

Phase 3 Watershed Implementation Plan (WIP) Planning and Progress Template

Green - action has been completed or is moving forward as planned **Yellow** - action has encountered minor obstacles **Red** - action has not been taken or has encountered a serious barrier

Action #	Description	Performance Target(s)	Responsible Party(ies) and Partnerships	Geographic Location	Expected Timeline	Potential Implementation Challenges or Recommendations	Resources Available				Resources Needed				Annual Progress to Date 2021
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Priority Initiative 1: Agriculture															
1.1	Reconcile ag-specific Bay model theoretical BMP implementation and loading numbers with on-the-ground and real conditions		Ag Action Team, Legacy Partners	Countywide	Late 2020 - 2022	Update Catchment Management Database with data and information to help guide future decision points Assists with pinpointing ideal BMP implementation locations	Local and state experts, agencies, and environmentally related entities Catchment Management Database	PADEP, SRBC, LCCD, NRCS, Penn State AEC, watershed groups, non-profits, consultants, municipalities	GG 319 funds	PADEP			Funding for “boots-on-the-ground” assessments for ag-specific considerations @ \$50,000/ watershed, 3 watersheds: \$150,000	NFWF, PADEP, EPA	2021: Continuing to work on Catchment Management Database data and working with partners, like USGS and the Quittapahilla Watershed Association, to get real time data to support modeled data
1.2	Expand implementation of cover crops (specific focus on alternative approaches that may count as reductions)		Ag Action Team	Countywide	Late 2020 – mid 2021	Limited definition of cover crops and what would count as a reduction	BMP Quick Reference Guide Local experts and agencies	LCCD, NRCS, consultants, Penn State, DEP			Alternative approaches validation	Penn State, NRCS, Capital RC&D			2021: Working on creating a cover crop program through Conservation Excellence funding. This funding will be useful in funding cover crop projects and is successfully used as funding for cover crop programs through other county conservation districts as well. We plan to use the examples from the other counties to form our own county-specific program.
1.3	Coordinate and develop game plan with NRCS for ag plan and implemented BMP capture for long-term verification processes		LCCD, NRCS	Countywide	Plan developed by end of 2020; initial imp. In 2021	Ensures capture of implemented BMPs for long-term verification processes Potential time and resource limitations for plan entry Initial focus in Swatara	Local agencies	LCCD, NRCS							2021: Working with NRCS on plans and continuing to work on long term verification of BMPs. Our staff continues to stay in contact with landowners to ensure their BMPs are being captured. We also have a good relationship with our county’s NRCS office who keeps us up to date on their work.

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1.4	Engage industrial and large ag operation farmers		CAP Team members	Countywide	Commence in 2021	Focus on CAFOs and AFOs									2021: We have started discussions, but no real action has been taken yet
1.5	Develop and implement game plan for development and/or capture developed conservation plans into PracticeKeeper		LCCD, consultants	Countywide	Plan developed by early 2021 followed by initial imp.	Ensures capture of implemented BMPs for long-term verification processes Outreach and coordination with private consultants to capture plans into PK	PracticeKeeper	LCCD, consultants			Additional person(s) for PK data entry/inspections at LCCD		Engagement/outreach/coordination/inspections and plan entry funding – 1 person: \$75,000 Private consultant fees for capturing plans @ \$200/plan (~400 plans): \$80,000		2021: We have created a gameplan for this and are beginning to implement this gameplan to enhance our current practices and future ones
1.6	Promote and assist implementation of Agricultural Compliance practices in priority areas	Soil Conservation and Water Quality Plans (57,000 total acres) Core Nitrogen Nutrient Management (50,000 total acres) Core Phosphorus Nutrient Management (15,000 total acres) Barnyard Runoff Controls (112 new acres)	Ag Action Team, LCCD, NRCS, Penn State, farmers	Contiguous agriculture land use areas, with initial focus on red-coded catchment areas (or where current initiatives are underway)	Game plan by early 2021; imp. 2021 – 2025 (and beyond)	Farmer resistance or buy-in Resources to write plans	Local experts and agencies	LCCD, NRCS, consultants	EQIP	NRCS	Additional personnel, consultants for magnitude of needed new or revised plans		Total-Soil Conser./WQ Plans (94 acres/ avg farm @ \$1,200/plan; 606 farms): \$727,200 Barnyard Runoff Controls: 224 farms, \$224,000 NM Plans: 532 farms @ \$1,000/farm = \$532,000		2021: We continue to promote these through our CAP team and Ag team, we have had positive feedback so far. Our staff checks on plans through Chesapeake Bay inspections and farm pres. inspections. If people call or walk in, we will write the plans, unless a technical service provider is needed, then we will set them up with someone to write their plans.

