot be funded in this program:

- Endowments, deficit financing, individuals, building campaigns, annual giving, research, fund raising or venture capital;
- Mitigation or other projects required by an existing or pending regulatory permit or action.
- Political lobbying;
- Reimbursement for a project that has been completed or materials that have been purchased; and
- Projects and programs located outside of Maryland.

For applicants interested in projects involving Pre-K-12 students or education, please consider our Environmental Education Grant Programs (<https://cbtrust.org/grants/environmental-education-mini/> and <https://cbtrust.org/grants/environmental-education/>) or contact Trust staff for more information.

Details on other grant programs through the Trust can be found can be found at www.cbtrust.org/grants.

Project Timeline

Projects should be completed within one to two years upon receipt of the grant award. Project timelines that exceed 18 months must be justified in the project narrative document component of the application.

When the project is complete, grantees are required to complete final reports, including submission of all invoices, receipts, and copies of timesheets for grants in the amount of \$25,000 or greater OR as specified in the grant award letter. Organizations with outstanding final reports will not be awarded additional grants.

Application Review

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 above, then meets to discuss the application merits. The TRC then recommends a suite of applications to the Trust's Board of Trustees.

The Trust reserves the right to fund projects and budget items that advance its mission and meet its specific funding priorities and criteria.

To set applicant 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 50%, this includes both fully and partially funded applications. The average approval rate of all applications to the Trust is 33%.

Contact

Please contact the Trust for technical assistance.

For Restoration projects - Abbi Huntzinger at (410) 974-2941 ext. 106; ahuntzinger@cbtrust.org

For Outreach projects - Bre'Anna Brooks at (410) 974-2941 ext. 112; bbrooks@cbtrust.org

Application Submission Instructions and Deadlines

To apply for a grant, follow instructions at <https://cbtrust.org/grants/outreach-and-restoration/>.

Click on "New Applicant" and follow the on-screen instructions if you have not yet registered to use the system.

Applicants must submit applications using our Online Grants System by **4:00 pm on September 13, 2018**. Late applications will not be accepted, and the online funding opportunity will close promptly at 4:00 pm. **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 Online Grant System technical assistance on the due date.

Grant awards will be announced in December 2018.

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 a grant agreement with grant conditions and due dates of status and final reports. The Trust will mail grant payments to the requesting organization following (a) the Trust's receipt of the signed grant agreement and (b) satisfaction of any award contingencies. In cases where the grantee fails to submit a status report or final report by the due date, the Trust reserves the right to terminate the grant agreement and require a refund of funds already transferred to the grantee.

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).

Application Instructions

When completing the online application process, you will be asked for the following information:

Organization Information

- 1) Organization name (You must list the exact organization name to which the check will be issued if funding is approved. Please check with your finance office before submitting.)
- 2) Address & Phone Number
- 3) Mission of Organization
- 4) Organization Type
- 5) EIN Number

An Executive Officer and Project Leader, two separate individuals, must be identified for all applications. An Executive Officer and Project Leader, two separate individuals, must be identified for all applications. The Executive Officer and Project Leader must be able to make decisions on behalf of the organization either as a board member, an employee, or other approved position. The Project Leader will be responsible for all project coordination and correspondence with the Trust for the duration of the project. The Trust cannot conduct any official correspondence with contractors, consultants, 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.

Executive Officer of Requesting Organization: You will need to provide: name, title, address, phone, and e-mail.

Project Leader: You will need to provide: name, title, address, phone, and e-mail.

Grant Information:

- 1) Project title and track number: List the title of your project and identify the track to which you are applying:
 - a. Track 1: Outreach/Knowledge Building Project
 - b. Track 1: Outreach/Behavior Change Project
 - c. Track 2: Restoration Project
 - d. Track 3: Outreach and Restoration Project
- 2) Amount of Trust funding requested
- 3) Grant Period: enter project start and end dates
- 4) In which stream, river or watershed will the project be located?
- 5) In which county will the project be located?
- 6) Latitude & Longitude (decimal format) of project site

