



**Chesapeake Bay Program**

*Science. Restoration. Partnership.*

## Evolution of a Logic-Based Strategy Management System (aka. *Strategy Review System*)

### Objectives:

- Reflect on the Value of the System
- Review the Logic Sequence
- A “one system” viewpoint



*19 years ago,* 2005/2006 ...

*The Office of Management and Budget Performance Assessment Rating Tool*

– OMB asked, “please provide a copy of the coordinated comprehensive plan for Bay restoration.”

We did the best we could then started reviewing best-practices literature:

- Kellogg Foundation, (2004). Logic Models in Public Organizations
- Kaplan and Norton, (2008). Mastering the Management System, *HBR*

# Benefits of Logic Models<sup>1</sup>

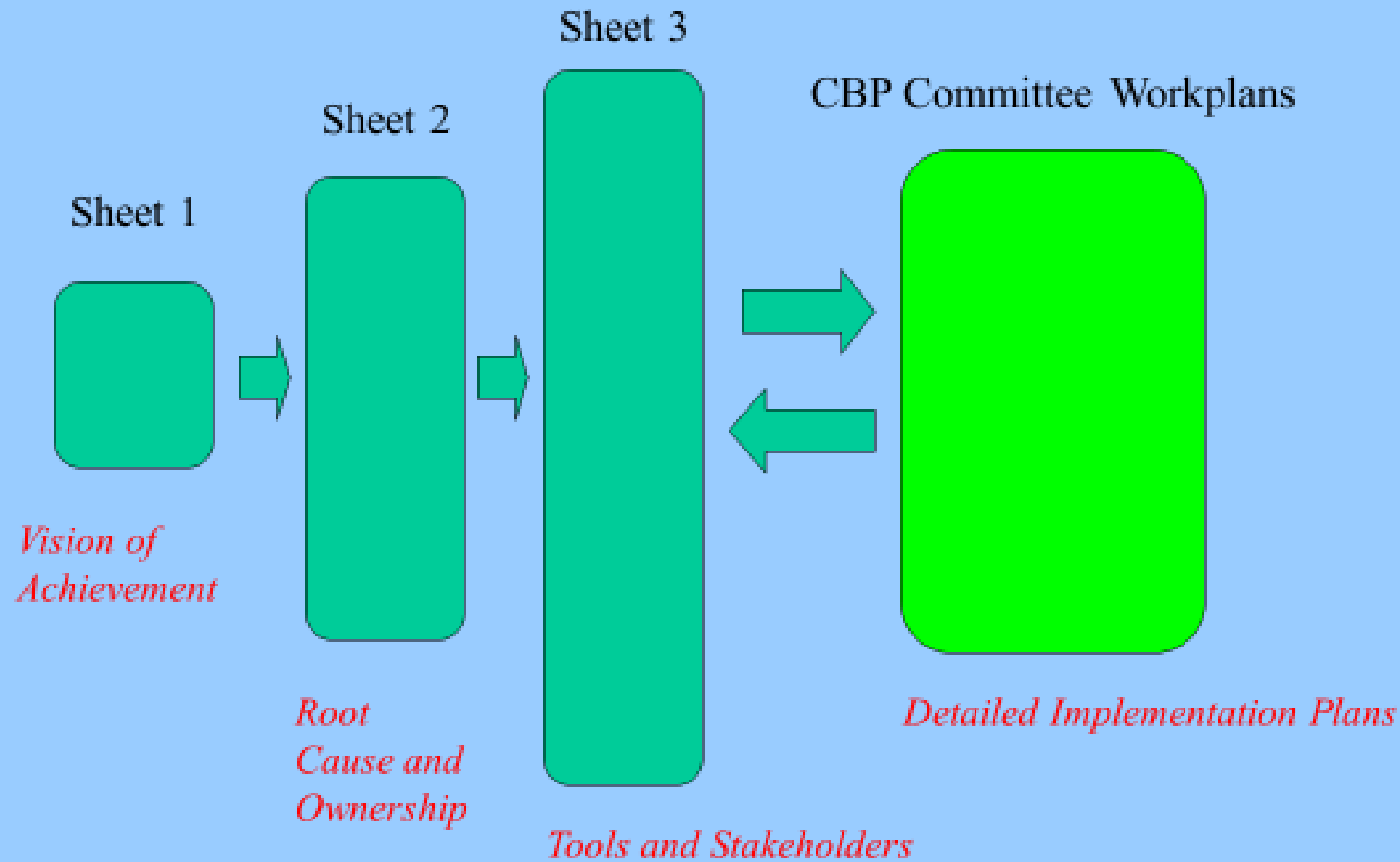
- Finds “gaps” in the theory or logic of a program and works to resolve them.
- Builds a shared understanding of what the program is all about and how the parts work together.
- Focuses attention of management on the most important connections between actions and results.
- Provides a way to involve and engage stakeholders in the design, processes, and use of evaluation.