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1.7	Promote and assist implementation of SoilHealth practices in priority areas	<p><i>High Residue Tillage Management (24,000 acres/year)</i></p> <p><i>Conservation Tillage Management (13,000 acres/year)</i></p> <p><i>Traditional Cover Crops (13,700 acres/year)</i></p> <p><i>Traditional Cover Crops with Fall Nutrients (18,000 acres/year)</i></p> <p><i>Commodity Cover Crops (3,000 acres/year)</i></p> <p><i>Prescribed Grazing (6,000 total acres)</i></p>	Ag Action Team, LCCD, NRCS, Penn State, farmers	Contiguous agriculture land use areas, with initial focus on red-coded catchment areas (or where current initiatives are underway)	2021 – 2025 (and beyond)	<p>Farmer resistance or buy-in</p> <p>Modification of official definitions would be helpful</p> <p>Incentive program(s) and/or support for 3-4 years until returns exceed costs</p>	Local experts and agencies	LCCD, NRCS, consultants	EQIP	NRCS	Additional personnel, consultants for magnitude of needed new or revised plans		<p>Total-Revised SC/WQ Plans or captured by new plans in Ag 1.6 @ \$500/farm, 763 farms: \$381,500</p> <p>Long-term funding for inspections, etc.(TBD)</p> <p>Seed money for incentive program (TBD)</p>	2021: Our CAP AG Action Team is working on focusing on our priority areas first and have developed a cost share program to fund soil health and other bmp projects. We also are working with NRCS and EQIP to get additional projects funded

1.8	Promote and assist implementation of expanded nutrient management practices in priority areas	<p><i>Core Nitrogen Nutrient Management (6,000 acres)</i></p> <p><i>Core Phosphorus Nutrient Management (2,000 acres)</i></p> <p><i>Nutrient Management-Nitrogen Rate (10,000 acres)</i></p> <p><i>Nutrient Management-Phosphorus Rate (10,000 acres)</i></p> <p><i>Nutrient Management-Nitrogen Placement (12,000 acres)</i></p> <p><i>Nutrient Management-Phosphorus Placement (10,000 acres)</i></p> <p><i>Nutrient Management-Nitrogen Timing (13,000 acres)</i></p> <p><i>Nutrient Management-Phosphorus Timing (10,000 acres)</i></p>	Ag Action Team, LCCD, NRCS, Penn State, farmers	Contiguous agriculture land use areas, with initial focus on red-coded catchment areas	2021 – 2025 (and beyond)	Farmer resistance or buy-in	Local experts and agencies	LCCD, NRCS, consultants	EQIP	NRCS	Additional personnel, consultants for magnitude of needed new or revised plans		Total-Revised NM Plans or included with new plans in Ag1.6 @ \$500/farm, 436 farms: \$218,000	2021: The CAP Team is addressing resistance from farmers, like lack of interest in spending the money to implement through cost-share, we have been coming up with incentives and other promoting factors to address any other challenges that may arise. Working on financial resources for plans.
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1.9	Promote and assist implementation of improved animal unit practices in priority areas	<p><i>Manure Storage Facilities (118,000 New Animal Units(AUs))</i></p> <p><i>Dairy Cow Precision Feed Management (20,000 Dairy Cow Animal Units (AUs))</i></p> <p><i>Manure Transport out of Lebanon County (25,000 dry tons/year)</i></p>	Ag Action Team, LCCD, NRCS, Penn State, farmers, manure haulers/ brokers, ag retailentities	Contiguous agriculture land use areas, with initial focus on red-coded catchment areas	Game plan by early 2021; imp. 2021 – 2025 (and beyond)	Farmer resistance or buy-in	Local experts and agencies	LCCD, NRCS, consultants, haulers, contractors	EQIP	NRCS			Full BMP implementation dollars (~\$14.84 million, overall estimate until game plan fully in place)	2021: The CAP Team is addressing resistance from farmers and coming up with incentives and other promoting factors to address any other challenges that may arise. Continuously assisting farmers with implementing projects and identifying funding options. Our most common project interest this year was manure storage facilities. We did not see much interest in the other two options. Two projects we implemented this year were roofed poultry manure and composting structures.
1.10	Promote and assist implementation of buffers in agricultural riparian zones in priority areas	<p><i>Forest Buffer (3,100 new acres)</i></p> <p><i>Forest Buffer with Streamside Exclusion Fencing (962 new acres)</i></p> <p><i>Grass Buffer (1,900 new acres)</i></p> <p><i>Grass Buffer with Streamside Exclusion Fencing (550 new acres)</i></p>	Ag Action Team, LCCD, NRCS, Penn State AEC, farmers	Contiguous agriculture land use areas, with initial focus on red-coded catchment areas	2021 – 2025 (and beyond)	Farmer resistance or buy-in Engagement with Penn State AEC for program developmentfor other watersheds	Local experts and agencies, non-profit partners (ACB, etc.)	LCCD, NRCS, consultants, non-profits (ACB, CBF, etc.)	EQIP	NRCS			<p>Total-Forest Buffers (w/ or w/o fencing) @ \$4,000/acre = \$16.25 million</p> <p>Total-Grass Buffers (w/ or w/o fencing) @ \$2,000/acre = \$4.9 million</p>	2021: The CAP Team is addressing resistance from farmers and coming up with incentives and other promoting factors to address any other challenges that may arise. Continuously assisting farmers with implementing projects and identifying funding options. There was not much interest in doing buffer projects specifically on Ag land this year. We have plans to work with our partners to implement more projects next year.