Project Abstract

In a text box, you will be asked to provide a brief (3-4 sentences) summary of the project, including details such as type of project, location, and main objectives. The project abstract should be succinct and provide a clear idea of the project outputs based on intended outcomes. For the purposes of this RFP, we define these terms in the follow ways:

- 1) Output: the immediate results of the work which is being completed (e.g.: how many people attended a workshop and now clearly understand the importance of litter reduction OR how many street trees were planted and are now being maintained).
- 2) Outcome: the change that is prompted as a result of the output listed above (e.g.: litter reduction workshop attendees have mobilized their community to hold trash clean-up dates OR there is less stormwater entering the stormwater inlets because the new, well-maintained street trees are absorbing stormwater and there is more tree canopy habitat for urban-dwelling birds).

Project Timeline

You will be asked to enter major tasks into a table, with start and end dates.

Project Deliverables

You will be asked to fill in estimated deliverables for a variety of metrics such as number of trees planted and number of workshops held.

Volunteer Involvement

Indicate the number of volunteers that will be involved, the total number of volunteer hours, and a description of volunteer activities.

Project Partnerships and Qualifications

You will be asked to enter project partner organizations, individuals, their areas of expertise, and their role(s) in your project. Applicants are strongly encouraged to upload a letter of commitment for the project from each partner describing in detail the partner's role in or contribution to the project. Partners can include contractors as well as community groups working with you on your project. Applications including strong letter(s) of commitment often receive higher scores. If not submitted with application, letter(s) of commitment may be required prior to the release of any awarded funding. To

better understand the Trust's definition of letter of commitment please visit our Forms and Policies webpage:
<https://cbtrust.org/forms-policies/>.

Project Narrative Upload

You will be asked to upload an MS Word or PDF file not to exceed 6 pages of text, excluding photos or materials such as letter(s) of commitment, addressing the following points. We recommend that you copy and paste the questions to use as an outline in your narrative to ensure that you address all questions. Additional file attachments may also be uploaded through this component; additional files should not exceed four files in total.

- 1) Project Abstract: Copy and paste project abstract as written in the online application under the "Project Abstract" section.
- 2) Track: Identify the track to which you are applying:
 - a. Track 1: Outreach/Knowledge Building Project
 - b. Track 1: Outreach/Behavior Change Project
 - c. Track 2: Restoration Project Track 3: Outreach and Restoration Project
- 3) Goal: Please describe how the proposed project outputs (as defined and described in the project abstract section above) will lead to proposed outcomes (also defined in the project abstract section above). Provide a detail explanation about what your project will do to meet the goals of this RFP: engage Maryland communities in the improvement of water quality and habitat. (e.g.: mobilize communities to hold trash clean up dates, provide a reduction of stormwater that enters the stormwater inlets, and/or provide urban dwelling birds and insects with more tree canopy habitat.)
- 4) Background: Describe the background of the project. Why is this project needed? How was it identified? What was the impetus?
- 5) Demographic Information: In light of the Trust's commitment to the advancement of diversity in its grant-making, please provide demographic information about the community or population involved in or served directly by the project. Please provide your organization's experience working within the specific communities that you will be prioritizing. If you have not had significant experience within your prioritized demographic, please 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).
- 6) Project context: Indicate how this project supports the broader goals of your organization. Do you have an outreach plan, a communications plan, or watershed plan for your organization or based on which your organization operates? If so, how does this project support the plan? If applicable, describe how this project compliments other activities led by your organization in support of the same goals.
- 7) Community Context: The best projects will connect to other existing community watershed stewardship efforts. Please indicate how this project fits into other watershed stewardship activities occurring in the community. For example, are neighboring faith-based organizations or homeowner's associations who may already be undertaking environmental activities going to be engaged in this project? For a list of Trust-funded projects in the area, applicants are encouraged to reference the Trust's annual reports online (<https://cbtrust.org/annual-report/>).
- 8) Experience: Briefly describe your organization's experience in completing similar projects.
- 9) History: Have you applied for this project or program in the past? If yes, what has changed about your project or program since the last time that you applied?
- 10) Consultants: Has/will a consultant be hired? For implementation projects, has a contractor been selected? Please describe your consultant/contractor selection process, including justification and background of the selected consultant/contractor. If using a bid process, please describe the process. The Trust strongly recommends that applicants obtain at least three competitive bids, estimates, or quotes.

