

The Chesapeake Bay Program Biennial Strategy Review System:
A Guide to Your Quarterly Progress Meeting

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Additional Attachments:

- Annotated Progress Graphic (.PPT)
- Logic Table (.XLS)
- Discussion and Analysis Presentation Template (.PPT)

Executive Summary

The Chesapeake Bay Program's Biennial Strategy Review System (SRS) is a two-year process meant to improve our effectiveness in achieving our Goals and Outcomes. During this process, the Partnership will review its progress toward the *Chesapeake Bay Watershed Agreement*; identify the management approaches and actions that are or are not working; consider scientific, fiscal and policy developments; adjust our Management Strategies and Two-Year Work Plans as appropriate; and develop our next set of Two-Year Work Plans. The system is not intended to focus solely on where we are falling short, but on how we can work together and support each other to improve our collective success.

Each Quarterly Progress Meeting is meant to improve our success in meeting the *Watershed Agreement* through:

- The review of our progress toward individual Outcomes,
- The application of new opportunities and understandings as identified during the most recent Biennial Review Meeting and elsewhere, and
- The resulting implementation of any necessary adaptations to current or next-round Management Strategies and/or Two-Year Work Plans¹.

This document describes the process that will help us achieve these goals. Through this process, the Management Board and Goal Implementation Teams (GITs) will work together to:

- Continually improve our ability to make better decisions through the use of the PSC-approved Adaptive Management Decision Framework,
- Describe our progress toward an Outcome,
- Identify and explain the actions that have or will play the biggest role in making progress, and
- Identify and explain how any knowledge we have gained or changes that have occurred since our Management Strategies and Work Plans were developed have or could change our logic and assumptions about an Outcome.

This document describes the process that all GITs will follow in preparation for their Quarterly Progress Meetings. This process is made up of **three key steps**:

- Step 1. **Summarize your Outcome**, the progress you have made thus far, and whether we are on track to achieve this Outcome by the identified date.
- Step 2. **Explain the logic behind your work toward an Outcome**, indicate the status of your management actions, and denote which actions have or will play the biggest role in making progress.
- Step 3: **Craft a compelling narrative** that outlines your current understanding of your management approach, the challenges you may face, the adaptations you may recommend, and the direct asks you may have of the Management Board.

These steps are described in more detail in the pages that follow.

¹ The discussions and decisions that occur at a Quarterly Progress Meeting and its subsequent Management Board meeting will inform how a Goal Implementation Team will draft a new Two-Year Work Plan and/or Management Strategy, due 90 days after the aforementioned Management Board meeting. As a result, Outcomes will no longer be on the same two-year revision cycle. Instead, each Outcome will be on its own two-year revision cycle, which will begin and end once an updated Work Plan is adopted (which will generally occur 120 days after its Quarterly Progress Meeting).

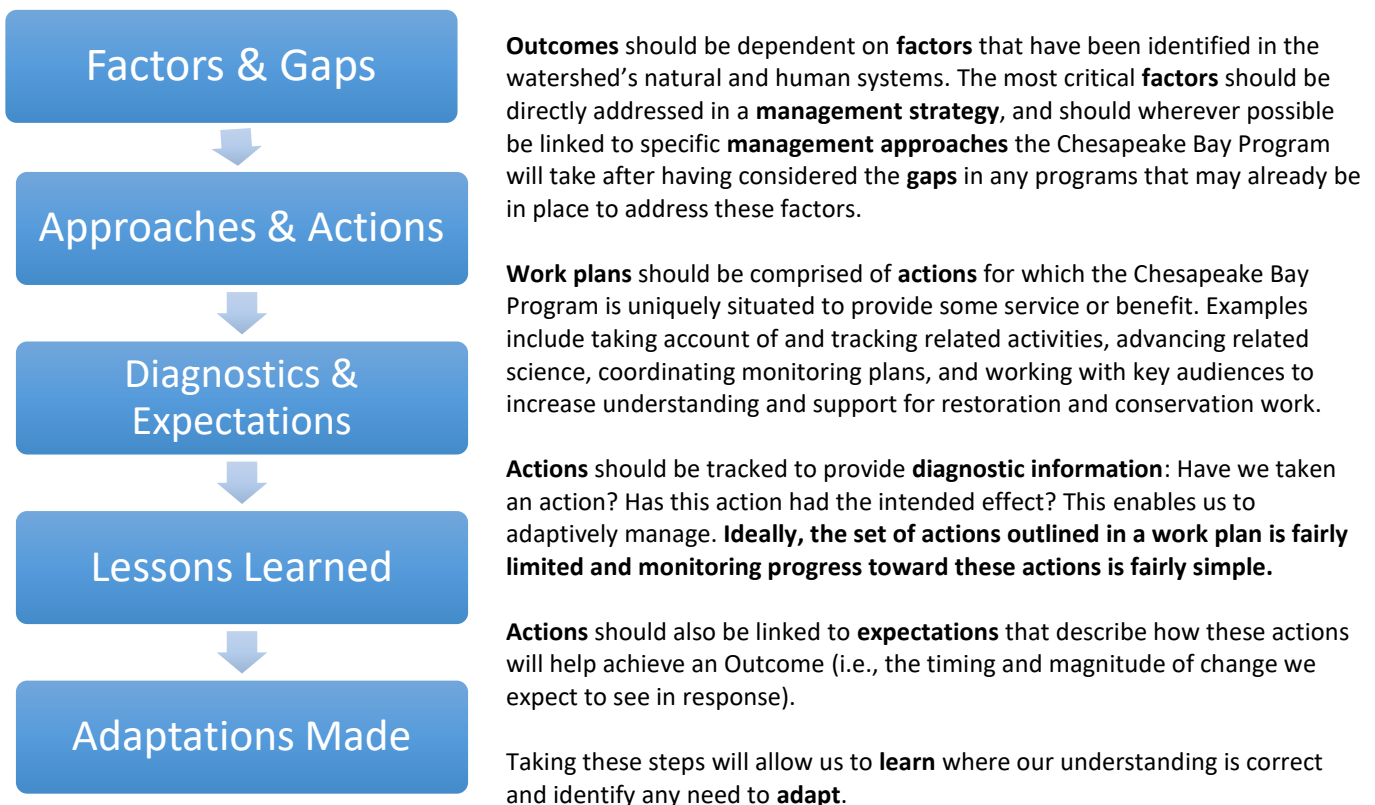
Introduction

The Principals' Staff Committee-approved Adaptive Management Decision Framework (Appendix A) guides our work and ensures the activities that support the achievement of Outcomes are focused on the unique contributions the Chesapeake Bay Program can make. The Decision Framework asks the following questions:

- (1) What are our assumptions?
- (2) Are we doing what we said we would do?
- (3) Are our actions having the expected effect?
- (4) How should we adapt?

When these questions are used in the context of the Biennial Strategy Review System, they allow all parties to follow a clear logic process, learn along the way, and put data-based refinements of our Management Strategies in place. In other words, the Biennial Strategy Review System allows all partners to consider our Management Strategies and Work Plans, assess the progress that has been made, and use what we have learned to determine whether those strategies and plans are the most effective course of action.

The following statements summarize the Decision Framework in the context of our work toward the *Watershed Agreement*:



Using the Decision Framework in this way will ensure (1) the appropriate consideration of influencing factors and the subsequent connection of those factors to actions identified in Management Strategies and Work Plans, (2) a consistency among Work Plans in identifying only those actions assigned to the Chesapeake Bay Program, and (3) a deeper understanding and implementation of adaptive management.

Quarterly Progress Meeting Template

To be prepared by an Outcome's lead GIT in advance of its Quarterly Progress Meeting

Step 1: Summarize your outcome.

Outcome:

2017 WIP Outcome

By 2017, have practices and controls in place that are expected to achieve 60 percent of the nutrient and sediment pollution load reductions necessary to achieve applicable water quality standards compared to 2009 levels.

2025 WIP Outcome

By 2025, have all practices and controls installed to achieve the Bay's dissolved oxygen, water clarity/submerged aquatic vegetation and chlorophyll *a* standards as articulated in the Chesapeake Bay TMDL document.

Lead and Supporting Goal Implementation Teams (GITs):

Lead: Water Quality Goal Implementation Team

Support: Scientific, Technical Assessment and Reporting

Participating Partners:

State of Delaware

State of Maryland

State of New York

Commonwealth of Pennsylvania

Commonwealth of Virginia

State of West Virginia

District of Columbia

Chesapeake Bay Commission

Natural Resources Conservation Service (U.S. Department of Agriculture)

U.S. Army Corps of Engineers

U.S. Department of Defense

U.S. Department of Homeland Security

U.S. Environmental Protection Agency

U.S. Geological Survey

Progress:

The 60% by 2017 assessment under the Phase 5.3.2 version of the Watershed Model shows that the jurisdictions collectively exceeded the 2017 targets for phosphorus and sediment and achieved 36 percent of the nitrogen goal. That progress has led to improvements in local water quality and watershed-wide benefits, including a record amount of underwater grasses, a key indicator of Bay health.

Under the Phase 5.3.2 suite of modeling tools, the wastewater sector effectively met its full Bay TMDL goals for nitrogen, phosphorus and sediment; however, the midpoint goals were not met in the agricultural (nitrogen, sediment), urban/suburban stormwater (nitrogen, phosphorus and sediment) and septic (nitrogen) sectors.

Step 2: Explain the logic behind your work toward an Outcome.

Please refer the Water Quality Logic Table for the 2017 and 2015 WIP Outcomes and the Water Quality Standards Attainment Outcome that list all progress, current efforts and gaps, factors influencing progress, and metrics.

Step 3: Craft a compelling narrative.

While the information included in Steps 1 and 2 is meant to explain the work you are doing and support the analysis that is needed to adaptively manage, the presentation you bring to your Quarterly Progress Meeting should be summarized in a compelling narrative. This narrative will allow you to:

- Summarize your Outcome, the progress you have made thus far, and whether we are on track to achieve this Outcome by the identified date.
- Explain the logic behind your work toward an Outcome, indicate the status of your management actions, and denote which actions have or will play the biggest role in making progress.
- Outline your current understanding of your management approach, the challenges you may face, the adaptations you may recommend, and the requests you may have of the Management Board for action, support, or assistance.

We recommend answering the following Adaptive Management-inspired questions in writing **and** using the “And, But, Therefore” story structure to present these points to the Management Board. **Our Discussion and Analysis Presentation Template (.PPT) should be adapted to fit your style and needs.**

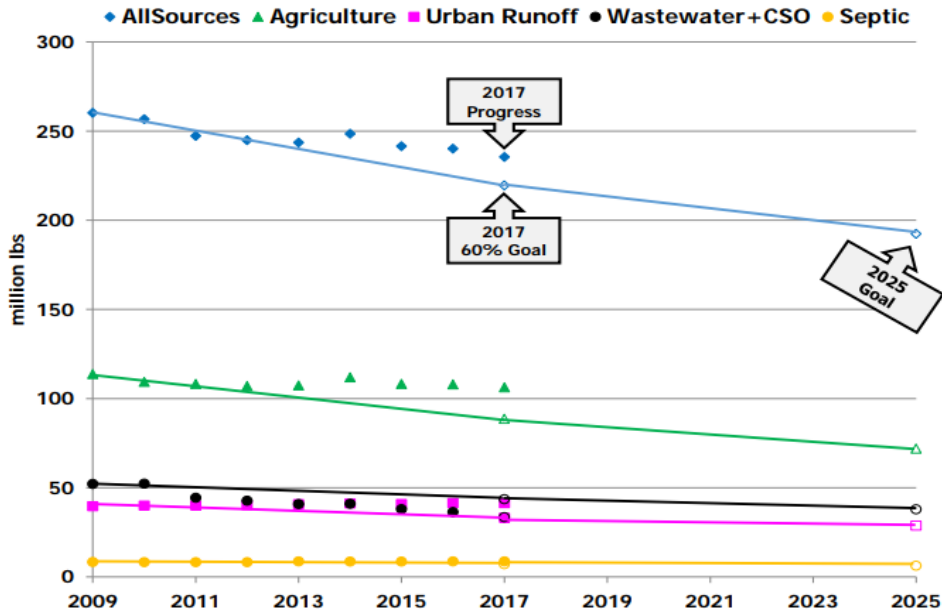
What are our assumptions?

- (1) What original assumptions did we make in our Management Strategy that we felt were important to our success?
 - a. What “Factors Influencing Success” were originally identified in your Management Strategy?
 - i. Implementation of Practices
 - ii. Improved Technical Information
 - iii. Response of Water Quality Conditions to Management Practices
 - b. What programmatic gaps that fail to address those factors did you originally identify in your Management Strategy?
 - i. Financial capacity to oversee and implement MS4 and other stormwater programs
 - ii. Financial, technical and regulatory capacity to deliver priority conservation practices to priority watersheds
 - iii. BMP tracking, verification and reporting programs
 - c. What were the “Management Approaches” you chose to include in your Management Strategy and Two-Year Work Plan in order to address those gaps?
 - i. Phase I WIPs, Phase II WIPs, and Two-Year Milestones
 - ii. Chesapeake Bay Accountability Framework
 - iii. Enhancing Monitoring
 - iv. Bay TMDL’s Midpoint Assessment

- v. Approaches Targeted Towards Local Participation
- vi. Cross-Outcome Collaboration and Multiple Benefits

Are we doing what we said we would do?

- (2) Are you on track to achieve your Outcome by the identified date?
- a. What is your target? What does this target represent (e.g., the achievement we believed could be made within a particular timeframe; the achievement we believed would be necessary for an Outcome's intent to be satisfied; etc.)?
 - i. Our targets are reflected in the 2017 and 2025 WIP outcomes, and the water quality standards attainment outcome.
 - b. What is your anticipated deadline? What is your anticipated trajectory?
 - i. The deadline is 2025 as reflected in the Chesapeake Bay TMDL. The graph below shows current progress and the trajectory.
 - c. What actual progress has been made thus far?
 - i. See graphic below
 - d. What could explain any existing gap(s) between your actual progress and anticipated trajectory?
 - i. Additional levels of effort are needed to accelerate implementation in the agricultural and urban sectors. Specifically, jurisdictions will be focusing efforts in the following areas to address gaps noted in previous assessments of progress:
 - 1. Building the financial capacity, technical assistance, and regulatory oversight to oversee and implement MS4 and other stormwater management and prevention programs;
 - 2. Increasing and/or sustaining the financial cost share, technical assistance, and regulatory oversight capacity to deliver agricultural conservation practices at levels consistent with those projected as needed to achieve their Phase III WIP agricultural sector load reductions;
 - 3. Securing legislative, regulatory, cost-share, incentive, voluntary, and market-based levels of pollutant load reducing practice implementation across all source sectors, which in combination, will achieve each jurisdiction's 2025 targets; and
 - 4. Building and implementing the programmatic infrastructure, tracking systems, BMP verification programs, policies, legislation, and regulations necessary for fully accounting for growth, and offsetting all resultant new or increased pollutant loads through 2025.



(3) Which of your management actions have been the most critical to your progress thus far? Why? Indicate which influencing factors these actions were meant to manage.

- Partnership approach to establishing TMDL allocations and WIP implementation elements
- Continuing and building funding capacity to implement programs and practices to achieve pollution load reductions
- Strengthening the programmatic, technical, policy, and regulatory infrastructures to sustain implementation efforts over time
- Engaging local governments and other local and regional partners in WIP planning and implementation
- Building in new science and information into CBP partnership’s decision support tools, and refining those tools

(4) Which of your management actions will be the most critical to your progress in the future? Why? What barriers must be removed—and how, and by whom—to allow these actions to be taken? Indicate which influencing factors these actions will be meant to manage.

- Continued (and increased) funding and resource support to implement the necessary actions to achieve shared water quality goals
- Continued partnership support to accelerate implementation in lagging sectors and jurisdictions.
- Development and implementation of the Phase III WIPs and two-year milestones covering the 2018-2025 time period
- Continued crediting of innovative practices and technologies
- Implementation of BMP verification programs
- Understanding how changing conditions due to growth, climate change and Conowingo Dam infill will affect progress
- Explaining water quality monitoring trends and factors affecting trends

Are our actions having the expected effect?

- (5) What scientific, fiscal, or policy-related developments or lessons learned (if any) have changed your logic or assumptions (e.g., your recommended measure of progress; the factors you believe influence your ability to succeed; or the management actions you recommend taking) about your Outcome?

What gaps have been filled, and how will we build on this in the future?

Jurisdictions continue to address the following gaps:

- Financial, technical and regulatory capacity to deliver priority conservation practices (e.g., riparian forest buffers) to priority watersheds
- BMP tracking, verification and reporting programs

Additional incentives, new or enhanced state or local regulatory programs, market-based tools, technical or financial assistance and new legislative authorities may be necessary. This includes expanding capacity from other federal agencies, local governments, the private sector and/or non-governmental organizations.

How should we adapt?

- (6) What (if anything) would you recommend changing about your management approach at this time? Will these changes lead you to add, edit, or remove content in your Work Plan? Explain.

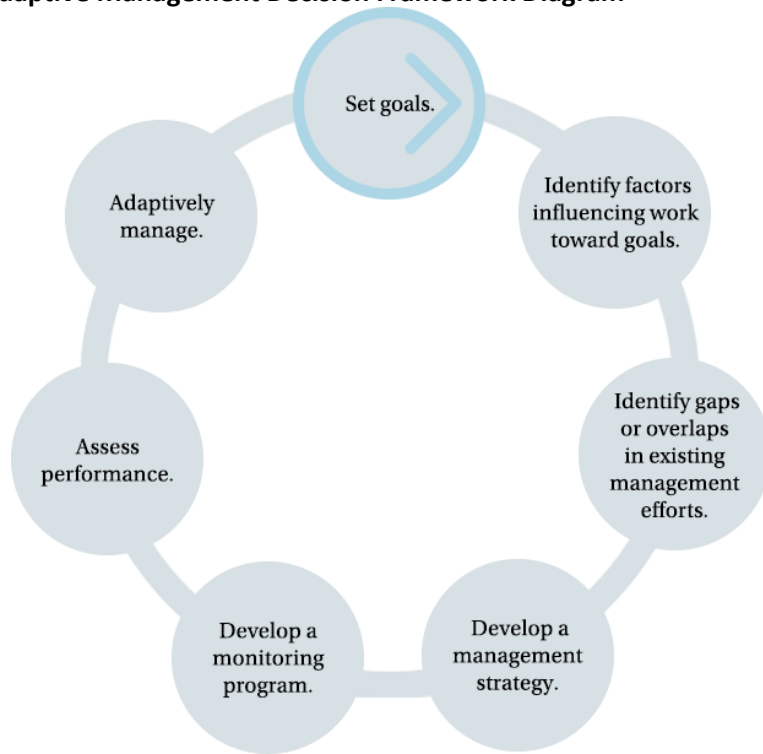
- Development and implementation of the Conowingo WIP
- Development and implementation of local planning goals to facilitate local participation in the WIP process
- Aligning Bay grant funding with new understandings of science and modeling tools
- Implementation of BMPs that have co-benefits beyond just water quality improvements, such as riparian forest buffers
- Completion of an optimization system to understand cost-effectiveness of BMPs
- Addressing additional nutrient and sediment loads due to climate change impacts
- Better understanding of climate resilient BMPs

- (7) What opportunities exist to collaborate across GITs? Can we target conservation or restoration work to yield co-benefits that would address multiple factors or support multiple actions across Outcomes?

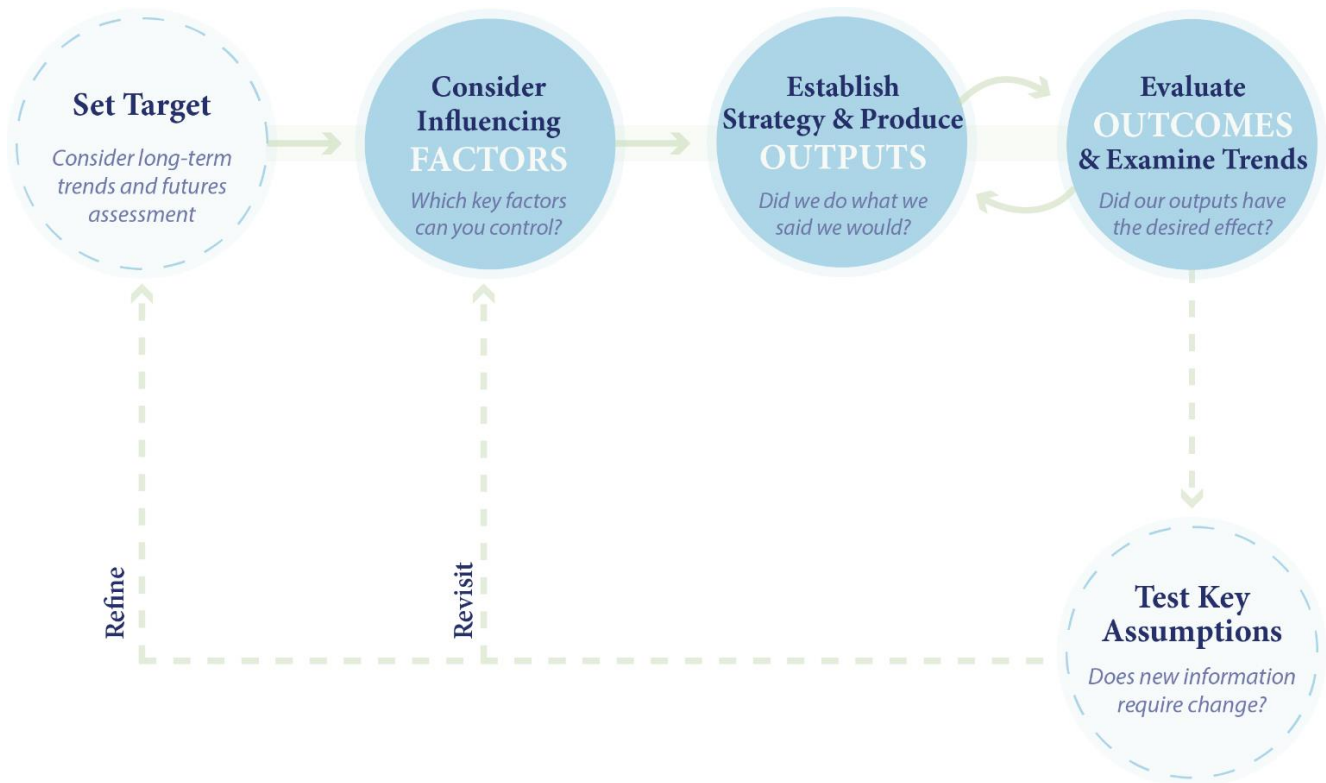
- Continue to work across the GITs on the co-benefits of water quality BMPs with other Watershed Agreements:
 - Forest Buffer
 - Healthy Watersheds
 - Stream Health
 - Toxic Contaminants
 - Climate Resiliency
 - Protected Lands
 - Brook Trout
 - Public Access
 - Wetlands
 - Tree Canopy
 - Fish Habitat
 - SAV
- Better understanding of climate-resilient BMPs

- (8) What is needed from the Management Board to continue or accelerate your progress? Multiple requests for action, support or assistance from the Management Board should be prioritized, where possible, and all requests should be “traceable” to the factors influencing progress toward your Outcome. Because a limited number of agencies and organizations are represented in the Management Board’s membership, we recommend naming those agencies and/or organizations that may play a key role in fulfilling your request for action, support, or assistance, in order to guide the Management Board in its work to contact, consult, or coordinate with partners.
- a. Retiring the 2017 WIP outcome and focus our efforts on 2025
 - b. Seeking additional financial resources for implementation from each jurisdiction, every federal partner and innovative sources
 - c. Focusing next two year workplan on Phase III WIP development and Partnership-driven commitments stemming from the mid-point assessment

Appendix A | Item 1: Adaptive Management Decision Framework Diagram



Appendix A | Item 2: Modified Decision Framework Diagram to Explain the Role of Three Indicator Types in Adaptive Management



Appendix B: Guide to Influencing Factors

Use this appendix to consider factors that influence your outcome, and include significant factors in your logic table. Note: These are broad categories of possible factors. The factors you list in your Logic Table may be more specific.

Factor	Description
Public Engagement	Public comprehension of an issue and commitment to take action (which is often the basis for public pressure on legislators and resource managers).
Landowner Engagement	Landowner comprehension of an issue and commitment to take action (which is often the basis for individual actions affecting land use and best management practice implementation).
Legislative Engagement at the Federal, State and/or Local Levels	Legislative comprehension of an issue and commitment to take action (which is often the basis for actions that are necessary to set policies and commit resources to achieve a desired outcome).
Government Agency Engagement at the Federal, State and/or Local Levels	Are agency priorities and resources aligned with the Chesapeake Bay Program's strategy to achieve a desired outcome? These are often the conditions that are necessary for Chesapeake Bay Program partners to implement work plans.
Nongovernmental Organization Engagement	Organization comprehension of an issue and commitment to take action (which is often the basis for targeted action by the group to achieve a desired outcome).
Partner Coordination	Effective collaboration and integration of federal, state, and nongovernmental organization activities to achieve a desired outcome.
Use Conflict	Competing demands or expectations for resource use (natural resources, public funds, etc.) that compromise desired outcome attainment.
Population Growth	Often marked by changing land use, increased pollution loads, and/or increased use of resources.
Scientific and Technical Understanding	Sufficient information and adequate technical tools to support informed decisions and effective action. Can be needed to support research, monitoring, modeling, or decision-guidance development.
Biota (Flora and Fauna) <i>e.g., Population dynamics, disease, invasive species, or range shifts</i>	Characteristics of plant and animal populations or communities that affect the achievement of a desired outcome.
Habitat Condition <i>e.g., Water quality or habitat fragmentation</i>	Changes in the quality, quantity, or distribution of the parameters that make an area suitable for a population or community.
Climate Change	Changes in temperature, precipitation, and sea level that can affect the implementation of a management actions or the achievement of a desired outcome.
Funding or Financial Resources <i>e.g., Funding or appropriations, external revenue, human capital, etc.</i>	If you have identified a lack of financial resources as a factor influencing progress toward your Outcome, please review and answer the questions in Appendix B.1: Guiding Finance Questions.

Appendix B.1: Guiding Finance Questions

If you have identified Funding or Financial Resources as a factor influencing progress toward your Outcome and are requesting assistance from the Management Board in addressing this factor, please answer the following questions as part of the materials you submit before your Quarterly Progress Meeting. The answers to these questions will form the foundation of a finance system for your Outcome.

1. What are the anticipated sources of revenue from outside traditional or existing revenue streams that you believe would support this work? In other words, who else cares and how do/did you identify them?
2. How can existing resources work more in concert to ensure that your work is most efficient and effective? In other words, are there strategies or processes for making each dollar go further in accomplishing your goals?
3. How would you know if the financial effort is successful in achieving your specific Outcome?

Appendix C: Quarterly Progress Meeting Schedule

Date	Cohort
<p>May 11, 2017</p> <p><i>June 15, 2017: Subsequent Management Board Meeting</i></p>	<p>Healthy Watersheds</p> <ul style="list-style-type: none"> • Healthy Watersheds • Protected Lands • Stream Health • Brook Trout • Fish Habitat • Fish Passage
<p>August 10, 2017</p> <p><i>September 21, 2017: Subsequent Management Board Meeting</i></p>	<p>Aquatic Life</p> <ul style="list-style-type: none"> • Blue Crab Abundance • Blue Crab Management • Oysters • Forage Fish • Submerged Aquatic Vegetation
<p>November 16, 2017</p> <p><i>December 7, 2017: Subsequent Management Board Meeting</i></p>	<p>Stewardship</p> <ul style="list-style-type: none"> • Citizen Stewardship • Diversity • Public Access Site Development
<p>February 8, 2018</p> <p><i>March 8, 2018: Subsequent Management Board Meeting</i></p>	<p>Next-generation Stewards</p> <ul style="list-style-type: none"> • Environmental Literacy Planning • Student • Sustainable Schools
<p>May 10, 2018</p> <p><i>June 14, 2018: Subsequent Management Board Meeting</i></p>	<p>Water Quality</p> <ul style="list-style-type: none"> • Toxics Contaminants Research • Toxic Contaminants Policy and Prevention • 2017 and 2025 Watershed Implementation Plans • Water Quality Standards Attainment and Monitoring • Forest Buffers
<p>August 9, 2018</p> <p><i>September 13, 2018: Subsequent Management Board Meeting</i></p>	<p>Climate Change and Resiliency</p> <ul style="list-style-type: none"> • Wetlands • Black Duck • Climate Adaptation • Climate Monitoring and Assessment
<p>November 15, 2018</p> <p><i>December 6, 2018: Subsequent Management Board Meeting</i></p>	<p>Local Action</p> <ul style="list-style-type: none"> • Tree Canopy • Local Leadership • Land Use Methods and Metrics Development • Land Use Options Evaluation
<p>January 2019</p>	<p>Two-Day Biennial Strategy Review System Meeting</p>

Appendix D: Quarterly Progress Meeting Preparation and Follow-Up Timeline

Information about specific dates for specific cohorts can be found under “Projects and Resources” on the [GIT 6 page](#) of Chesapeakebay.net.

Timeframe	Activity
Before Quarterly Progress Meeting	
5 weeks before Quarterly Progress Meeting	The SRS Planning Team (which is part of GIT 6) meets with the GITs and/or Workgroups in a Quarterly Progress Meeting Cohort to address issues and answer questions.
3 weeks before Quarterly Progress Meeting	<p>Outcome Leads submit draft meeting materials to the SRS Planning Team. The SRS Planning Team and GIT 6 will provide feedback on these materials in advance of the Outcome Leads’ meeting with STAR. These materials include:</p> <ol style="list-style-type: none"> 1) Logic Table 2) Outcome Summaries (Quarterly Progress Meeting Discussion Questions) 3) PowerPoint Presentation
2 weeks before Quarterly Progress Meeting	Outcome Leads present "dry runs" of their presentations at a STAR meeting (with members of the SRS Planning Team in attendance) for review and feedback. The SRS Planning Team works with Outcome Leads to refine similar requests for action, support, or assistance from the Management Board into shared requests, where appropriate.
	Based on the meeting materials submitted by the Outcome Leads, the discussion at the STAR meeting, and any subsequent meeting material refinement, the SRS Planning Team prepares a "Consolidated Requests" document that presents all asks of the Management Board in a single document and highlights the shared requests that have come from multiple Outcome Leads.
	<p>The Management Board Coordinator or Staffer sends the following materials to the Management Board:</p> <ol style="list-style-type: none"> 1) Logic Tables 2) Outcome Summaries (Quarterly Progress Meeting Discussion Questions) 3) PowerPoint Presentations 4) Consolidated Requests Document
During Quarterly Progress Meeting	

<p>During Quarterly Progress Meeting</p>	<p><u>GIT or Workgroup Chair</u> introduces the presenting Outcome Lead to the Management Board.</p> <p>After each presentation, the Chairs of the Management Board and GIT 6 lead a discussion based on the following four questions:</p> <ul style="list-style-type: none"> • What are our assumptions? • Are we doing what we said we would do? • Are our actions having the expected effect? • How should we adapt?
<p><u>After Quarterly Progress Meeting</u></p>	
<p>3 days after Quarterly Progress Meeting</p>	<p>The SRS Planning Team holds a debrief with the GITs and/or Workgroups in a Quarterly Progress Meeting Cohort.</p>
<p>2 weeks after Quarterly Progress Meeting</p>	<p>Using the Consolidated Requests document, GIT 6 further refines requests for action, support, or assistance from the Management Board, where appropriate.</p>
<p>4 weeks before next Management Board meeting</p>	<p>Management Board Coordinator or Staffer sends the following materials to the Management Board:</p> <ol style="list-style-type: none"> 1) Actions and Decisions from the Quarterly Progress Meeting 2) Refined Consolidated Requests Document
<p>Subsequent Management Board Meeting <i>A follow-up to requests and recommended actions presented at previous Quarterly Progress Meeting.</i></p>	
<p>2 weeks after “Subsequent Management Board” meeting</p>	<p>Management Board Coordinator or Staffer sends the Management Board and the GITs and Workgroups in a Quarterly Progress Meeting Cohort a final summary of all decisions made at the two meetings.</p>
<p>90 days after “Subsequent Management Board” meeting</p>	<p>GITs submit revised Management Strategies and Two-Year Work Plans (if appropriate) based on decisions made.</p>

Appendix E: Guidance on Updating Management Strategies and Two-Year Work Plans

Management Strategies

If it is determined during a Quarterly Progress Meeting that (a) new factors influencing the Partnership's progress toward an Outcome should be considered or (b) management approaches should be discarded, modified, or added, changes to an Outcome's Management Strategy may be necessary. GITs should not focus on editing the entire document, but should instead focus on editing the following sections with the following information:

- **Participating Partners:** Have previously unidentified agencies or organizations committed to your management approaches or actions? Are previously identified agencies or organizations no longer involved in your management approaches or actions?
- **Factors Influencing Success:** Have you identified new factors influencing your progress toward an Outcome? Do previously identified factors no longer impact your work?
- **Current Efforts and Gaps:** Have previously identified management efforts that support progress toward an Outcome—taking place within or outside of the Partnership—been modified or stopped? Have previously identified gaps been addressed?
- **Management Approaches:** Your management approaches should serve as high-level descriptions of the management actions that fall beneath them. Because management approaches and actions should seek to address the factors identified above, it is likely your management approaches and actions will change if you have identified new factors influencing your progress toward an Outcome or have determined that previously identified factors no longer impact your work. When describing a management approach, you are encouraged to explicitly link the approach to the factor(s) it is meant to address, in order to make your adaptive management-based logic clear (e.g., "In order to improve our understanding of SAV science and restoration techniques, build our knowledge of the impact climate change will have on SAV beds, and foster public engagement in SAV restoration and monitoring, we will enhance research and citizen involvement and education around SAV in the Chesapeake Bay watershed.")
- **Monitoring Progress:** Edit this section if you have added new management approaches to this document or if your monitoring methods have changed.
- **Assessing Progress:** Edit this section if you have added new management approaches to this document or if your assessment methods have changed.
- **Adaptively Managing:** Edit this section as needed.

Two-Year Work Plans

If it is determined during a Quarterly Progress Meeting that (a) new factors influencing your progress toward an Outcome should be considered or (b) actions that support management approaches should be discarded, modified, or added, changes to an Outcome's Two-Year Work Plan may be necessary. The Two-Year Work Plan should be linked to the Logic Table and appear in the Logic Table Appendix.

Additional Attachments:

Additional documents are available under the “Project and Resources” section of the [GIT 6 page](#) on [Chesapeakebay.net](#), including

- Annotated Progress Graphic
- Logic Table (.DOCX) template and example
- Discussion and Analysis Presentation Template (.PPT)