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Priority Initiative 2: Stormwater (Developed Areas)														
2.1	Engage legacy partners (Stormwater Consortium, etc.) to ensure capture and support of initiatives as it relates to local WQ improvements		Stormwater Action Team, watershed groups, MS4 municipalities, non-profits	Countywide	Comm Plan developed by early 2021 followed by initial imp.	Ensure efforts are not duplicated and focus on filling in gaps or providing collaboration arenas Project capture and reporting processes	FieldDoc		CAP Coord funds	PADEP			Resources for long-term verification processes (TBD)	2021: We have engaged with the legacy partners and have had members join our action team
2.2	Integrate other water resources initiatives (e.g. source water protection) into overall approaches		Stormwater Action Team, LCCWA, local agencies (LCPD, etc.)	Countywide	Game plan by late 2020 with initial imp.	Conflicting regulatory requirements	Local consultants/ engineers, local and state agencies SWP entities							2021: Working on the conflicting regulatory requirements and creating a plan to take action in the next few months.
2.3	Pursue regional stream and wetland restoration projects that provide additional benefits to multiple communities and MS4s	<i>Urban Stream Restoration (6,000 new linear feet)</i> <i>Non-urban Stream Restoration (55,068 new linear feet)</i> <i>Wetland Restoration (125 acres)</i>	Watershed groups, non-profits, MS4 municipalities, LCCD	Countywide with initial focus on priority watersheds/ catchments	Late 2020 – 2025 (and beyond)	Tight timeframe for significant BMP implementation Local landowner willingness to participate Incorporate floodplain restoration approaches into stream restorations	Local consultants/ engineers Non-profits (TU, etc.)		NFWF, GG, EPA, DCNR			Anticipated: Full BMP implementation dollars (~\$16.25 million) 2021 shovel-ready or nearly shovel-ready projects: \$7.4 million	NFWF, GG, EPA, DCNR, other 2021: Working with the Consortium to collaborate on holistic projects that include all sectors. We have applied to a couple grants as partners to implement Ag & Urban projects.	

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2.4	Engage and collaborate with PSU Extension to coordinate efforts for protection of private wells		Stormwater Action Team, PSU Extension	Countywide (non-public utility service areas)	2021	Collaborate with Source Water Protection (SWP) entities an efforts	PSU Extension SWP entities CAP Coord							2021: Have begun discussions, but no action has been taken yet
2.5	Engage Lebanon County MS4 permittees for identification and support for known BMPs for implementation, funding streams, maintenance, and related needs		Stormwater Action Team, Stormwater Consortium, LCCWA, MS4 municipalities	MS4 communities	Late 2020 – 2025 (and beyond)	Ensure efforts are not duplicated and focus on filling in gaps or providing collaboration arenas Municipal buy-in or resistance Long-term verification processes Lebanon County-specific funding program through	Local engineers and consultants Municipalities					TBD	NFWF, GG, EPA, DCNR, other	2021: We have engaged and plan to continue to work with them on projects in the future. The Stormwater Consortium has been very active with the CAP team and we are working on getting more engagement from other MS4 communities outside of the Consortium.