- 11) **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. 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? If the project or program will need ongoing financial resources in order to maintain its value, please provide an abbreviated plan describing how the project will be sustained beyond the term of the proposed funding request?
- 12) **Transferability:** Please briefly describe how your project might be transferred or scaled. Will there be lessons learned from your project that will be useful elsewhere?
- 13) **Evaluation:** Describe how you will assess the effectiveness of your project/program. How will you learn which specific project components worked? How will you collect information to refine and improve your program or project? 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.
- For knowledge building, projects' evaluation should include the number of people who have increased their knowledge.
 - For behavior change, projects' evaluation should be either proposed or addressed in step 8 of the planning process (see Appendix B) and should (in Phase II - Implementation) include an evaluation of the number of people who changed their behavior as compared to baseline data.
 - For a restoration project, evaluation should include an estimate of the total drainage area and total area of impervious surface treated by the project, and other quantifiable outcomes such as nutrient and sediment reduction calculations, square feet of bioretention created, number of trees planted, and square feet of buffer planted (as appropriate to project description).
 - Guidance on calculating nutrient and sediment reductions can be found on the Maryland Department of Natural Resources website: http://dnr.maryland.gov/ccs/Pages/funding/trust-fund_grants.aspx
 - For the combined restoration and outreach projects, evaluation should include information as noted above in 11a and 11c.
- 14) **Mitigation projects and projects required in permits:** The Trust is unable to fund projects or programs that are required by a separate Federal, state, or locally issued permit, decree, or enforcement action. Please state: a) whether your project is required under any existing or pending permit, decree, or enforcement action and b) whether your application exceeds the regulatory requirements, and if so, how.
- 15) Please answer 15a, 15b, 15c, or 15d below depending on the track of the proposed project.
- 15a. **Knowledge Building Projects Only:** Address the following points:
- Priority Audience:** Define 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?
 - Message:** Identify the intended message of the project. (e.g.,, plant a native red bud tree). State the message in your own terms, as if you are writing it for your priority audience. Think about why this project matters to the audience.
 - Methodology:** Clearly explain and justify the methodology/tactics chosen to deliver the message to the priority audience(s). Explain why the tactics are an effective way to reach your priority audience(s). You are encouraged to rely on known outreach, engagement, and media best practices. Provide examples of similar programs that have demonstrated success and reference your organization's experience with these tactics. Examples include but are not limited to: workshops, innovative media, individual outreach, demonstration planting projects, etc.).

- 15b. **Behavior Change Projects Only:** Have any of the following steps been completed? If so, please describe how and detail the results of each (**for additional descriptions of steps and specific points that must be addressed see Appendix B.**):

Option 1: Behavior Change Research (Applicants may propose to answer key questions that will inform the development of more effective behavior change initiatives).

1. Describe specifically what you are proposing to test.
2. Describe what type of literature review has been done and/or what type of brief literature review will be completed before the research begins.
3. Describe clearly the nature of your experimental design. Specifically describe:
 - a. The list of factors being tested and how many factors will be tested?
 - b. The anticipated design (what factors will be shown on an X and Y axis?).
 - c. What will your anticipated final product look like?
4. Identify what type of statistical analysis you are proposing to use and what is the size of the data set needed to do this?

Option 2: Behavior Change Project Planning (Please describe steps 1-3 which should be completed prior to submittal and fully addressed in the narrative)

1. Background, Purpose, and Focus (1 paragraph)
2. Priority Audience - Identify sub-groups and select a priority audience segment (2-3 paragraphs)
3. Marketing Goals and Objectives – Identify the behavior objective; discuss impact of behavior adoption (example: 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? Please briefly discuss what is known about the behavior selected. For projects targeting technical behaviors, the description may be longer. For projects targeting well understood behaviors, such as trash clean-up, this section may be brief. (1-2 pages)