Appreciation  
for the best-  
practice  
benefits in  
operating  
complex  
programs

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1 – W.K. Kellogg Foundation (2004). *Logic Model Development Guide*.

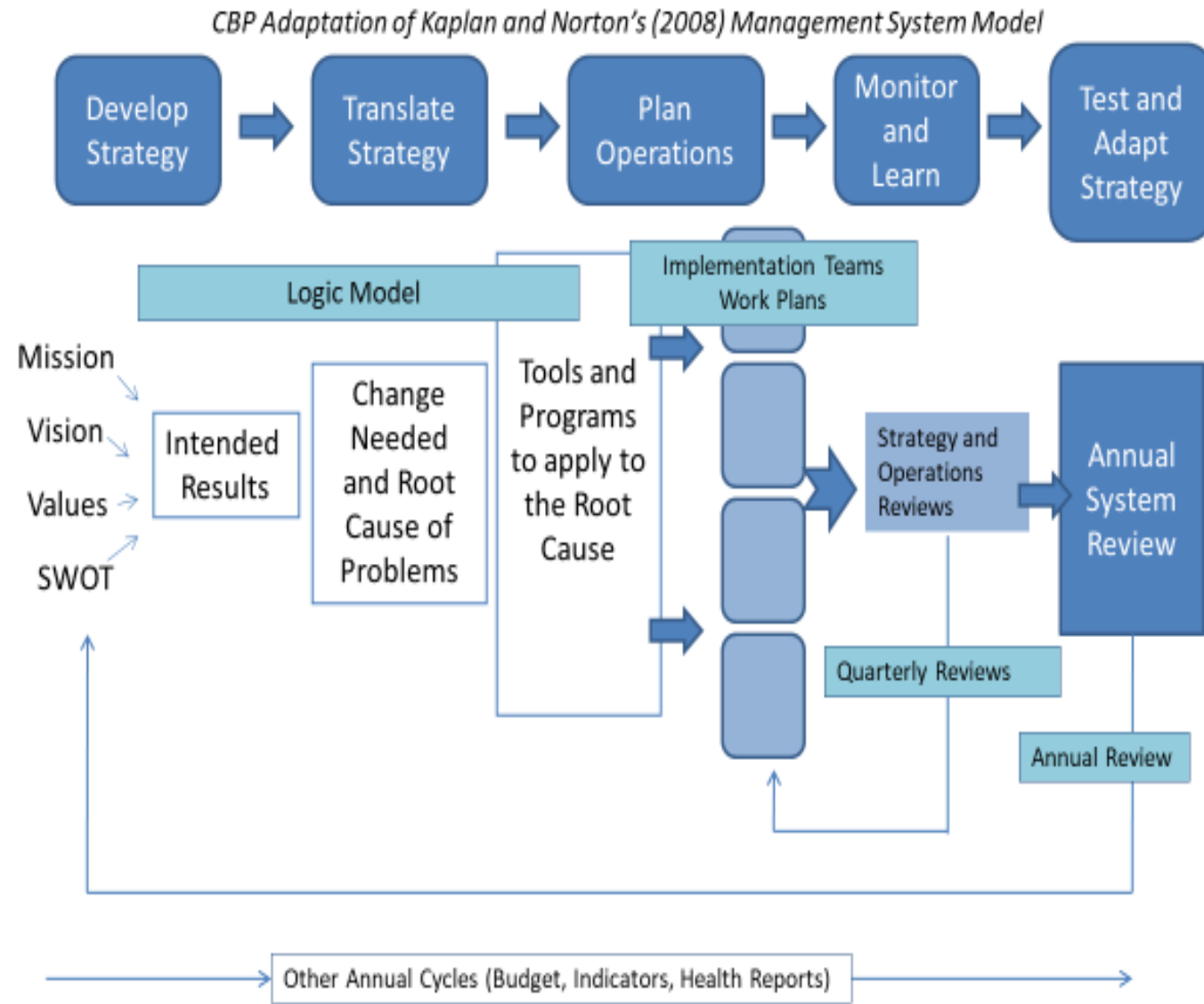
## Overview of Bay Program Implementation Logic Model



2006

*Prehistoric  
SRS ...*

We started  
to envision  
what it  
might look  
like ...

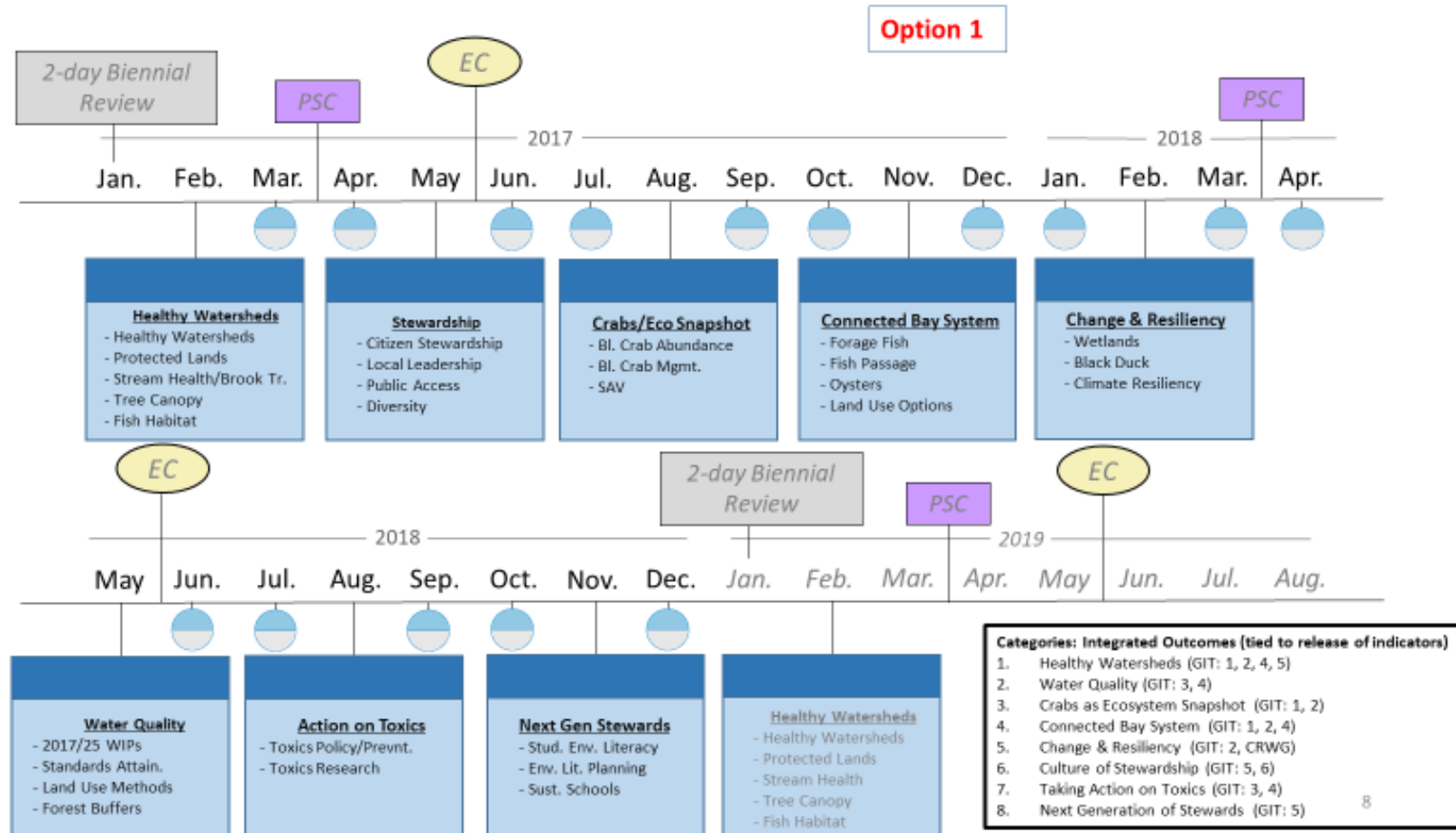


*Early SRS*

Concepts evolved...

# *16 – 8 years ago ...* 2007 to 2016

- Chesapeake Action Plan
- Adaptive Management System Action Team
- Reorganization (2008)
- EO 13508: Chesapeake Bay Restoration and Protection (2009)
- Nutrient/Sediment TMDL (2010)
- New executive-level agreement – (2014) Chesapeake Bay Watershed Agreement
- PSC Adopts the Decision Framework with support from STAC
- Management Strategies and Action Plans (2014-2016)