2.6	Identify and foster potential alternative stormwater BMP implementation approaches (e.g. developer implemented regional stormwater facilities)		Stormwater Action Team, developers, private consultants/ engineers	Countywide	Game plan by early 2021 with initial imp.	Buy-in may be a large hurdle Buy-in or resistance from developers	CAP Coord									2021: We have begun working on this, and have identified that buy-in will be a challenge and are working on overcoming that. There have been discussions in the previous months about how we could implement alternative approaches, however those conversations did hit a lull and will be picked back up in the coming weeks.

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2.7	Promote and assist implementation of riparian zone, habitat, and tree canopy, and conservation practices in priority areas	<i>MS4 Riparian Forest Buffers (69 new acres)</i> <i>Non-MS4 Forest Buffers (50 new acres)</i> <i>Conservation Landscaping (125 new acres)</i> <i>Urban Forest Planting (125 new acres)</i> <i>MS4 Urban Tree Canopy (12 new acres)</i> <i>Farmland Conservation (2,000 total acres)</i> <i>Forest Conservation (2,300 total acres)</i> <i>Wetland Conservation (125 total acres)</i>	LCCD, non-profits, MS4/non-MS4 communities	Countywide with initial focus on MS4 communities and priority catchments	Late 2020 – 2025 (and beyond)	Tight timeframe for significant BMP implementation Long-term verification processes	Local consultants/ engineers Municipalities LCPD Non-profits (ACB, etc.)		NFWF, GG(DEP), EPA, DCNR Municipal.			Potential: Full BMP implementation dollars (~\$825,000) 2021 shovel-ready or nearly shovel-ready projects: \$86,000 2022-2023 anticipated shovel-ready projects: \$303,000	NFWF, GG, EPA, DCNR, other	2021: We are continuously promoting and offering assistance with projects. We have helped groups apply to grant programs like Growing Greener and several NFWF grants to implement projects. We have also promoted the Keystone 10 million Trees program.

2.8	Promote and assist implementation of urban/suburban sector controls for nutrient and sediment reductions	<p><i>Advanced Grey Infrastructure for IDD&E Control (4,000 acres treated)</i></p> <p><i>Impervious Surface Reduction (15acres)</i></p> <p><i>Urban Nutrient Management (2,000 acres)</i></p> <p><i>Street Sweeping (122 acres treated)</i></p>	MS4 municipalities	Countywide with initial focus on MS4 communities and priority catchments	Late 2020 – 2025 (and beyond)	<p>Urban nutrient management is dependent on fertilizer legislation</p> <p>Tight timeframe for significant BMP implementation</p> <p>Long-term verification processes</p>	Local consultants/ engineers Municipalities		NFWF, GG,EPA, MS4 munic.				Anticipated: Full BMP implementation dollars (~\$398,500)	NFWF, GG, EPA, DCNR, local munis., other	2021: We are continuously promoting and offering assistance with projects. The Stormwater Consortium has spearheaded this in the 6 municipalities that it covers. As for the other municipalities in the county we have reached out to offer our assistance in any way needed. Street Sweeping is very popular in Lebanon City specifically.
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2.9	Promote and assist implementation of stormwater control measures that incorporate Low Impact Development (LID) approaches	<p><i>Wet Ponds and Wetlands (197acres treated)</i></p> <p><i>Stormwater Performance Standards-Runoff Reduction (915acres treated)</i></p> <p><i>Bioretention/Raingardens (24acres treated)</i></p> <p><i>Bioswale (9 acres treated)</i></p> <p><i>Vegetated Open Channels (15acres treated)</i></p> <p><i>Filtering Practices (8 acrestreated)</i></p>	MS4/non-MS4 communities	Countywide with initial focus on MS4 communities and priority catchments	Late 2020 – 2025 (and beyond)	<p>Tight timeframe for significant BMP implementation</p> <p>Long-term verification processes</p>	Local consultants/ engineers Municipalities		NFWF, GG(DEP), EPA, DCNR, developers			Anticipated: Full BMP implementation dollars (~\$1.8 million) 2021 shovel-ready or nearly shovel-ready projects: \$1.0 million 2022 anticipated shovel-ready projects: \$400,000	NFWF, GG, EPA, DCNR, MS4 munis., other	2021: We are continuously promoting and offering assistance with projects. The Stormwater Consortium has spearheaded this in the 6 municipalities that it covers. As for the other municipalities in the county we have reached out to offer our assistance in any way needed.