The applicant may request costs for the steps 4-8 (*We recognize that work on each previous steps will drive work on each successive step and therefore exact methodology cannot be outlined; therefore, please provide (for reviewers) a brief conceptual plan for each of the following steps contingent upon completion of step 4.*)

4. Barriers, Benefits, and Competition – Identify audience barriers, benefits, and the competition through a formal priority audience assessment (1-2 paragraphs)
5. Positioning Statement – Create the guiding statement for your campaign based on priority audience assessment. (1 sentence)
6. 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) (1-2 pages)
7. Evaluation Plan – Outline what will be measured, how, and when (1-2 paragraphs)
8. & 9. 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 (1-2 paragraphs)

Option 3: Behavior Change Project Implementation (Applicants should only request costs for implementation if a social marketing plan is complete; the completed social marketing plan should be submitted as the basis for a Phase II request.)

1. Pilot Program – Test your program on a small scale
2. Broad Implementation of Program
3. Evaluation – based on audience response

- 15c. **Restoration Projects Only** - Address the following points within the same uploaded file (as opposed to attaching separate files):

1. **Watershed/Community Plan Status:** Please describe how your project fits into the local WIP, community plan, watershed study, or larger strategy. Describe the plan, including the history of its creation and use. Describe how the proposed project is identified in and/or consistent with the plan. If applying for a project not based on a plan, indicate "N/A.";

2. A completed site plan and project design to include all items listed in Appendix A (based on if the project falls into category 1, 2, or 3; provide any additional items required for your type of project);
 3. Permit Status: Will this project require a construction permit? If so, where are you in the permit process?
 4. A detailed maintenance plan signed by the entity responsible for maintenance and the landowner (if different);
 5. A list of any native plants to be planted (funding is restricted to native species only; the Trust typically fund native perennial plants \$6-8 and trees and shrubs at \$25-35 each. If requests differ from those amounts please justify); and
 6. A landowner letter of permission for projects planned on properties other than your own, stating that permission has been granted from the entity owning the land on which the project will be completed and committing to preserve and maintain the project. Letters may be uploaded separately by clicking "add" above.
- 15d. **Combined Outreach and Restoration Projects** - Address the following Points within the same uploaded file (as opposed to attaching separate files):
1. Priority Audience: Define 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: Identify the intended message of the project. (e.g., plant a native red bud tree). State the message in your own terms, as if you are writing it for your priority audience. Think about why this project matters to the audience. **The strongest applications in this combined track will leverage restoration components of the project to increase knowledge about personal stewardship actions that individuals can take in their own lives and/or own their own properties.**
 3. Methodology: Clearly explain and justify the methodology/tactics chosen to deliver the message to the priority audience(s). Explain why the tactics are an effective way to reach your priority audience(s). You are encouraged to rely on known outreach, engagement, and media best practices. Provide examples of similar programs that have demonstrated success and reference your organization's experience with these tactics. Examples include but are not limited to: workshops, innovative media, individual outreach, demonstration planting projects, etc.);
 4. Watershed/Community Plan Status: Please describe how your project fits into the local WIP, community plan, watershed study, or larger strategy. Describe the plan, including the history of its creation and use. Describe how the proposed project is identified in and/or consistent with the plan. If applying for a project not based on a plan, indicate "N/A.";
 5. A completed site plan and project design to include all items listed in Appendix A (based on if the project falls into category 1, 2, or 3; provide any additional items required for your type of project);
 6. Permit Status: Will this project require a construction permit? If so, where are you in the permit process?
 7. A detailed maintenance plan signed by the entity responsible for maintenance and the landowner (if different), a list of any native plants used (funding is restricted to native species only; the Trust typically fund native perennial plants \$6-8 and trees and shrubs at \$25-35 each. If requests differ from those amounts please justify); and
 8. A landowner letter of permission for projects planned on properties other than your own, stating that permission has been granted from the entity owning the land on which the project will be completed and committing to preserve and maintain the project. Letters may be uploaded separately by clicking "add" above.

Budget Upload

You will be asked to upload your budget using the "Application Budget" worksheet of the Chesapeake Bay Trust's Financial Management Spreadsheet, an excel file template. The template is available in the online application and can be found by visiting www.cbtrust.org/forms.

- Please be as detailed as possible.

- For any staff cost requests, list the percentage of overall time devoted to the project by each staff member in the budget item column. It is expected that all personnel included in budgets will be directly involved in the work conducted under this program. Requests that do not include full justification for personnel involved may not be fully funded.
- Matching/leveraged resources are encouraged. Please indicate whether each match entry is applied for, pledged, or in-hand. Indicate in the narrative whether your organization has requested financial support from any other sources for the project not listed as match in the budget submitted.

Budget Category Information

This final online award program component will ask applicants to enter budget category totals. These totals will be automatically calculated in the Application Budget. Finally, check that the project's total requested amount you entered earlier in the application is correct.

Use the "Additional Budget Justification" section in the online application to justify and explain costs. Budgets that are detailed, justified, and itemized are ideal.

The body of work described in your proposal should be able to be accomplished with the resources requested in your budget. If the success of the work is contingent upon award of other funds, please make this clear in your budget justification section.



Appendix A: Restoration Design Guidelines and Information

The Trust has clarified our requirements for project design submitted as part of applications to the Restoration Track. The purpose of this clarification is to identify for applicants and grantees the minimal elements of project design associated with successful projects, while keeping in mind constraints and scale of community-based, voluntary projects. As always, the Trust requires a complete project design to consider funding an application under the Restoration Track. Applicants are strongly encouraged to contact the Trust for assistance and further guidance when creating applications and designs to qualify for the Outreach and Restoration Grant Program.

Since the Outreach and Restoration Grant Program funds many types of watershed implementation practices, specific design requirements and the definition of “complete design” varies among project types. To help guide you in determining what is required for the design component of your application, restoration practices have been broadly grouped into three categories. Please read the list below and identify in which category your proposed project falls. Then read the design requirements below that section. If you are unsure of which category your project fits into, please contact the Trust for further assistance.

Category 1: Projects requiring minimal ground disturbance and no earthwork

Category 1 Project Types

- Greening and cleaning projects on Vacant Lots
- Reforestation, afforestation, and street tree (with or without tree pit creation) projects (in street right-of-way or in open spaces)
- Rain barrel and rain storage projects
- Invasive species removals
- Wetland plantings and buffer plantings
- Other projects that do not require earthwork

Category 1 Design Requirements:

Category I projects will not be funded without a completed design, which includes:

- Site map showing project boundary
- Site photos
- Invasive species management plan for site (if applicable), and
- Planting plan (for planting projects only; can be overlaid on site map)

Category 2: Small-scale restoration projects with projected pollution reduction benefits

Category 2 Project Types

- Bioretention and rain garden projects, in which surface water is not collected by, or distributed to, adjacent properties and in which the total site disturbance is less than 5,000 square feet and/or less than 100 cubic yards of soil
- Impervious surface removal with replanting/stabilization of area in which the total site disturbance is less than 5,000 square feet and/or less than 100 cubic yards of soil

Category 2 Design Requirements:

Category 2 projects will not be funded without a completed design, which includes:

- Site map showing:
 - 2' topographic data, available in GIS format from Maryland DNR at: <http://dnrweb.dnr.state.md.us/gis/data/data.asp>, or alternately from some county GIS and planning offices
 - Project boundary and drainage area boundary including drainage area size (obtained from topographic maps described above) and percent of impervious cover within the drainage area
 - Survey information, marked on site map, of the surface water intake (where runoff enters your project area) and project outfall (where you would like water to exit your project area)
 - Proposed design - plan view (this should show the approximate existing and proposed elevations of the project area)

- Landowner signature on the plan that indicates project endorsement
- Soil boring/results for proposed infiltration practices
- Copy of soil survey mapping and field confirmation of soil drainage class – the NRCS web soil survey can be found at <http://websoilsurvey.nrcs.usda.gov/app/HomePage.htm>
- Approximate earthwork volumes (existing soil to be removed, bioretention soil to be added, etc.)
- Drainage area boundary and size (obtained from topographic maps described above) and percent impervious cover within the drainage area
- Calculations to determine amount of stormwater runoff which will be treated by facility including pounds of nitrogen and phosphorus removed as well as tons of sediment removed. (Note: for impervious surface removal only projects, calculations only need to include pounds of nitrogen and phosphorus removed as well as tons of sediment removed)
- Planting plan
- Site photos

Category 3: Complex Restoration Projects

Category 3 Project Types

- Bioretention and rain garden projects over 5,000 square feet of disturbance and/or affecting surface flow from/to adjacent properties
- Projects in this category will likely be subject to permitting requirements; refer to local planning and zoning and/or public works regulations for details
- Wetland and marsh enhancement/restoration/creation projects
- Stream restoration projects
- Coastal plain outfall, stormwater conveyance, or floodplain restoration projects
- Stormwater retrofit projects (conversions and structural changes)
- Bank/slope stabilization projects
- Impervious surface removal with replanting/stabilization of area in which the total site disturbance is over 5,000 square feet, more than 100 cubic yards of soil, and/or affecting surface flow from/to adjacent properties

Category 3 Design Requirements

Category 3 projects will not be funded without a completed design, which includes:

- Site map showing:
 - Field-run topographic survey of existing conditions
 - Project boundary and drainage area boundary
 - (As applicable) mean high water, full pool elevation, bankfull/benchfull
 - Proposed design (grade changes, drainage structures, rock placement, etc.)
 - Landowner signature on the plan, which indicates project endorsement
 - Mapped utilities and roads
 - Property boundaries
- Soil boring/results for proposed infiltration practices
- Copy of soil survey mapping and field confirmation of soil drainage class – the NRCS web soil survey can be found at <http://websoilsurvey.nrcs.usda.gov/app/HomePage.htm>
- Detailed earthwork volumes (cut, fill, stockpiled, etc.)
- Drainage area size (obtained from topographic maps described above) and percent impervious cover within the drainage area.
- Calculations to determine amount of stormwater runoff which will be treated by facility including pounds of nitrogen and phosphorus removed as well as tons of sediment removed. (Note: for impervious surface removal only projects, calculations only need to include pounds of nitrogen and phosphorus removed as well as tons of sediment removed)
- Planting plan
- Site photos



Appendix B: Behavior Change Project Design Guidelines and 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 the Behavior Change Track of the Outreach and Restoration Grant Program 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 - 9 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 (example: water quality), including a summary of factors within the watershed that led to the development of the plan (major pollutants?). The applicant should also develop a statement of purpose that reflects the outcome of a successful campaign (example: reduced nitrogen) and a focus that will be the subject of the campaign (example: fertilizer use).

2) Priority Audience Identification:

Applications should identify the priority audience and should 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. What is the size of your priority audience? Please provide an estimate of the number of households, individuals, etc. Why have you chosen this audience segment?

3) Marketing 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; why did you select this behavior rather than others given the geographic area targeted? Is the behavior selected considered “high impact,” i.e., the behavior has a high likelihood of improving water quality or habitat issues in the watershed? In order to assess if your behavior is high impact, you may find it helpful to refer to documents such as watershed implementation plans. Does the behavior have 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 (example: 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 do have a singular goal of increasing knowledge or changing beliefs please 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 here: baysurvey.org.

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 7 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 audience targeted 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. What are the key benefits your priority audience will be motivated by? What are the reasons your audience cannot (easily) or does not want to adopt the behavior you are promoting? What are the major competing alternative behaviors?

This step is imperative for Behavior Change campaigns; if you are not ready to complete this task then please apply for a Knowledge Building project instead.

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, please 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. Please describe any disincentives (example: fines, taxes, embarrassment) that could be developed to discourage the competing behavior. If step 5 has not yet been completed, please 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, please 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, please 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, please 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. Will there be phases to the campaign? When complete, steps one through nine (described here) may serve as the basis for a second application to the Trust to request support for Project Implementation.

Phase II - Project Implementation

(If the applicant is only requesting costs for Phase I, please omit this section)

1) **Pilot Program:**

The ideal behavior change project involves a test run of your campaign on a very 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 1-8 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.