# MODERN SRS

## 8 YEARS AGO ... NOVEMBER 2016

Calendar of Cohorts: Annual/Biennial Schedule with 4 Cohorts

- Outlook Uncertain
- Outlook Off Track

FULLY EVOLVED  
SRS

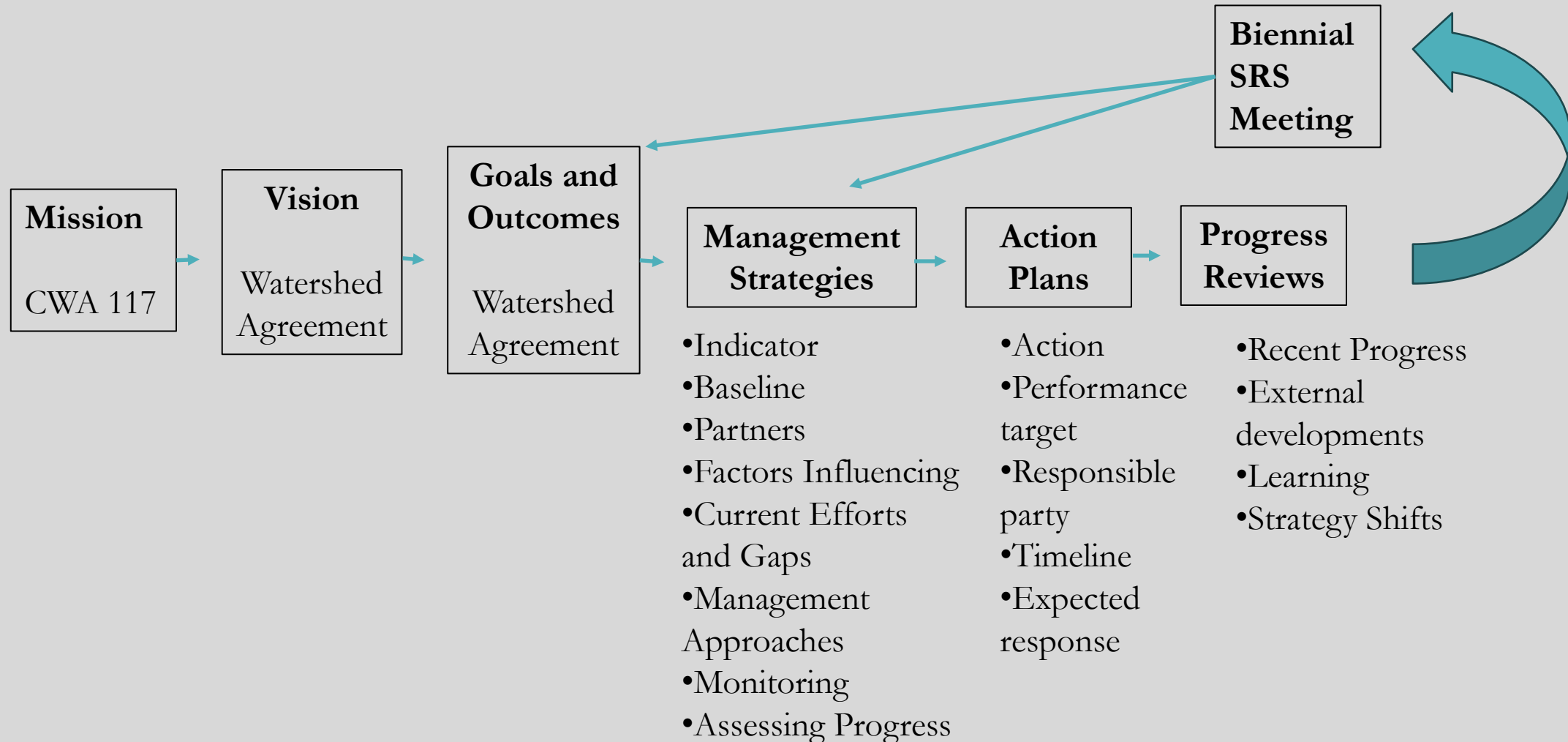
CONTINUING TO  
LEARN THROUGH  
EXPERIMENTATION AND  
OPPORTUNITIES TO  
LEAN THE SYSTEM

2024 -2025

2023	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
					Biennial Meeting			4 <sup>th</sup> Cycle Starts			Living Resources	
											<ul style="list-style-type: none"><li>• SAV</li><li>• Wetlands</li><li>• Brook Trout</li><li>• Black Duck</li><li>• Oysters</li></ul>	<ul style="list-style-type: none"><li>• Bl. Crab Abundance</li><li>• Fish Passage</li><li>• Fish Habitat</li><li>• Forage Fish</li></ul>
2024	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
		People			Watersheds			Clean Water			Living Resources	
		<ul style="list-style-type: none"><li>• Stewardship</li><li>• Diversity</li><li>• Stud. Env. Lit.</li><li>• Env. Lit. Planning</li></ul>	<ul style="list-style-type: none"><li>• Sust. Schools</li><li>• Public Access</li><li>• Local Leadership</li></ul>		<ul style="list-style-type: none"><li>• Healthy Watersheds</li><li>• Tree Canopy</li><li>• Forest Buffers</li><li>• Climate Adaptn</li><li>• Climate Mntr</li></ul>	<ul style="list-style-type: none"><li>• Stream Health</li><li>• Protected Lands</li><li>• Land Use</li><li>• Meth./Metr. &amp; Opt. Eval.</li></ul>		<ul style="list-style-type: none"><li>• Toxics Policy/Prevention</li><li>• Toxics Research</li></ul>	<ul style="list-style-type: none"><li>• 2025 WIPs</li><li>• WQ Stnds</li><li>• Attain/Mon.</li></ul>		<ul style="list-style-type: none"><li>• SAV</li><li>• Wetlands</li><li>• Brook Trout</li><li>• Black Duck</li><li>• Oysters</li></ul>	<ul style="list-style-type: none"><li>• Bl. Crab Abundance</li><li>• Fish Passage</li><li>• Fish Habitat</li><li>• Forage Fish</li></ul>
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										5 <sup>th</sup> Cycle Starts		
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		People			Watersheds			Clean Water				
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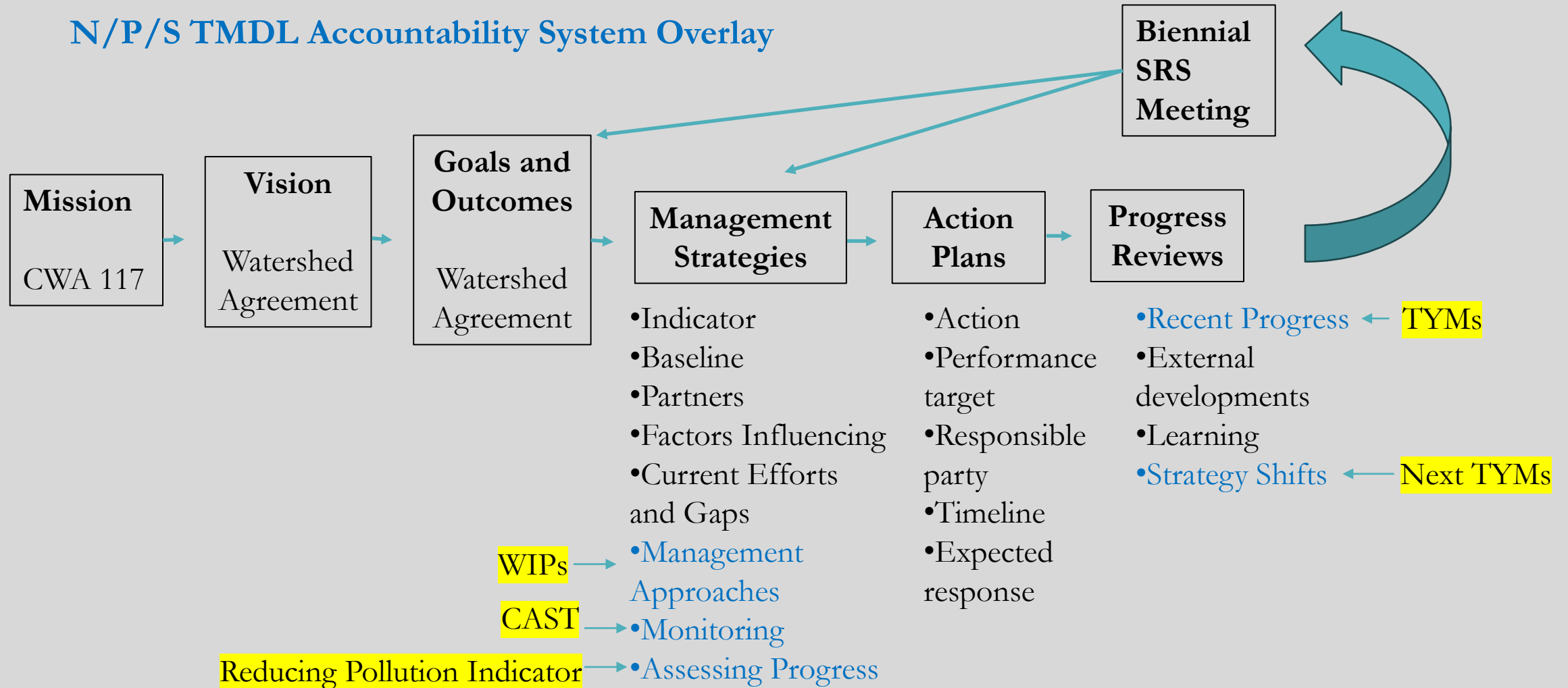


## CBP Logic-Based Strategy Management System



# CBP Logic-Based Strategy Management System

## N/P/S TMDL Accountability System Overlay





“Culture eats strategy  
for breakfast.”



Peter Drucker/Mark Fields,  
2006