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Priority Initiative 3: Education and Outreach															
3.1	Identify alternative and creative messaging and outreach methods		Education Action Team	Countywide	On-going (over-arching game plan early 2021)	Intent is to overcome stagnant approaches and improve public buy-in					TBD	TBD	TBD	TBD	2021: The team has created a mission statement and logo for the Lebanon CAP team. The team held a logo contest open to the community and had 9 submissions. We narrowed it down to a top three who all received prizes. The first-place logo also was implemented as our new CAP Team logo. This created great community involvement.
3.2	Collaborate with the state to improve statewide branding and messaging		Education Action Team, PADEP	Countywide (and state)	On-going	Ensure messaging is uniform region to region	DEP/Water Words That Work tools and materials								2021: We used the Clean Waters, Healthy Communities materials and resources to help create our own Lebanon tailored message and branding
3.3	Unify messaging and outreach methods across sectors		Education Action Team, PADEP, LCCWA,	Countywide	On-going	Amplify the common goals Statewide PSAs and outreach efforts	DEP (WWTW)								2021: We used the CAP action teams to unify the message across the sectors
3.4	Support Agriculture Action Team outreach efforts		Education Action Team, Ag Action Team, LCCD	Countywide	On-going (Ag AT follow-ups for direction)		LCCD, NRCS								2021: The team has played an important role in outreach efforts to get landowner buy in for Ag projects. They have assisted with creating outreach materials for farmers/landowners.

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3.5	Support and build on existing education and outreach efforts while preserving the messaging the central focus is Lebanon County		Education Action Team, LCCWA, municipalities, LCCD, non-profits, Stormwater Action Team	Countywide	On-going	Reduce loss of interest by the general public or stakeholders	Existing outreach materials							2021: Continuously updating the outreach methods to keep public interest up. We created online materials for people to review for more information. We held an online stakeholder event to explain the CAP document and our work that we are doing to better the county's water.
3.6	Provide oversight and guidance for CAP-specific media outreach approaches and methods (website, radio, etc.)		Education Action Team, CAP Management Team	Countywide	On-going	Ensure appropriate information is available DEP EE Grant for start-ups of outreach platforms	Website secured	CAP Mgmt Team	EE Grant CAP Coord funds	DEP				2021: Created website and social media and continue to update with more information and events that the team comes up with. www.lebanoncleanwateractionteam.com

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Priority Initiative 4: Data Management and Monitoring															
4.1	Identify and expand water quality monitoring efforts to assist with prioritization of BMP implementation and measure long-term success		PADEP, SRBC, watershed groups, LCPD, municipalities, local agencies	Countywide	On-going	Incompatible data/information Adequate amount of relevant water quality and macro data for decision points	GIS tools WQ Portal Dickinson College								2021: Working with USGS and NRCS to put in more real time WQ stations in Lebanon County to compare to modelled data
4.2	Build a Lebanon County-specific monitoring network		DM/M Action Team	Countywide (organized by watersheds)	Game plan by early 2021, imp. early 2021 - 2023	Potentially duplicate QWA monitoring efforts across other watersheds Alignment of various platforms for data collection and reporting	Catchment Management Database Local experts, consultants, etc. SRBC, PADEP				Parameter and plan guidance	SRBC, DEP, academia	Potential: Equipment and resources for data capture and analysis (TBD)		2021: Working on creating this network using the CMD data and GIS. We will include a web map feature that will have the monitoring and project points on it specific for Lebanon County. We plan to ask organizations to continue to report their projects and progress back to us, as well as using volunteers to help with monitoring.
4.3	Maintain an inventory of acceptable BMP verification processes for long-term monitoring efforts		Municipalities, LCCD, state/ local agencies, Capital RC&D, Penn State AEC, local consultants/ engineers	Countywide	Late 2020 - 2021	Resources for inspections, etc. Identify gaps for BMPs	Verification Processes Inventory BMP Quick Reference Guide						Potential: Funding for inspectors (TBD)		2021: Have an inventory from DEP for CAP specific BMPs, will continue to find ways for long-term verification

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4.4	Identify potential additional monitoring activities that may accompany existing monitoring activities to capture missing or needed information		Capital RC&D, LCCD, watershed groups, Penn State, municipalities, local consultants/ engineers	Countywide (initial focus on priority watersheds)	Full inventory by late 2020; imp. 2021-2023	Expansion of transect survey processes and data SRBC data and information	Transect survey	Capital RC&D			TBD	TBD	TBD	TBD	2021: We have started working with USGS to provide more monitoring stations for WQ data and also are working with local GIS department team to create a web map for project tracking
4.5	Establish FieldDoc use and access protocols (SOPs)		DM/M Team	Countywide	Early 2021	Ensure quality of information displayed and entered	FieldDoc/PADEP LCCD/NRCS Local consultants, agencies, etc.								2021: Plan to input data collected in excel spreadsheet into FieldDoc once access is granted

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Priority Initiative 5: Coordination														
5.1	Establish and maintain a coordination sub-committee focused on implementation of the QWA 319 plan and local municipal PRPs/efforts		QWA, MS4 municipalities in the Quittapahilla watershed	Quittapahilla watershed	Establish by early 2021	Helps provide final approvals for QWA generated 319 Plan	QWA, Local consultants/ engineers							2021: Sub-committee was not created; however, we did create a Watershed Action Team that will address this initiative
5.2	Engage and support The Conewago Initiative		Penn State AEC, CAP Management Team, farmers, non-profits	Conewago watershed	On-going	Ag focused effort for BMP and riparian buffer implementation	Penn State AEC							2021: This has been addressed and will continue to support the initiative as needed
5.3	Continually engage and update local legislators for CAP implementation support		Coord Action Team	Countywide	On-going	Position for funding or programmatic change needs								2021: Our team is in contact with the legislators regularly and continue to seek support
5.4	Collaborate with Lancaster County for shared watersheds (Upper Hammer, Chiques, etc.)		Non-profits, local agencies, municipalities	Lancaster/ Lebanon boundary region	On-going	Project collaboration may help both counties achieve goals and objectives								2021: There are multiple projects being completed in the Hammer by both Lebanon and Lancaster County and we have continued to keep each other informed to make sure they are in collaboration with each other

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5.5	Engage local/regional programs (e.g. Master Watershed Stewards) to coordinate efforts for long-term CAP implementation success		Coord Action Team	Countywide	Game plan by late 2020 followed by initial imp.	CAP-related goals and objectives may be achieved through existing programs and efforts					TBD	TBD	TBD	TBD	2021: Have engaged with Master Watershed Stewards for assistance and collaboration with the CAP projects and progress. They plan to offer their time to help with monitoring efforts.
5.6	Assist with progressing efforts in the Swatara (with the Lower Little Swatara as a priority watershed)		Coord Action Team, CAP Management Team, Swatara Watershed Association, NRCS, LCCD	Swatara (and Lower Little Swatara)	2021-2023	Use NRCS plan as basis of approach and funding requests	NWQI Watershed Assessment Plan Catchment Management Database	NRCS Local engineers and consultants				Boots-on-the-ground/detailed assessment and opportunities effort: \$50,000	NFWF INSRG	2021: Have identified Lower Little Swatara as a priority watershed and are working with the SWA on projects. We have one project currently being implemented in the Swatara and a few more planned to be implemented in the coming months.	

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Each county-based local area will use this template to identify:

1. Inputs – These are both existing and needed resources, public and private, to implement the identified priority initiative. These include both technical and financial resources, such as personnel, supplies, equipment and funding.
2. Process – what is each partner able to do where and by when. These are the action items listed under each priority initiative.
3. Outputs and outcomes – both short and long-term. These are the priority initiatives identified by each county. The performance targets are the intermediate indicators that will measure progress.
4. Implementation challenges – any potential issues or roadblocks to implementation that could impede outputs and outcomes.

Asterisk: Place an asterisk next to the action number(s) for action items that appear in both the County Planning and Progress Template and the Programmatic Recommendations Template.

For each Priority Initiative or Program Element: Use the fields, as defined below, to identify the inputs and the process that will be followed to achieve each priority initiative. This is the “who, what, where, when and how” of the plan: