



**Chesapeake Bay Program**

*40 years of science, restoration and partnership.*

# 2023 Strategy Review System (SRS) Biennial Meeting

Charlottesville, VA

May 11-12, 2023



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# Chesapeake Bay Program 2023 Strategy Review System (SRS) Biennial Meeting

Charlottesville, VA  
May 11-12, 2023

## Report in Brief

The 2023 SRS Biennial Meeting convened the Chesapeake Bay Program partnership to fully integrate learnings into the charting of a course to 2025 and beyond 2025 for all outcomes so that the response to the Executive Council (EC) charge is representative of the full spectrum partnership. The following objectives were established to reflect desired outcomes from the collaborative discussions:

1. **Science:** Determine opportunities to leverage action for existing science challenges and identify emerging issues.
2. **Restoration:** Address outcome attainability (and non-attainment) by identifying priorities and formulating strategies to address critical knowledge gaps and develop a communication strategy for communicating progress and challenges.
3. **Partnership:** Assess our partnership for where we have gaps and how we can ensure a diverse and robust partnership moving forward.



This two-day, hybrid event gathered about 100 participants in Charlottesville, VA and virtually. The Biennial Meeting included a “gallery walk” to showcase 25 posters and their authors about outcome successes across the partnership, financial resources, targeting tools, and other informative projects. The meeting also used the World Café technique to host large group collaborative dialogue among all participants around key questions in the Chesapeake Bay partnership.

This report in brief presents repeated themes, ideas, and recommendations collected from the Biennial Meeting, organized in reverse order of the objectives: partnership, restoration, and science.

## 1. PARTNERSHIP

### 1.1 Value of the Partnership and Opportunities for Improvement

Meeting participants agree that the partnership is valuable. As we work to restore, protect, and improve the Bay watershed, the partnership provides essential accountability, consistency, and stability. Partners recognize that the program is built on trust, expertise, and dedication, which support progress towards achieving goals. We have a strong sense of the value of our work, which

stands on principles of scientific integrity and excellence.

Though the partnership has many strengths, there is a need to better define our partnership so that we do not try to be all things to everyone. This theme is reiterated in comments related to improving outreach and engagement and developing a communications strategy (Section 1.4 and Section 1.5, respectively). Learning and adapting are cornerstones of our program driven by science-based policy. Some participants noted that we should have the courage to learn from mistakes, make changes if things don't work, and follow the best science to become better watershed stewards. This adaptive frame of mind can be applied across the program, from outcome attainability to the governance and structures of the partnership.

As we hear calls for accelerating progress, we need to acknowledge our intense internal schedules and the limited resources available. It would be beneficial for the partnership to assess how the CBP conducts business, inviting new approaches into our work that results in greater balance across investments, addressing diverse outcomes while better managing expectations. Fostering innovation may be achieved by reducing constraints on new ideas through sandboxing, by addressing capacity challenges, and through the thoughtful assessment of trade-offs. Some meeting participants called for more transparency on funding decisions with opportunities to provide input on targeting resources.

In addition, strong leadership that can participate in meaningful efforts to prioritize and establish balance across diverse outcomes and workloads can help guide the partnership. CBP would also benefit from full-time jurisdictional representatives and a clear team that can represent their state.

## 1.2 Opportunities to Break-Down Boundaries & Increase Collaboration

CBP has a compelling organizational framework, but the decision-making process is criticized by some for being too hierarchical and bureaucratic, and for not being collaborative or efficient enough. There is room for improvement, to include broadening perspectives and increasing representation, breaking down silos, and improving consensus building and collaboration.

As a network of networks, the partnership can go beyond the workgroups to include grassroots organizations, NGOs, local governments, and communities, enabling the partnership to be more inclusive and have a deeper reach locally. Expanding the diversity of groups represented within the partnership has the potential to represent a wider variety of ideas and opinions in support of partnership goals.

The partnership would benefit from better internal communication and collaboration; we have siloed groups that are moving in different directions. Structuring decision-making, to include implementers and beneficiaries of our plan, would allow for more effective and collaborative balancing at the partnership scale. Additionally, working to remove "inside" "outside" perspectives that give the impression of EPA versus everyone else, and being more open minded, creative and solution driven are opportunities for improvement.

More cross-pollination could increase awareness of what other groups are doing within the partnership. Expanding the cross-collaboration between workgroups and GITs may help the partnership become nimbler at solving problems. However, there is no incentive, per the Agreement, for cross-collaboration between workgroups and GITs.

Biennial participants recognized the strengths of Advisory Committees; some noted the need to have more authentic engagement with them to recognize and leverage their expertise, more carefully consider their recommendations, align our work when appropriate, and integrate them

into the feedback/learning loops. Educating partners about the value and contributions of the Advisory Committees could help the partnership.

### 1.3 Leveraging Existing Networks for Increased External Engagement

Connecting our partnership to existing networks and organizations, and moving information in both directions, has the potential to create beneficial feedback loops that inform our work. Various participants noted that our effectiveness in achieving our objective would be improved if our networks were expanded to include the following: larger corporations, the agriculture industry, conservation districts, the urban sector, Choose Clean Water Coalition, as well as watershed organizations, community organizers and advocates, and volunteer groups. Digging into the state and regional level with NGOs who can work with the locals will improve visibility and help with relaying messaging.

There was acknowledgement of the role of local watershed groups and continuing to work with them as a resource and potential local delivery mechanism for action toward outcomes and goals. Capacity building of these groups may be needed, as well as networks linking them together to work within a local watershed. Investments in having community organizers and working with watershed organizations and conservation districts may fill essential gaps to make us more effective.

### 1.4 Improving Outreach & Engagement

Section 1.1 notes that we need to better define our partnership so that we do not try to be all things to everyone; the same is true of the partnership's outreach and communications efforts. At the Biennial meeting, we heard conflicting opinions about who the partnership should be communicating to and what we should be talking about, as well as who we should be engaging with and what we should be collaborating on. As an example of this contradictory feedback, an attendee noted that our current outreach to stakeholders is not broad enough, while another noted that our efforts are not targeted enough.

Some meeting participants see it as our job to connect regularly with the public and local communities in meaningful ways; others see the partnership as a network of networks and place priority on engaging stakeholders and partners who, in turn, engage with the public and local communities. Other attendees appear to see a middle ground, believing that the partnership should prioritize engagement of stakeholders and partners, then work with them to utilize their networks to further local and public engagement on key topics. The following paragraphs summarize Biennial participant views on essential components of public and stakeholder engagement, then conclude with broader partnership considerations.

Some meeting participants feel that our work would be more effective if we were able to connect with the public early in the process of defining our goals and intended outcomes, and regularly reconnecting as we work to achieve them. However, we often lack the space and time for public input as we run up against internal deadlines, making it challenging for adequate engagement and participatory decision making. Meaningful public engagement would require us to modify our approach and be open to structures beyond our existing framework to ensure we don't just keep talking to ourselves.

Participants in favor of this form of public engagement note that it should include the co-development of actions, plans, and agreements, as well as implementation. This form of public engagement would require going to the communities and encouraging them to discuss their interests. Some feel that we would need to talk about local waters and impacts, rather than just the

Bay. The Bay can be overwhelming, but your own creek could be more manageable. Some meeting participants suggest that we should have a customer service mentality and seek to understand the public's values and motivations to create programs and opportunities that are aligned.

Biennial participants who support increased public engagement note that marginalized communities are not uniform; they have different demographics, cultures, and priorities, and require engagement strategies that are location dependent. The partnership needs to meet people where they are and expand outreach to non-traditional stakeholders, especially underserved communities. Our work and progress should be conveyed in plain language and look at ways to increase accessibility. Showing the spatial relationship between neighborhoods, funding, jobs, and the impacts of projects would enhance such outreach.

Some key questions for further consideration in relation to public engagement include: where do we make decisions on when to engage directly with the public; is there a disconnect with what we are doing and what they want; how do we align goals and outcomes with their needs; and do we have, or can we develop, tools and resources to address those needs? We should be honest in what we think we can address, and not set up false expectations.

There needs to be a clear definition of "the public" and "stakeholder," and an engagement strategy that utilizes our network of networks to connect to more groups. Collaborative work moves at the speed of trust. To make engagement more inclusive and equitable, time and the collaboration with trusted sources are needed to build relationships and trust.

Stakeholder engagement and public engagement costs money and requires time. Some meeting participants called for increased funding to support these activities. Other participants noted that providing support for travel and meals can help stakeholders participate in meetings and reduce barriers to diverse, equitable representation and reflect their priorities in our work. Identifying a consistent source of support that enables additional representation in our work would be beneficial to the partnership.

The partnership would benefit from identifying and prioritizing external audiences for strategic engagement. By seeking to understand the values and motivations of targeted audiences, the partnership could engage in more meaningful, mutually beneficial interactions, then build capacity and leverage existing networks to meaningfully engage with them in ways that utilize best practices. Communicating who our priority audiences are for targeting, as well as how and why they were selected, and how they will be engaged, would increase transparency within the partnership and could result in more effective engagement.

## 1.5 Developing a Communications Strategy

Partnership communication efforts would benefit from a strategy that incorporates better branding and a common script of the CBP, with messaging on who we are and how our work connects to the values of communities. As we think about developing and implementing a strategy, we need to first look internally at our partnership to determine who we are currently speaking to and who we want to be speaking to as well as what and how we communicate. Further, there is a lot of confusion about what all the Bay organizations do (i.e., Chesapeake Bay Foundation, Chesapeake Conservation Partnership, Chesapeake Bay Program, EPA Chesapeake Bay Program Office). Though each partner has its distinct brand and accomplishments, developing a shared knowledge about who we are, what we do, and why our work is important will help members of the partnership speak with one, unified voice. Our message should be tailored to the recipient. Recognizing stakeholders are important to accomplishing our goals also acknowledges their potential to amplify our message and

make key messages relevant to local audiences.

Some Biennial participants feel that making everything about the Bay limits connections to stakeholders, noting that there is more to the Bay than just water quality. These people recommend that we flip the narrative in our favor and communicate how our outcomes are relevant to locals.

Recognizing the importance of strategic communications, Biennial participants noted that more funding and resources could improve both communication to and engagement of our stakeholders. Some participants noted the need for more trained communicators, trusted sources, developers, social scientists, and community organizers. Several participants also noted that having social scientists help craft the partnership's communication strategies could help us better understand how to achieve behavior changes that will lead to more action locally and across the bay.

## 1.6 Improving Management Board Structure

Some participants at the Biennial felt that the Management Board needs to be more effective and responsive. Although members are supposed to speak for the Bay, some Biennial participants felt that members represent just their agency or jurisdiction. These Biennial participants recommend that Management Board representation for each jurisdiction should be multidimensional to ensure they represent many of the outcomes, not just those related to water quality. Further, jurisdictional representatives need to talk to others in their state, not just within their own agency.

Similarly, some participants noted that the partnership should consider a different structure for the Management Board that includes more representative leadership voices, better reflects the demographics of the watershed, and provides a larger voice to the public and nonprofit organizations. Additional considerations put forth by Biennial participants include the potential to expand the communications staff so that they can simply package messages for the Principals' Staff Committee/Management Board for full context decision-making and utilizing STAC to translate the science into talking points and recommendations.

## 2. RESTORATION

### 2.1 Refinements to the Watershed Agreement

The Watershed Agreement (Agreement) is comprehensive. It provides a shared vision to focus action, establishes a set of shared commitments and priorities, and connects partners with diverse expertise. The Watershed Agreement also establishes a framework for accountability, consistency, and structure that has been used to identify science needs and GIT funding for science support.

Because there are pros and cons to making changes or refinements to the Agreement, we should be deliberate and collaborative, understanding the many potential unintended consequences. We should be very strategic about the degree of revision.

The CESR report notes that "the Bay of the future will never be the Bay of the past." It is important to understand how we got to where we are today and how much the landscape has changed in the 400 years since colonization, but equally important to realize that today's priorities may be different. Recognizing that the Bay is changing, for better or worse, some meeting participants felt that we need to allow for outcome target shifts to reflect rising populations, temperatures, and waters, with associated changes in land use and habitat, meaning we need to shift from very fixed targets to using "response functions" as targets with envelopes of uncertainty (probability-based management).

The partnership, some felt, should seek to find common ground on reasonable and achievable goals that protect all resources, living and otherwise, while pursuing practical approaches to indicators and outcomes that account for a holistic view, that focus on what is realistic to accomplish, and that are more specific, measurable, achievable, realistic, and time-bound (i.e., SMART goals). Assessing the partnership’s return on investment, as well as the equity and environmental justice associated with meeting the goals and outcomes, could help identify priorities and establish trade-offs.

Additional considerations related to crafting refinements to the Agreement, as noted by some Biennial meeting participants, include:

- Identifying outcomes that incentivize behaviors that will improve watershed health. Some feel that our current outcomes can disincentivize beneficial behaviors, or potentially even encourage behaviors that result in unintended, negative outcomes at the local level, such as degrading habitats or reducing diversity in streams.
- Focusing on the watershed instead of just the Bay. When we only focus on the Bay in our agreements, some meeting participants worry that we leave out many stakeholders and resources.
- Considering our word choice carefully. Some Biennial attendees noted that we need to get rid of the words “restore” and “restoration”, which they feel set us up for failure, as we won’t get the old Bay back. The words “recovery” and “improvement” were suggested by these meeting participants as much better term than restoration.

## 2.2 Determining and Achieving Outcome Attainability

We may not have reached our destination and the pace of progress is slower, but Biennial participants agree that we are not failing. Targets, milestones, and deadlines are important for the pace of the journey, but the journey itself is important, too. Determining outcome attainability is challenging, in some instances, due to undefined targets, a disconnect between outcomes and monitoring, and a lack of capacity to fill research gaps. By applying our learning from outcomes that are on track to those that need additional progress, and by refining outcome language, we communicate progress as we approach 2025. The partnership should apply learnings about outcome attainability as we consider refinements beyond 2025 as part of our adaptive framework.



## 2.3 Qualitative Versus Quantitative Outcomes

We need to address uncertainty among indicators and qualitative outcomes. Most of the quantitative outcomes have indicators, monitoring support, and associated management actions that generate measurable, reportable results to judge progress. Quantitative versus qualitative data and areas of overlap for the outcomes should be assessed, including whether it is necessary to have clear numeric metrics and if we need full accounting or a sense of progress. Further, do we have aspirational goals or practical achievable goals, and if so, is it better to evaluate them qualitatively?



## 2.4 Focusing on People and Communities in Our Outcomes

Placing people at the center of our work was a theme heard multiple times at the Biennial. We have recognized DEIJ and climate outcomes, but they are currently somewhat siloed. Some felt that our goals and outcomes should be relevant to local communities and include impacts to people, with our work aligning to meet their needs. They noted that a revised Agreement should reflect people and healthy communities and felt that the same weight should be given to people as is given to the environment. Further, some Biennial attendees note that revised goals and outcomes should be written and communicated in plain language to reflect and align with what the people care about.

We should also think about the fairness of benefits to individuals versus the benefits to the greater good. Questions for further consideration include: how do we implement incentives equitably with increased payments when considering community affordability versus the benefit to the landowner/customer; and is it fair, equitable and just to pay or build more incentives into targeting strategic areas when property owners in non-target areas are implementing the same practices? Water quality is a primary desire and concern of communities, not just a component of our program. Stakeholder groups understand clean water but have concerns beyond nitrogen, phosphorus, and sediment. Some Biennial attendees believe that a prioritized group of toxic contaminants should also be considered in a revised Agreement, as well as alternatives to BMP counting (i.e., manage to ecological outcomes not the number of BMPs put in place).

## 2.5 Connecting the Outcomes to Be More Effective

Some Biennial participants believe that outcomes should be reduced or restructured, be clarified, have less ambiguity, be measurable, and have more aggressive targets and implementation. With a refined Agreement, the partnership would have an opportunity to reconfigure how outcomes are written to reduce silos.

In the current agreement, goals are broad enough to be easily connected, but outcomes have created silos. Trade-offs and net benefits should be considered across all outcomes early in the process to emphasize and account for the interconnectedness of outcomes in management, funding, and policy decisions. This will lead to more effective administration, restoration, protection, and stewardship, while helping communicate the complexity, uncertainty and multiple factors impacting efforts, which ensures better accountability.

An example put forth by one participant is to synthesize an outcome for shoreline integrity. As a keystone, cross-cutting habitat challenge, shoreline integrity forms the nexus of management needs associated with multiple outcomes. Some meeting participants feel that we should also have human health outcomes, such as swimmability, fishability, and bacteria management targets. Others note that we should connect water quality to living resources.

## 2.6 Creating a Process for Assessing Trade-Offs & Establishing Priorities

If a refined Watershed Agreement is developed, the partnership should discuss and establish a process for prioritizing or balancing resources across diverse outcomes. Putting resources towards one action inherently results in trade-offs. Managers may find it easier to make decisions on where to put resources if we could assign value, prioritize our goals, and establish trade-offs. Some meeting participants felt that it is also important to prioritize outcomes based on new data and climate impacts, while others suggest prioritizing them based on which impact people the most.

We can assess whether a priority should be reassigned as we work with our adaptive management and structured decision-making processes to set priorities amongst competing interests. Through this same process of adaptive management, the partnership should assess and reassess if some outcomes require greater levels of attention or resources than others.

Not all priorities are shared among partners or stakeholders, but there will often be some that overlap. For those that are not widely shared, some at the Biennial felt that we should have the flexibility to drop outcomes or transition them to outside organizations that can be more effective champions.

## 2.7 Modifying our Focus on Water Quality and TMDL

At the Biennial, some felt that the Bay Program should look beyond the TMDL and consider removing it from the CBP daily management. The Bay-wide TMDL changed the perception of the CBP as more of an enforcer of the TMDL than a partner in proactive conservation. The reality going forward may be that it is a bit of both and that we need to emphasize the proactive and flexible nature of the partnership with the backstop of the TMDL.

Some felt that the regulatory nature of the TMDL takes attention and resources away from other topics. There are other factors that influence living resources besides nutrient and sediment pollution. Some suggest refining water quality outcomes outside of TMDL to be more specific so that measurement of progress is more practical, and broader than just nitrogen, phosphorus, and sediment. Temperature, for example, was suggested as a factor that could be added as a water quality standard attainment element in the TMDL. Also, by focusing on water quality management actions that create or conserve habitat or conserve land, we can incentivize more trees, riparian forest buffers, and protect shorelines.

## 2.8 Opportunities to Improve the Strategy Review System

There are opportunities to leverage, expand, improve, adapt, and simplify the Strategy Review System (SRS), but it may require programmatic change. Some who participate in the process feel like they are spinning their wheels and work is unnoticed. Despite a two-year SRS cycle, some participants reported that they feel that the proportion of time their team spends planning for and participating in the SRS process is imbalanced with time available for broader implementation. A potential solution to this challenge is to empower the GITs and workgroups to review and suggest improvements to SRS products, such as the Logic and Action Plan. Some participants felt that it would also be important to reassess the structure and membership of the Management Board to ensure they are able to respond to requests, while others considered the idea of pushing some of the SRS process to the GIT level, with larger issues being raised to the Management Board.

Expanding adaptive decision making by improving the transfer of learnings to relevant decision makers, expanding the scope of adaptive management, and improving the capacity to identify and evaluate uncertainties and gaps in the system responses can improve our ability to learn.

# 3. SCIENCE

## 3.1 Applying Tools and Technology

The Bay Program has created many technology-driven tools. Some at the Biennial suggested shifting our mindset from creating more tools and data, to focusing on how we distribute and communicate them. Current tools are hard to use or require expertise. Finding a way to direct potential users to the tools and ensuring that they are both accessible and easy to use by diverse stakeholders across



(what will the Bay be like in a warmer climate?) and how we manage for restoration.

Communication, education, and information are needed to address barriers to climate-adapted policy and implementation. The CESR report makes climate change recommendations that we need to consider based on accepted science and that are consistent with our shared vision/mission.

Adjusting for climate change in our work means changing our systems of implementation, evaluation, and accountability to reflect uncertainty and the effects of multiple stressors or changing conditions. For example, we should incorporate climate-adapted science, which is science that is done within the framework of a different climate. We'll also need to provide science background to support changing systems and living resources populations.

Further, some participants noted a need to re-evaluate the basis of water quality criteria accounting for temperature effects that change the range of habitat conditions and synthesize threshold science on shoreline integrity for diverse resources. We can establish shoreline integrity targets for the Bay knowing development is intersecting with sea level rise and many outcomes are affected by shoreline hardening (i.e., SAV, fish, crabs, water clarity, black duck, wetlands). While most effective basins (MEB) are focused on the deep trench, we are missing the focus on the shallow waters, especially given climate change impacts we are witnessing today.

Also, having common climate messaging and normalizing it in communication will make it easier for people to talk about it and act. For example, members of the partnership could use the phrase "temperature is rising" not "climate change" and use climate change synonyms like "resilience." Some Biennial attendees felt that our language should center climate for educational purposes (e.g., climate hurricanes, climate flooding). We also can utilize translators to put benefits of practices in community terms. By normalizing climate change in communication, we will make it easier for people to talk about without political implications.

### 3.5 Focusing on Living Resource Response

At the Biennial, some attendees noted that we need to define what is meant by living resource response (i.e., sub-cellular, cell, organ, individual species, population community). We can improve how we incorporate and "maximizing impact" of living resources into our work, to include:

- simplifying messaging of living resources through direct outreach and engagement to the local level, beyond CBP members;
- using high resolution land use for living resource modeling and habitat status and trends;
- building/expanding community science for living resource tracking;
- incorporating artificial intelligence and machine learning for living resource applications;
- creating an integrated metric for living resource response;
- utilizing living resource sensitivity profiles to diverse stressors in order to understand which factor(s) can be targeted for the greatest response to investment;
- designing the TMDL for living resource response as a "silo-busting" approach;
- modifying MEB to include living resource responses; and
- adding temperature, which affects living resources, as a water quality standard attainment element in the TMDL.

## Meeting Agenda



**2023 Strategy Review System (SRS)**

**Biennial Meeting...a stop along the journey**

The Graduate Charlottesville, 1309 W. Main St., Charlottesville, VA

**May 11-12, 2023**

**Purpose:** Convene the Chesapeake Bay Program partnership to fully **integrate learnings** into the charting of a course to 2025 and beyond 2025 for all outcomes so that the response to the Executive Council (EC) charge is **representative of the full spectrum partnership**.

**Objectives:**

1. **Science:** Determine opportunities to leverage action for existing science challenges and identify emerging issues.
2. **Restoration:** Address outcome attainability (and non-attainment) by identifying priorities and formulating strategies to address critical knowledge gaps, and develop a communication strategy for communicating progress and challenges.
3. **Partnership:** Assess our partnership for where we have gaps and how we can ensure a diverse and robust partnership moving forward.

**Meeting Logistics & Agenda Notes:**

- In the agenda below, “EC #X” refers to an elements of the Executive Council Charge
- **Unless otherwise noted, sessions will take place in the Piedmont Ballroom on the 9<sup>th</sup> floor of The Graduate Hotel.**
- Meals:
  - You are encouraged to explore Charlottesville’s excellent local restaurants for breakfast and dinner on your own.
  - Please see the agenda below for details about lunches that will be served to our meeting room. Lunch charges can either be billed to your hotel room, or for those not staying at The Graduate, a hotel representative will be on hand to take swipe card payment.
  - We hope you can join us for a No Host Social (happy hour) in The Graduate Hotel’s second floor Game Room on Thursday between 5:00pm and 7:00pm.

Agenda – Day 1	
Thursday, May 11, 2023, 9:00-4:45 pm	
<b>8:00–9:00 am</b> 60 min	<b>Registration</b> Please collect your name badge and table assignment from the registration table <ul style="list-style-type: none"> <li>• <b>Location:</b> 9<sup>th</sup> floor outside of the Piedmont Ballroom</li> </ul>
<b>9:00–9:20 am</b> 20 min	<b>Welcome &amp; Opening Remarks</b> <ul style="list-style-type: none"> <li>• Welcoming Remarks by <i>Martha Shimkin, EPA CBPO</i></li> <li>• Purpose, Objectives, Agenda Overview &amp; Housekeeping with <i>Sherry Witt, GDIT</i></li> <li>• Our Journey: A Timeline of the Biennial to 2025 by <i>Carin Bisland, EPA CBPO</i></li> </ul>
<b>9:20–9:40 am</b> 20 min	<b>Opening Presentations from the Reaching 2025 Ad Hoc Group &amp; Beyond 2025 Steering Committee</b> <ul style="list-style-type: none"> <li>• Presentation from Reaching 2025 by <i>Sean Corson, NOAA</i></li> <li>• Presentation from Beyond 2025 by <i>Martha Shimkin, EPA CBPO</i></li> </ul>
<b>Session 1: Where We Are Now</b>	
<b>9:40–10:15 am</b> 35 min	<b>Setting the Stage to Develop &amp; Implement a Communication Strategy, EC #5</b> <ul style="list-style-type: none"> <li>• Session facilitated by <i>Rachel Felver, ACB</i></li> </ul>

10:15–10:40 am 25 min	<b>Snapshot of Outcome Attainability under the Agreement, EC #6</b> <ul style="list-style-type: none"> <li>• Presentation by <i>Katheryn Barnhart, EPA CBPO</i></li> </ul>
10:40–11:10 am 30 min	<b>Gallery Walk &amp; Break: Outcome Successes Across the Partnership</b> <ul style="list-style-type: none"> <li>• <b>Location:</b> Game Room, 2<sup>nd</sup> Floor of The Graduate Hotel</li> </ul>
11:10–11:50 am 40 min	<b>Key Partnership Successes Associated with Ecosystem Improvements &amp; Addressing Gaps in our Outcome Attainability, EC #6,8b</b> <ul style="list-style-type: none"> <li>• Presentation by <i>Bill Dennison, UMCES</i></li> </ul>
11:50–12:55 pm 65 min	<b>Lunch Break</b>  Event planners are coordinating with The Graduate Hotel to have lunches served to our meeting room. Each morning, the hotel will have a lunch menu order form for guests to fill out in our meeting room; several options will be offered at per diem pricing. You will turn your lunch order form in at the start of the meeting and lunch will arrive later.  Lunch charges can either be billed to your hotel room, or for those not staying at The Graduate, a hotel representative will be on hand to take swipe card payment.
<b>Session 2: Building Capacity to 2025 &amp; Beyond with Science, Restoration &amp; Partnership</b>	
12:55–1:15 pm 20 min	<b>Learning Forward: Lessons for the Future</b> <ul style="list-style-type: none"> <li>• Presentation by <i>Kurt Stephenson, VA Tech and Denice Wardrop, CRC</i></li> </ul>
1:15–1:45 pm 30 min	<b>Defining the Existing &amp; Emerging Challenges to Accomplishing Our Goals, EC #3</b> <ul style="list-style-type: none"> <li>• Presentation by <i>Breck Sullivan, USGS CBPO</i></li> </ul>
1:45–2:45 pm 60 min	<b>Gallery Walk: Financial Resources, Targeting Tools &amp; Other Informative Projects Underway</b> <ul style="list-style-type: none"> <li>• <b>Location:</b> Game Room, 2<sup>nd</sup> Floor</li> </ul>
2:45–3:00 pm 15 min	<b>Break</b>
3:00–4:15 pm 75 min	<b>Chesapeake Bay Café: What are the opportunities to leverage action across multiple goals and outcomes of the Watershed Agreement through the application of available tools and resources? EC #4</b>  <i>The Chesapeake Bay Café, commonly called a World Café, is a process to facilitate large group collaborative dialogue around questions that matter to our work within the Chesapeake Bay partnership. Small groups will have three rounds of 20-minute discussions regarding specific questions as they move from table to table or via WebEx breakout rooms for virtual participants. Tables or virtual breakout rooms have unique discussions. Participants have the opportunity to contribute to the previous round of discussions as they further explore the new round of discussions. Participants are encouraged to note key ideas or doodle on their “tablecloths” or Jamboards.</i>
4:15–4:35 pm 20 min	<b>Chesapeake Bay Café Reflections</b> <ul style="list-style-type: none"> <li>• Observations from the Getting to 2025 Group by <i>Sean Corson, NOAA</i></li> <li>• Observations from audience, facilitated by <i>Sherry Witt, GDIT</i></li> </ul>
4:35–4:45 pm 10 min	<b>Summary, Wrap-up &amp; Preparation for Day 2</b> <ul style="list-style-type: none"> <li>• Announcements by <i>Sherry Witt, GDIT</i></li> </ul>
4:45 pm	<b>Adjourn Day 1</b>
5:00–7:00 pm 2 hours	<b>No Host Social (Happy Hour)</b> Network with your colleagues, discuss sessions from the Biennial, and purchase a beverage and/or snacks from the bar. <ul style="list-style-type: none"> <li>• <b>Location:</b> Game Room, 2<sup>nd</sup> Floor</li> </ul>



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**The Graduate Charlottesville, 1309 W. Main St., Charlottesville, VA**

**May 11-12, 2023**

**Purpose:** Convene the Chesapeake Bay Program partnership to fully **integrate learnings** into the charting of a course to 2025 and beyond 2025 for all outcomes so that the response to the Executive Council (EC) charge is **representative of the full spectrum partnership**.

**Objectives:**

1. **Science:** Determine opportunities to leverage action for existing science challenges and identify emerging issues.
2. **Restoration:** Address outcome attainability (and non-attainment) by identifying priorities and formulating strategies to address critical knowledge gaps, and develop a communication strategy for communicating progress and challenges.
3. **Partnership:** Assess our partnership for where we have gaps and how we can ensure a diverse and robust partnership moving forward.

**Meeting Logistics & Agenda Notes:**

- In the agenda below, “EC #X” refers to an elements of the Executive Council Charge
- **Unless otherwise noted, sessions will take place in the Piedmont Ballroom on the 9<sup>th</sup> floor of The Graduate Hotel.**
- Meals:
  - You are encouraged to explore Charlottesville’s excellent local restaurants for breakfast and dinner on your own.
  - Please see the agenda below for details about lunches that will be served to our meeting room. Lunch charges can either be billed to your hotel room, or for those not staying at The Graduate, a hotel representative will be on hand to take swipe card payment.

<b>Agenda – Day 2</b> <b>Friday, May 12, 2023, 8:30-3:00 pm</b>	
<b>8:00–8:30 am</b> <i>30 min</i>	<b>Registration</b> Visit the registration table to see your table assignment for Day 2. Please plan to reuse and wear your nametag from Day 1. <ul style="list-style-type: none"> <li>• <b>Location:</b> 9<sup>th</sup> floor outside of the Piedmont Ballroom</li> </ul>
<b>8:30–9:00 am</b> <i>30 min</i>	<b>Opening Remarks</b> <ul style="list-style-type: none"> <li>• Administrative Comments, <i>Martha Shimkin, EPA CBPO</i></li> <li>• Beyond 2025 Opening Comments by <i>Anna Killius, CBC and Julie Lawson, CAC</i></li> </ul>
<b>Session 3: 2025 &amp; Beyond</b>	
<b>9:00–10:00 am</b> <i>60 min</i>	<b>Stakeholders’ Perspectives on Community Input Beyond 2025, EC #7,8b</b> Panel Discussion featuring: <ul style="list-style-type: none"> <li>• <i>Bo Williams, EPA CBPO (moderator)</i></li> <li>• <i>Kacey Wetzel, CBT</i></li> <li>• <i>Mariah Davis, CCWC</i></li> <li>• <i>Julie Lawson, CAC</i></li> </ul> Following the panel discussion, there will be an opportunity for audience Q&A.
<b>10:00–10:30 am</b> <i>30 min</i>	<b>Gallery Walk &amp; Break</b> <ul style="list-style-type: none"> <li>• <b>Location:</b> Game Room, 2<sup>nd</sup> Floor</li> </ul>
<b>10:30–11:15 am</b> <i>45 min</i>	<b>Screening of <i>Eroding History</i> with filmmaker Rona Kobell, Co-Founder Environmental Justice Journalism Initiative, EC #1, 8</b>

	<p>This documentary tells the story of two Black communities on the Deal Island Peninsula located on Maryland’s Eastern Shore that are losing historic and cultural resources to sea level rise and climate change. The movie will focus our thinking on the intersection of community, environmental justice, protection of historical, cultural and living resources, and the disproportionate impacts of climate change to underserved communities. The ensuing discussion and World Café will allow us to reframe our approaches, think about what it would look like to center our work on community and living resource needs and adapt our Agreement in a way that reflects not only emerging science but also makes our work more relevant to all communities.</p>
<p><b>11:15–12:15 pm</b> 60 min</p>	<p><b>Chesapeake Bay Café: Adapting our Agreement Outcomes to Reflect New &amp; Emerging Science &amp; Make Them Relevant to All Communities Beyond 2025</b>  <i>The Chesapeake Bay Café, commonly called a World Café, is a process to facilitate large group collaborative dialogue around questions that matter to our work within the Chesapeake Bay partnership. Small groups will have three rounds of 20-minute discussions regarding specific questions as they move from table to table or via WebEx breakout rooms for virtual participants. Tables or virtual breakout rooms have unique discussions. Participants have the opportunity to contribute to the previous round of discussions as they further explore the new round of discussions. Participants are encouraged to note key ideas or doodle on their “tablecloths” or Jamboards.</i></p>
<p><b>12:15–1:00 pm</b> 45 min</p>	<p><b>Lunch Break</b>  Event planners are coordinating with The Graduate Hotel to have lunches served to our meeting rooms. Each morning, the hotel will have a lunch menu order form for guests to fill out in our meeting room; several options will be offered at per diem pricing. You will turn your lunch order form in at the start of the meeting and lunch will arrive later.</p> <p>Lunch charges can either be billed to your hotel room, or for those not staying at The Graduate, a hotel representative will be on hand to take swipe card payment.</p>
<p><b>Session 4: Communicating Our Progress</b></p>	
<p><b>1:00–2:00 pm</b> 60 min</p>	<p><b>Implementing a Communication Strategy, EC #5</b></p> <ul style="list-style-type: none"> <li>• Session facilitated by <i>Rachel Felver, ACB</i></li> </ul>
<p><b>The Way Forward &amp; Wrap Up</b></p>	
<p><b>2:00–2:15 pm</b> 15 min</p>	<p><b>Key Take-aways &amp; Next Steps</b></p> <ul style="list-style-type: none"> <li>• Reflections from Beyond 2025 by <i>Jill Whitcomb, PADEP</i></li> <li>• Reflections from Reaching 2025 by <i>Sean Corson, NOAA</i></li> </ul>
<p><b>2:15–2:30 pm</b> 15 min</p>	<p><b>The Journey Ahead</b></p> <ul style="list-style-type: none"> <li>• Discussion facilitated by <i>Sherry Witt, GDIT</i></li> </ul>
<p><b>2:30–2:40 pm</b> 10 min</p>	<p><b>Wrap Up &amp; Closing Comments</b></p> <ul style="list-style-type: none"> <li>• Closing comments by <i>Martha Shimkin, EPA CBPO</i></li> </ul>
<p><b>2:40–3:00 pm</b> 20 min</p>	<p><b>Reflections on the Past to Bring Us into the Future</b></p> <ul style="list-style-type: none"> <li>• Presentation by <i>Carin Bisland, EPA CBPO</i></li> </ul>
<p><b>3:00 pm</b></p>	<p><b>Adjourn</b></p>



## Chesapeake Bay Program Partnership Executive Council Charge to the Principals' Staff Committee: Charting a Course to 2025 and Beyond

As the Chesapeake Bay Program (CBP) partnership nears the 2025 date that the partnership set for several of the goals and outcomes under the *Chesapeake Bay Watershed Agreement* (Watershed Agreement), there are many successes to celebrate. At the same time, emerging issues and changing conditions (e.g., climate change, growth, new scientific data) have impacted the levels of effort needed to meet our collective restoration priorities. We, as a partnership, remain committed to using the best available science in restoring the Chesapeake Bay as we accelerate toward the deadline and anticipate continued progress post-2025.

Thus, this Executive Council charges the Principals' Staff Committee (PSC) in recommending a critical path forward that prioritizes and outlines the next steps for meeting the goals and outcomes of the *Watershed Agreement* leading up to and beyond 2025. The PSC is to report back to the Executive Council at our 2023 annual meeting with recommendations on how to best address and integrate new science and restoration strategies leading up to 2025. At our 2024 annual meeting, the PSC is to prepare recommendations that continue to address new advances in science and restoration, along with a focus on our partnership for going beyond 2025.

In undertaking such a process, the PSC should address the following considerations:

### **Science**

1. Identify new and emerging scientific data and studies which could modify our progress reporting and adaptive management approach, as well as the goals and outcomes under the *Watershed Agreement*.
2. Enhance our monitoring and reporting capabilities to improve our understanding of existing conditions and trends.
3. Define the existing and emerging challenges (e.g., climate change conditions, increasing growth, diversity, equity, inclusion and justice considerations) to accomplishing the partnership's work under the *Watershed Agreement*, and how addressing those challenges might alter our collective restoration priorities, including the possibility of extending the target date for completing restoration of water quality beyond 2025.
4. Identify opportunities to leverage action across multiple goals and outcomes of the *Watershed Agreement*.

### **Restoration**

5. Develop and begin to implement a communication strategy that identifies key partnership successes, associated ecosystem improvements and areas where more effort is needed.
6. Provide snapshots of outcome attainability under the Agreement (e.g., which outcomes are likely to be met by the date(s) set by the partnership, which won't, and why) and options for communicating these snapshots to demonstrate progress in achieving our outcomes and the remaining work to be done, including gaps to be addressed.

### **Partnership**

7. Focus on moving beyond 2025 by seeking ways in which restoration can be relevant to all communities within the watershed.
8. Assess the overall partnership to determine whether we
  - a. Are effectively hearing from and listening to all stakeholders, and
  - b. Have systems of evaluation and decision-making to enable meaningful action and allocation of partnership resources.
9. Based on this assessment, develop recommendations for potential improvement.

## Chesapeake Bay Café Questions

A “World Café” style collaborative process is being used at the Biennial Meeting to explore questions that matter to our work and provide input on the Executive Council charge. This process includes 20-minute conversations as groups move table to table (or virtual breakouts). Participants weigh in on three different topics or questions per day. Participants will be randomly assigned to groups. All topics and questions are provided below.

### Day 1: Opportunities to Leverage Action Across Multiple Goals & Outcomes of the Watershed Agreement through the Application of Available Tools

For each challenge topic, three questions are being asked:

1. What tools and resources do we currently have that can be applied?
2. What might we need to address the challenge that we do not have?
3. What is the next step we can take in implementing recommendations we already have on these topics?

Challenge Topics:

1. To be more effective at centering people in Bay conservation/restoration efforts for the future
2. To develop and apply the necessary decision-science tools to allow effective and appropriate assessment of tradeoffs
3. To express and illustrate the benefits to society of watershed and Bay conditions at a relevant spatial scale and how human activities, interventions, and climate change affect it
4. To estimate what the future Bay and its watershed will look like under different scenarios of management
5. To craft approaches to balance attention and efforts across all outcomes in the Watershed Agreement
6. To efficiently monitor to assess progress on all ten goals of the Watershed Agreement
7. To develop and implement approaches accounting for the interactions of climate change with other issues (vulnerability to communities, increasing resiliency, land use/land change)
8. To maximize the impact of water quality management efforts for living resource response
9. To incorporate learnings effectively and efficiently into all levels of decision-making across the partnership
10. To develop and apply the necessary social science tools to effectively involve and serve communities in ways that are equitable, fair, and just for all

### Day 2: Adapting our Agreement Outcomes to Reflect New & Emerging Science & Make Them Relevant to All Communities Beyond 2025

1. Value of the Partnership
  - a. What is the value of the Partnership to you in restoring the Bay? What would make it more valuable to you? What would add more value?
  - b. How would you make the Partnership more valuable to all communities?
  - c. What is at risk without having the Partnership?
2. Stakeholder Engagement
  - a. What concerns do you have with stakeholder engagement?
  - b. What excites you about stakeholder engagement?
  - c. Consider the stakeholders represented on the three Advisory Committees, what does “effectively hearing from and listening to” them look like?
3. Refining the Agreement
  - a. What is working well with the Watershed Agreement? What is not working well?
  - b. If we were going to refine the Watershed Agreement, what would those things be (i.e., vision, principles, goals, and/or outcomes)?
  - c. Does our governance structure and process need to be changed? Why?
4. Additional Information for the Beyond 2025 Steering Committee
  - a. What do you care most about that you want the Beyond 2025 Steering Committee to know, focus on, or include in the planning for their work?
  - b. Where are some areas for meaningful change that need to occur?

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This list includes both in-person and remote webinar participants.



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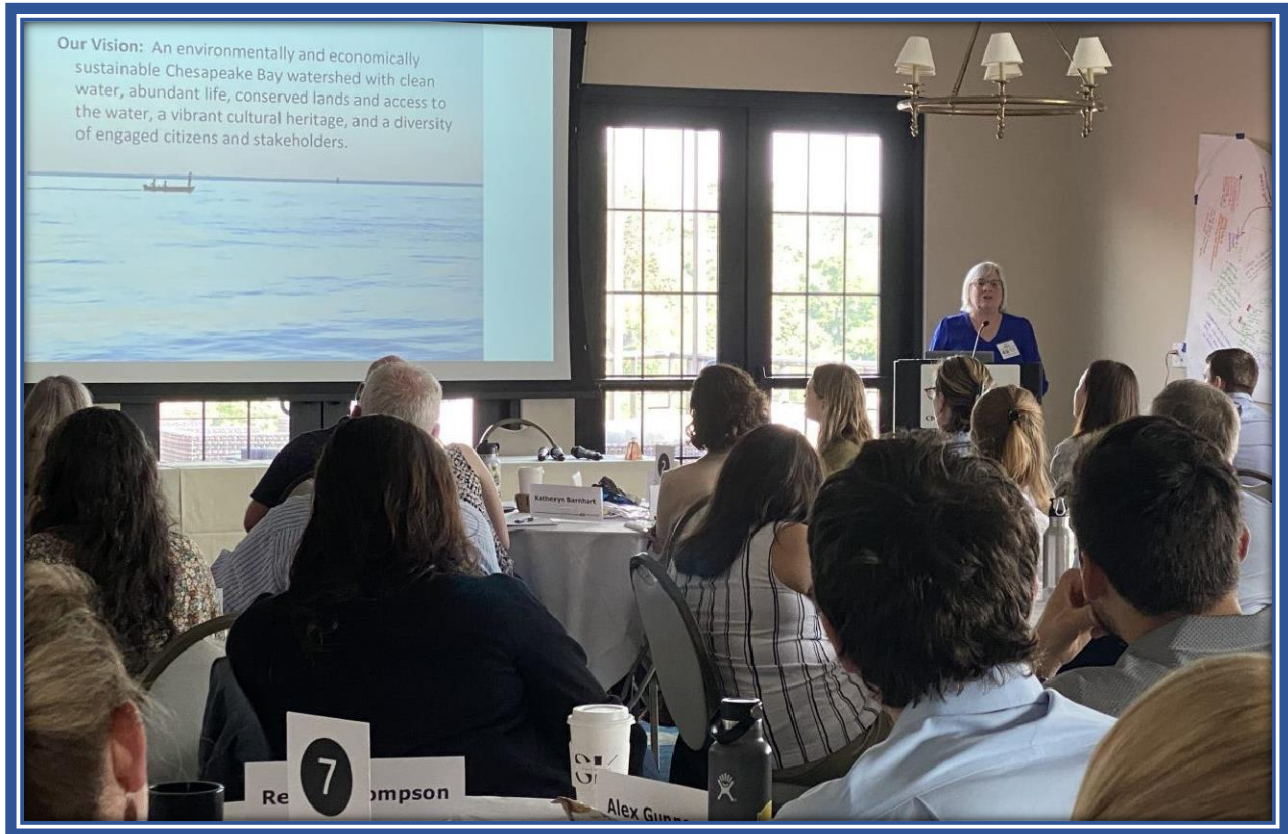
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# Chesapeake Bay Program 2023 Strategy Review System (SRS) Biennial Meeting

Charlottesville, VA  
May 11-12, 2023



## Meeting Summary

The 2023 SRS Biennial Meeting convened the Chesapeake Bay Program partnership to fully integrate learnings into the charting of a course to 2025 and beyond 2025 for all outcomes so that the response to the Executive Council (EC) charge is representative of the full spectrum partnership. The following objectives were established to reflect desired outcomes from the collaborative discussions:

1. **Science:** Determine opportunities to leverage action for existing science challenges and identify emerging issues.
2. **Restoration:** Address outcome attainability (and non-attainment) by identifying priorities and formulating strategies to address critical knowledge gaps and develop a communication strategy for communicating progress and challenges.
3. **Partnership:** Assess our partnership for where we have gaps and how we can ensure a diverse and robust partnership moving forward.

This hybrid event gathered 85 in-person participants in Charlottesville, VA and 15 virtual participants on the first day. There were 82 in-person participants and 19 virtual participants on the second day. This event included a “gallery walk” to showcase 25 posters and their authors on

information about outcome successes across the partnership, financial resources, targeting tools, and other informative projects. The gallery walk was also made available to virtual participants via a combined file of all of the posters.

The Biennial Meeting also used the World Café technique to host the Chesapeake Bay Café sessions on both days of the event. This allowed large group collaborative dialogue around questions that matter to the work in the Chesapeake Bay partnership. Both in person and virtual participants engaged in this process.

The 2023 SRS Biennial Meeting Summary expands on the Report in Brief to provides an overview of discussions, decisions and clarifications focusing on progress, preparing for 2025 and beyond, and documenting goals and outcomes from the daily sessions. The summary outline follows the agenda established for Day 1, May 11, 2023, and Day 2, May 12, 2023. Available session presentations are hyperlinked to the [Chesapeake Bay Program website](#). Summary sections that are specific to providing input to the EC charge are:

- Section 1.4 – Opening Presentations from the Reaching 2025 Ad Hoc Group and Beyond 2025 Steering Committee
- Section 2.1 – Setting the State to develop and implement a Communication Strategy, EC #5
- Section 2.2 – Snapshot of Outcome Attainability under the Agreement, EC #6
- Section 2.3 – Key Partnership Successes Associated with Ecosystem Improvements and Addressing Gaps in our Outcome Attainability, EC #6
- Section 3.2 Defining the Existing & Emerging Challenges to Accomplishing Our Goals, EC #3
- Section 4.2 and 4.3 – Day 2 Beyond 2025 Opening Comments
- Section 5.1 Stakeholders’ Perspectives on Community Input Beyond 2025, EC #7, #8b
- Section 5.2 Screening of Eroding History with filmmaker Rona Kobell, Co-Founder Environmental Justice Journalism Imitative, EC #1, #8
- Section 6.1 Implementing a Communication Strategy, EC #5
- Section 7.1 Reflections from Reaching 2025
- Section 7.2 Reflections from Beyond 2025

## DAY 1 SUMMARY

### 1.0 Welcome & Opening Remarks

#### 1.1 [Welcoming Remarks by Martha Shimkin, EPA CBPO](#)

- The partnership is at a critical juncture in the effort to restore and protect the Chesapeake Bay. Although we have a lot of work to do, this meeting gives an opportunity to engage in conversation and collaboration.
- Since 1983, the Bay Program has achieved many accomplishments, and worked through many hurdles. All achieved through a partnership that as stayed intact and grown – adding headwater states as partners (i.e., Delaware, New York, and West Virginia). Our partner organizations – advisory committees to the partnership, academia, local communities and governments, and individuals – play a critical role, implementing, supporting, convening, offering input, and ideas. In addition, this partnership is supported by the dedication of the Chesapeake Bay Program Office staff. None of this can be done without the whole group.

- Key takeaways from Martha Shimkin’s first two years with the Chesapeake Bay Program:
  - **We set big goals.** As JFK once said – and Carin Bisland recently quoted – “we do things not because they are easy, but because they are hard.” In addition, as the EPA Deputy Administrator Janet McCabe stated at the 2021 Executive Council meeting, “we set goals that are hard to meet and sometimes we miss the targets, but it does not mean we are not making progress.”
  - **Everyone in this partnership is a leader.** We can lead from every level by addressing the most pressing environmental issues, from water quality to climate change, wildlife and habitat protection, conservation, bolstering economic use, and offering equality in access to benefits of our investments of effort, expertise, and funding.
  - **The partnership is a superpower.** It is never simple and often messy to manage by committee; to listen and consider various perspectives, objectives, priorities, and situations; to offer solutions and be helpful to the whole; and ultimately to agree upon decisions. We are a longstanding partnership – some new, some longer serving, some experts in science and policy – and this partnership is our superpower.
- Martha Shimkin asked that everyone read the *Chesapeake Bay Watershed Agreement* vision statement: “The Chesapeake Bay Program partners envision an environmentally and economically sustainable Chesapeake Bay watershed with clean water, abundance life, conserved lands and access to water, a vibrant cultural heritage and a diversity of engage stakeholders.” When encouraged to choose a word that mattered most, most selected words. We should remember that although we have the same vision, we have different perspectives on how to accomplish the goals.
- She charged participants for topics to consider throughout the Biennial Meeting:
  1. How can we leverage our strengths?
  2. What more can we accomplish in the short term?
  3. How do we set a path forward?
  4. How do we strengthen our shared understanding of partnership?
  5. What change is needed to meet our shared vision?
- Today and going forward we have a tremendous opportunity to create the next chapters in the Chesapeake Bay partnership history.

## 1.2 Purpose, Objectives, Agenda Overview & Housekeeping with Sherry Witt, GDIT

- Sherry Witt provided an overview of the purpose, objectives, and agenda for the two-day meeting (see Appendix A 2023 Biennial Agenda).

## 1.3 Our Journey: A Timeline of the Biennial to 2025 by Carin Bisland, EPA CBPO

- You are here to offer input and reflection on the Executive Council charge for the 1) October 2023 Executive Council Meeting – Reaching 2025; and 2) October 2024 Executive Council Meeting – Beyond 2025.
- The Biennial agenda has been designed to obtain input for both Reaching 2025 and Beyond 2025 support teams.

## 1.4 Opening Presentations from the Reaching 2025 Ad Hoc Group & Beyond 2025 Steering Committee

### 1.4.1 Reaching 2025 by *Sean Corson, NOAA*

- Presentation
- The Executive Council charges the Principals' Staff Committee (PSC) in recommending a critical path forward that prioritizes and outlines the next steps for meeting the goals and outcomes of the *Chesapeake Bay Watershed Agreement* leading up to and beyond 2025.
- In meeting this charge, the PSC should consider the following objectives:
  - Science: Emerging science, data, and monitoring.
  - Restoration: Snapshot of outcome attainability and a communication strategy.
  - Note: Remaining objectives will be addressed in beyond 2025 activities.
  - Members from federal, state, and nonprofits are working on the Reaching 2025 Report outline.
- Report main outline topics include:
  - Executive Summary – roll up of recommendations of what is needed to take us to 2025.
  - Total Maximum Daily Loads (TMDL)/Water Quality Section – anticipated four to five pages, where the support team will delve deeper into the issues that are relevant now and will have impact beyond 2025.
  - Wetlands, Forest Buffers, Tree Canopy Section – will contain most of the improvements and accelerations. A lot of time and energy was put into these outcomes to help us achieve multiple benefits by accelerating progress around these issues.
  - Climate and Diversity, Equity, Inclusion and Justice (DEIJ) Section – we need to revisit; a foreshadowing of what we can be doing in the future.
  - Emerging Science and Monitoring Section – quick look at current and new developments in these areas, and how they can be applied going forward.
- Refer to slides 4-7 of the presentation for key dates and milestones to complete the Reaching 2025 Report.
- Questions/Clarifications
  - **Can you help us understand the Reaching 2025 Report review process and if there is opportunity for input?**
    - Although there is a one-month comment period, there is not enough time to incorporate meaningful content into the report before it goes to the PSC for their review. The draft team intends to present the high-level points and comments received from the public and Management Board to the PSC.
    - ***Decision: Agreed that the Reaching 2025 team owes the public and Management Board reviewers a response on how their comments will be addressed and incorporated while the PSC is reviewing the report.***
  - **Executive Council charge calls for highlighting successes. Do we have the opportunity to highlight successes in the Reaching 2025 report?**
    - Confirmed the report focuses on successes; we will take credit and

highlight those actions that are doing well in the report. The Executive Summary will include a roll up of successes and challenges that we still need to address.

#### 1.4.2 Beyond 2025 by *Martha Shimkin, EPA CBPO*

- [Presentation](#)
- Executive Council charges the Principals' Staff Committee (PSC) in recommending a critical path forward that prioritizes and outlines the next steps for meeting the goals and outcomes of the Chesapeake Bay Watershed Agreement leading up to and beyond 2025.
- The Steering Committee has until the 2024 Executive Council meeting to report back on beyond 2025 activities. Although the Steering Committee has not met as a group to date, they done a lot of virtual work done. Activities have included gathering ideas on how to go beyond 2025 and getting established.
- Received request from non-governmental organizations to be included and provide input to the process from the beginning, not just in the end.
- We will bring in a contractor to help the Steering Committee; and set up a schedule of meetings beginning in June.
- Current activities include reviewing the following reports for successes and challenges: *A Comprehensive Evaluation of System Response (CESR Report)* and *Rising Temperatures in Chesapeake Bay and Watershed – Management Responses to Ecological Impacts*.
- The Steering Committee is looking for your help in collecting information and determining a path forward.
- [Questions/Clarifications](#)
  - Julie Lawson – Encouraged the decision to include non-governmental organizations (e.g., Choose Clean Water Coalition and Chesapeake Bay Trust). Great to have them be a part of establishing the process and take the experience back to their advocacy program.
  - Jill Whitcomb – Looking forward to the deep dive discussion in June. We need to spend a lot of time on the CESR Report to work through what the partnership means, what are we doing, and work in an organized/objective format.
  - Sean Corson – How are we going to include tribes and others that are not represented on the membership list?
  - **Decision – Agreed that now is the time to work with a broad set of stakeholders on setting goals.**

## 2.0 Session 1: Where We Are Now

### 2.1 [Setting the Stage to Develop & Implement a Communication Strategy, EC #5 by Rachel Felver, ACB](#)

- [Presentation](#)
- The Executive Council charge includes the development and implementation of a

#### Communication Strategy.

- Before we can communicate to the public or external partners, we need to determine what and how we communicate.
- Questions to consider:
  - Why is it important to speak in one, unified voice? As one voice we have more influence, maintain independence from home agency, and think “I am a Chesapeake Bay partner.”
  - How do we get the outside world to know what we do if we can’t figure that out ourselves. Negative sound bites on us talking about us:
    - Partners are so siloed we have no idea of everything the Chesapeake Bay Program does.
    - I have no idea how to articulate what the Chesapeake Bay Program does and I’m not sure what it does do.
    - I had no idea other federal agencies besides EPA were part of this partnership.
  - Who are we really? Formal name is the Chesapeake Bay Program; it’s our name whether we like it or not.
  - What are our current strengths? Remember these accomplishments – we have done a lot over the last 40 years. We can leverage our current strengths to form a communication strategy to help with moving forward (these strengths are examples of all the good work we have done together):
- Chesapeake Bay Policy for the introduction of non-indigenous aquatic species in 1993 – first time non-native species were assessed by District of Columbia, Maryland, Pennsylvania, and Virginia.
- Pennsylvania established nutrient management law in 1993 – the first of its kind in the watershed.
- Establishment of the Chesapeake Stewardship Fund Grants Program in 1999.
- First Bay-wide assessment of stewardship behaviors released in 2017.
- Signing of the *Diversity, Equity, Inclusion and Justice Directive* in 2020.
- Signing of the *Climate Directive* in 2021.
- Development and release of the high-resolution land use/land cover data.
- Maryland, Pennsylvania, and Virginia all banned phosphate detergent.
- Moratorium on striped bass in Delaware, Maryland, and Virginia led to the species recovery.
- Thanks to wastewater treatment plan upgrades we met our wastewater sector pollution reduction goal 10 years early.
- Chesapeake Bay Gateways Program and Captain John Smith Historic Trail established.
- Chesapeake Bay Water Quality Monitoring Program now over 250 monitoring stations.
- Participant input on Wall and Jamboards requested to answer the following questions:



- Who are the most important audiences that your agency or organization communicates with?
- What communications platform works the best for you in reaching your audiences?
- Who are your trusted resources in communicating information to the audiences that matter most to you?
- Why do you feel it is important that we communicate to the general public about the Chesapeake Bay Program?
- How do you personally receive important information?

## 2.2 Snapshot of Outcome Attainability under the Agreement, EC #6

- [Presentation](#)
- Since 2021 SRS Biennial, the group has moved four outcomes forward:
  - Green – Have Targets, Indicators, and Data Support: Tree Canopy and Wetlands (Vital Habitats).
  - Yellow – No targets but have indicators and data support: Local Leadership (Engaged Communities) and Land Use Methods and Metrics (Conserved Lands).
- As we move toward 2025, determining outcomes remains uncertain.
  - Likely to have indicators AND off course/on course status by 2025 to include the following outcomes:
    - Healthy Watersheds (Clean Water)
    - Environmental Literacy and Planning (Engage Communities)
    - Student Meaningful Watershed Educational Experience (MWEE, under Engaged Communities)
    - Stewardship (Engaged Communities)
    - Diversity (Engaged Communities)
    - Forage Fish (Sustainable Fisheries)
    - Toxic Contaminants Research (Clean Water)
  - Indicator development may not be complete before 2025, which includes the following outcomes:
    - Black Duck (Vital Habitats)
    - Climate Adaptation (Climate Change)
    - Fish Habitat (Sustainable Fisheries)
    - Land Use Options and Evaluation (Conserved Lands)
    - Brook Trout (Vital Habitats)
- Common themes on challenges in determining attainability for these uncertain outcomes include: 1) Undefined targets (i.e., defining resiliency and success); 2) Disconnect between outcomes and monitoring; and 3) Lack of capacity to fill research gaps).
- We had success increasing our understanding of outcome attainability through improving stream health and function for 10% of stream miles above the 2008 baseline for the watershed. Successful outcome attainability reporting achieved through 1) Defining targets and timelines (i.e., definition of “success”); 2) Monitoring well-aligned with outcome target(s); and 3) Increasing capacity to fill research gaps through Goal Implementation Team funding and other sources.

- Next steps: Apply our learning from these outcomes to target and sustain support for outcomes in need of progress and beyond; and refine outcome language where needed to communicate progress.
- Questions/Recommendations for Additional Discussions
  - **Why can we only get qualitative data?**
    - Qual makes it different because can't define categories. Make best assessment. When communicating progress, helps with stakeholders to understand the outcome language. Need to have strong backing for our statements.
  - **How much improvement do you want to see on a sliding scale? How much is enough of a value?**
    - Challenge comes from qualitative definitions for "improve or increase." Need to see numbers and targets to better assess the work put in to the determine if the outcome is worth the investment.
  - **Can we give an example on one or two outcomes where there was no indicator and lots of work went in to establish the indicator?**
    - Really hard to have an indicator to directly report; qualitatively we there is progress.
    - Counter to concern, we need to remind ourselves that progress on the outcomes can sometimes not be progress. We need to be careful with this assessment. For example, find a balance between achieving the outcome, but losing habitat in the watershed. Assessment should look beyond achieving the outcome, but address if we are positively or negatively capturing the gain or loss in the watershed.
  - **What are the actions taken to move the needle forward?**
    - We need realistic goals beyond what we would like to achieve to what we can achieve. Some information based on data at the time, if the data has been updated, then we should be able to update those goals. Caution the program to turn qualitative outcomes to new widgets on what we need to achieve. There could be reasons why there are no quantitative measures.
  - **What is the idea of qualitative goal setting?**
    - Implies there is a baseline on what you want to improve.

### 2.3 [Key Partnership Successes Associated with Ecosystem Improvements & Addressing Gaps in our Outcome Attainability, EC #6, #8b by Bill Dennison, UMCES](#)

- [Presentation](#)
- Bill Dennison's presentation includes detailed examples of key partnership successes with ecosystem improvements that showcase our legacy, our people, and our funding resources. For example:
  - Cleaned up our sewage by improving treatment through upgrades to reduce nutrient loads attainability.
  - Sewage upgrades have led to resurgence of Submerged Aquatic Vegetation.
  - Submerged Aquatic Vegetation recovery continues to be resilient.
  - Chesapeake Bay Program co-authored scientific papers were produced documenting the recovery.

- The effort led to local and other national news coverage, which became important for Congressional and EPA Administration attention to continue funding the Chesapeake Bay Program.
  - Climate change is affecting restoration efforts in the Chesapeake Bay; to combat these affects our targets need to change to meet the challenge.
  - Climate change impacts require accelerated restoration. We need to measure more than the status of where we are today, environments change. We need to think ahead to what restoration is needed to ensure shoreline protection (e.g., wetlands, saltmarshes do not become terrestrial).
  - This is about people working together to focus on the science and restoration through partnership, it's the personal part of the program and the journey working with people in the room.
- Questions/Recommendations
  - **Can we point to these stories and draw a connection to what is happening on the ground?**
    - We need to share more of these stories to show what we are investing in the difference these efforts make. Another success story if from the largest acid mine drainage recovery recorded in history.
  - **How does climate change affect our restoration goals? What are the biggest areas to meet and accelerate?**
    - Need to grow partnership and increase involvement of people in broader groups. Communities need to understand what we are facing with the climate crisis.
    - Need local partner buy in to build coalitions. They are coordinators and communicators that have grass root connections to the community. A good outreach story to share is from the efforts in Pennsylvania, where water quality was focus of the work. Communities become involved when they know the solution is for them and to their benefit.
  - **Carin Bisland's Challenge to All**
    - Continue to talk about the outcomes that are important to you, talk about your successes. Share what we have been doing over the last 40 years; there are positives even with the challenges. Remember what we are doing, why we are here, and why we are members of the partnership.

### 3.0 **Session 2: Building Capacity to 2025 & Beyond with Science, Restoration & Partnership**

#### 3.1 [Learning Forward: Lessons for the Future by Kurt Stephenson, Virginia Tech and Denice Wardrop, CRC and Penn State](#)

- [Presentation](#)
- Report out on *Achieving Water Quality Goals in the Chesapeake Bay: A Comprehensive Evaluation of System Response*. An independent report, also called the CESR Report, from the Scientific and Technical Advisory Committee.
- CESR Conclusions – the bad news.

- Gaps and uncertainties present major challenges to achieving water quality goals and improving living resource response.
- Opportunities to improve program effectiveness exist but requires programmatic change (not simply doing more of the same).
- Findings and Implications for Pollutant Response to Management.
  - Are nonpoint source reductions generating enough adoption? Existing nonpoint source water quality programs are insufficient to achieve the nonpoint source reductions required by the TMDL.
  - Improving nonpoint source best management practices (BMPs) may not be as effective as predicted. There are three classes of BMPs – cover crops, livestock exclusion fencing, and denitrifying bioreactor. Each of these BMPs has low to high up-front installation and private to no private benefits.
    - How do we get people to adopt high public benefits that may have low private benefits?
    - We need incentives on outcomes to provide greater assurances that reductions will happen if you pay more for performance/success up front.
  - Targeting Outcomes – where are loads originating? There is a large variation in nonpoint source loads and BMP effectiveness across landscape and land managers.
  - Focus on Mass Balance
  - Encourage opportunities for technological and institutional innovation.
- Findings and Implication for Water Quality Response.
  - Load reductions have not produced expected level of response and the deep channel may be the last to reach attainment. “The Bay of the future is not the Bay of the past.” To provide assistance:
    - Refocus attention to habits where recovery is most probable.
    - Monitor for understanding (versus accountability).
    - Assess costs and tradeoffs of attainments in specific areas.
    - Rethink goals.
- Findings and Implications for Living Resource Response.
  - What can we learn from living resource response gap? Set goals for living resource abundance against percent achievement of water quality criteria.
  - How do we boost the curve? Full attainment may not be necessary to meet and support living resources goals.
    - Additional management actions may boost response to any given unit of water quality improvement.
    - Broaden articulation of benefits.
    - Recognize the implications of the steep part of the curve and prioritize nutrient reductions for maximizing living resource response (i.e., shallow waters).
- How do improve our ability to learn?
  - Expand adaptive decision making through the following actions:
    - Improving transfer of learnings to relevant decisionmakers (what should we focus on to make the biggest impact downstream limited in assessing gaps and uncertainties),

- Expanding the scope of adaptive management (feedback arrows setting and implementing water quality), and
  - Improving capacity to identify and evaluate uncertainties and gaps in the system response.
- Sidebar Questions/Request for Follow-on Discussions on CESR Report (held with Denice Waldrop after session)
    - Contaminants are more than nitrogen, phosphorous, and sediment.
    - What are the tradeoffs – what are we giving up to makes these decisions?
    - Jill Whitcomb, Leon Tillman, and Greg Allen requested follow up discussions on CESR to review the findings and what needs to be done with the recommendations. All feel there are valid questions that should be discussed with the group and authors.

### 3.2 Defining the Existing & Emerging Challenges to Accomplishing Our Goals, EC #3 by Breck Sullivan, USGS CBPO

- Presentation
- Breck Sullivan’s presentation prepared the participants for discussions to be held during the Gallery Walk and Chesapeake Café sessions.
- Executive Council charge to identify new and emergency scientific data and studies, which could modify our progress; and to define the existing and emergency challenges to accomplishing the *Chesapeake Bay Watershed Agreement*.
- The challenges are broad and will be a heavy load for the partnership. We do not have a solution. Today’s Gallery Walk and Chesapeake Bay Café is our first stem to tackle small pieces of the challenges.
- Ten Emerging Challenges
  - Challenge 1: To be more effective at centering people in Bay conservation/ restoration efforts for the future.
  - Challenge 2: To develop and apply the necessary decision science-tools to allow effective and appropriate assessment of tradeoffs.
  - Challenge 3: To express and illustrate the benefits to society of watershed and Bay conditions at a relevant spatial scale and how human activities, interventions, and climate change affect it.
  - Challenge 4: To estimate what the future Bay and its watershed will look like under different scenarios of management.
  - Challenge 5: To craft approaches to balance attention and efforts across all outcomes in the Watershed Agreement.
  - Challenge 6: To efficiently monitor to assess progress on all ten goals of the Watershed Agreement.
  - Challenge 7: To develop and implement approaches accounting for the interactions of climate change with other issues (vulnerability to communities, increasing resiliency, land use/land change).
  - Challenge 8: To maximize the impact of management efforts for living resource response.
  - Challenge 9: To incorporate learnings effectively and efficiently into all levels of decision-making across the partnership.

- Challenge 10: To develop and apply the necessary social science tools to effectively involve and serve communities in ways that are equitable, fair, and just for all.
- Gallery Walk posters provide resources used to address emerging challenges.
- Chesapeake Bay Café session objective is to develop short-term next steps and long-term vision for challenges.
- Question/Clarification
  - **Is there time engage in a Q&A session on the CESR Report?**
    - Some of the Café questions were drawn from CESR findings. The CESR Report presents the learnings and discusses possibilities; however, it does not provide solutions. Opportunity to work through these questions during the Gallery Walk and Chesapeake Bay Café.

### 3.3 Chesapeake Bay Café Reflections

- Observations from the Reaching 2025 Group by Sean Corson, NOAA
  - People are enthusiastic and ready for what's next.
  - General Themes
    - We need engagement and outreach to get meaningful input from the public.
    - We need to define the public.
    - We are doing an effective job of reflecting and advancing the priorities of people who live in the watershed.
  - Areas to Explore
    - Quantitative versus qualitative data; and areas of overlap for the outcomes.
    - Are the outcomes we currently have generating the things we believe will reflect public interest.
  - Opportunities are Coming Online
    - Recognize we may not have been as effective as we thought we certain outcomes; however, there are new tools and technologies we can apply to redirect the program.
- Observations from the audience
  - Martha Shimkin – different conversations among the three groups; appreciated the interaction.
  - Autumn Rose – Core theme throughout the exercise was communication. Specifically, how do we get the messaging down to the other groups and breakdown the silos?
  - Amy Handen – Challenge of centering people in our work. We need to understand residents and stakeholders to align outcomes with their needs. We can do this by developing the tools and resources to address those needs.
  - Carin Bisland – Start bottom up. Ask the locals what they are proud of and use social diffusion to drive those messages.
  - Denice Wardrop – Observed different themes and next steps emerging throughout the session.
  - Leon Tillman – Social and agriculture, understanding the people you are

- working with as you are trying to progress through the outcomes.
- Bo Williams – Climate change a big topic. We need a shared vision.
  - Breck Sullivan – No one an expert, but participants were able to address the issues and bring something to the table. Good to have people in the room that can discuss tradeoffs.
  - Doreen Vetter – Problem solving in person. Getting the communicators and communications staff to in the room. Observed a silo busting theme. We need to leverage, improve, and adapt the SRS. Opportunities to talk about our work and come together to solve problems. Will take a lot of time to synthesize all these inputs.
  - Jeff Lerner – Discussion on getting more becoming more local. Instead of meeting the Chesapeake Bay Program, flip to meeting the needs of the local community.

## DAY 2 SUMMARY

### 4.0 Day 2 Opening Remarks

#### 4.1 Reflections on the Past to Bring us into the Future – The Tale of Two Truths by Carin Bisland, EPA CBPO

- [Presentation](#)
- As retirement nears, Carin Bisland is most worried that she, and colleagues who are leaving or retiring, are taking their learning and program history with them.
- History is important, but there are two truths of that history:
  - *What Got You Here Won't Get You There* – Marshall Goldsmith with Mark Reiter.
  - “Those that cannot remember the past are condemned to repeat it.” – George Santayana.
- The Chesapeake Bay Program must hold on to these three things going forward – keep perspective, be adaptive, and value relationships.



- KEEP PERSPECTIVE
  - Example: Water Quality vs *Chesapeake Bay Watershed Agreement – 2014 Agreement* expanded what we were working on in previous years; however, there were still lots of challenges.
    - The *2014 Agreement* is one more step to focus on where we started and is not an expansion on where we were.
    - Vision is about what we want to see in the future. We can't focus on water quality alone and lose track of other priorities.
  - Example – Protection and restoration of the Bay is what the Chesapeake Bay Program is all about. Protection is undervalued in our program.
  - Example – Tend to look forward is a good thing, but when you look forward you tend to forget where we are today. If you can look where we started and what we achieved, are we really failing?
    - We should be motivated that many of our rivers are running clean, miles of waterways have opened to migratory fish, lands have opened, our children are environmentally literate, and our population is more active.
    - We may not have reached our destination and pace is slower, but we are not failing. Stay steadfast. Targets and deadlines are important for pace, but the journey is important.
- BE ADAPTIVE
  - Learn to adapt and grow. We don't know everything. If we don't continue to learn, we will continue to repeat our mistakes and stop making progress.
    - Learning and adapting and willing to change is keystone to our program. Our program is based on science-driven policy. We should have the courage to make changes if things don't work; learn from those mistakes; adjust; and follow the best science. It may mean that we need to alter our path. But doesn't that make us the best stewards?
- VALUE RELATIONSHIPS
  - We should not underestimate the value of honoring relationships.
  - Continue to meet in person once in a while, relationships build trust. Trust allows you to listen and to find innovative solutions that you would not find alone.
  - Base the program on consensus. True consensus takes time; and allows for different and diverse perspectives. Think about building consensus as a decision-making tool to come up with the best solutions for everyone.
  - Final thoughts – this is a relay, not a sprint or a marathon. The Chesapeake Bay Program relies on the past legs of the race to move forward. Carin Bisland believes that as she hands off to the next in line, she has done her best to win the race.

#### 4.2 [Beyond 2025 Opening Comments by Anna Killius, CBC](#)

- We need more in-person meetings and plenty of space to talk through what we are learning with the CESR Report. There is a lot of information to communicate to our decision makers. These conversations will take courage and trust in the partnership.
  - We will be failing forward to learn from what we accomplished and move forward.
  - We will need to engage early and often with stakeholders and law makers,



bringing them in when we are in draft form not when it is final.

- We need to dig into qualitative versus quantitative. We need clear numeric metrics that we can use and measures as a baseline. However, qualitative points are just as important to review the success we have achieved.
- We need to review the concept of protection versus restoration; and give thought on where to draw that line.

#### 4.3 Beyond 2025 Opening Comments by Julie Lawson, CAC

- We are misinterpreting what it means to be people centered. Where do we make decisions on when to engage directly with the public?
- Qualitative versus quantitative– if we are struggling with how to come up with indicators and measures, are we prepared for this?
- How do we use and leverage all levels of the program to not be all things to all people.

### 5.0 **Session 3: 2025 & Beyond**

#### 5.1 Stakeholders' Perspectives on Community Input Beyond 2025, EC #7, #8b, a panel discussion with Bo Williams, EPA CBPO (moderator); Kacey Wetzel, CBT; Mariah Davis, CCWC; and Julie Lawson, CAC

- Presentation
- The panel represents the Chesapeake Bay Trust (CBT), Choose Clean Water Coalition (CCWC), and Citizens Advisory Council (CAC) to the Chesapeake Bay Executive Council.
  - Kacey Wetzel is the Vice President of Programs for Outreach and Education for the Chesapeake Bay Trust is a non-profit, created by the State of Maryland. The purpose is to engage the public and award grant funding to community-based organizations throughout the region for hands-on projects.
  - Mariah Davis is the acting Director of the Choose Clean Water Coalition (CCWC), a coalition of over 285 clean water organizations across the Chesapeake Bay watershed. The CCWC advocates for increased funding at the state and federal level for clean rivers and streams in all communities in the Chesapeake Bay.
  - Julie Lawson is the chair of the Citizens Advisory Council to the Chesapeake Bay Executive Council. The CAC advocates for restoration and conservation of the Anacostia River.
- Why are we restoring the CB Watershed?
  - Common Thoughts – Citizens have the right to clean water; ensure sustainable farms; provide future generations with a healthy Bay; restore the Bay and we restore our selves; or simply, because we messed it up in the first place.
  - Farms, species, fish, and people are important. However, we need to back to the people and use relationships as a decision-making tool. We can do better seeking input from people on restoring the Bay.
- Why aren't people an indicator species?
  - Each of the Goals and Outcomes should include impacts to people.
  - Look beyond the TMDL and Bay restoration. Make the goals and outcomes

relevant to people.

- Panel response to why?
  - Red lining impacts for displacement of people; communities of color are most impacted by floods and climate change.
  - We care about our family and friends; and having clean spaces for them and our community. We have separated ourselves from self-preservation and connecting back to the ecosystem.
  - People will protect the places that they care about. However, if places that they care about are bringing them down, how do they get inspired to care about the space and trust lawmakers?
- Challenge to the Chesapeake Bay Program beyond 2025:
  - Concern – the Chesapeake Bay Program often loses sight of its primary audience; and its role is to coordinate the work of the partners toward the restoration goals.
  - The panel addressed barriers to accomplishing goals and outcomes beyond 2025; and presented opportunities that are available to overcome these challenges if Staff, Partners, and General Public are more collaborative.
- Audience #1: Staff (Internal) – the internal work must be done before you move to the external work.
  - Barriers
    - Timing of the creation of the Partnership relative to network science.
    - Disconnect between CBP leadership and staff working in Bay Program Office.
    - Hierarchy and distribution of power between EPA and Non-EPA CBP staff.
    - Challenges tracking diversity goals.
  - Opportunities
    - Opportunity to leverage science to increase collaborative impact.
    - Empower staff. Include them in the post-2025 discussions and decision making. Junior and younger staff are significantly more likely to see opportunities for change.
    - Create feedback loops. Ask staff for their input. Institutionalize partnership and collaboration. Show the staff how their feedback is being incorporated into decision making with clear commitments for change.
    - Promote and invest in lower-level staff.
- Audience #2: Partners (External) – the CBP is a regional partnership between federal and state agencies, local governments, NGOs, academic institutions, with public advisory committees.
  - Barriers:
    - The Partnership lacks structure for authentic stakeholder input.
    - The Partnership does not always have the right people participating.
    - Underutilized as a resource.
    - Lack of trust? Collaborative work moves at the speed of trust.
  - Opportunities:
    - Revisit the Partnership Principles in the Chesapeake Bay Watershed Agreement to identify opportunities to collaborate moving forward.
    - Use the Partnership as a resource of expertise. They are the practitioners leading on the groundwork.

- Include public partners in the Beyond 2025 Steering Committee. Not just the public comment period.
- Audience #3: Public (External) – the public includes active volunteers, grantees, and general public.
  - Barriers:
    - There is little visibility in decision making. Promote what is happening now post-2025.
    - Lack of space and acceptance for public input. The general public rarely participates.
  - Opportunities:
    - Tie each *Watershed Agreement* goal and outcome to people and healthy communities. Make them relevant to this audience.
    - Utilize the Partnership to inspire and reinvigorate people. Promote the Beyond 2025 work to the general public. Use the press and social awareness campaigns. The Partnership has greater access to the general public.
    - Use the Partnership to create and push out resources for the general public to weigh in on Beyond 2025 work. Host listening sessions with grantees and the public; and ask grantees for their feedback.
- Based on the barrier and opportunities discussed for each audience challenge, the Chesapeake Bay Program needs to consider a cultural shift by:
  - Refocusing on the Partnership. It's time to create something new.
  - Considering that public input is valuable, not a burden.
  - Shifting toward a more collaborative, inclusive, equitable structure for community engagement.
  - Considering the opportunities and changes mentioned don't require money – they require a behavior change and/or policy change.
  - Reading the DEIJ report.
  - Asking yourself...How can I be more inclusive? How can I be pushing for change? How can I break down power structures? Where can I use my voice?
- Reminder: “This whole idea that the Bay of the future is not going to look like the Bay of the past is a big pill to swallow.” That doesn't mean giving up on Bay improvements, she added. “We're not going to stop, but there are signals that we could be doing things better, and how we can do that.” – Denice Wardrop, Director of the Chesapeake Research Consortium
- Q&A and Takeaways from Participants
  - **How do we engage with the General Public, when most of our meetings are during the day?**
    - Host town halls and reach out to the council's on how to schedule and engage. Take advantage of the community meetings that are on the calendar, and attend to listen, observe, and ask questions.
  - **How can we figure out better ways to get the metrics out.**
    - We conducted a focus group on report cards; and the public did not want to read the information. We need to have simple action-oriented messaging for communities and lawmakers. For example, if these factors matter for my health, then tell me what I need to do and focus less on the

- ecological science.
- **The panel has provided great suggestions and opportunities to move in a different direction. What are key first steps?**
  - Across the board – get your house in order internally, these internal processes must be in place first at the staff level.
  - Contractor hired to do 2025 – can help with what brought up during the panel discussion. People in the room smart, all voices matter. How bring partnership forward and be ahead of the curve. New leadership – need to be interested in collaborative science.
- **Does anyone have a concern that this conversation pulls us towards profiling our colleagues? For example, the differences between what the new guard sees versus what the old guard brings. Does the younger guard roll their eyes at the older guard? Are we doing the same thing to our waterman.**
  - Get back to going to community meetings. You will be able to see the diversity in the room. Meetings include residents and stakeholders that bring community perspectives. Participate as a member of the public in these meetings; these steps should help alleviate the concern over profiling.
  - Attend a housing meeting, think deeply about what a community wants and what they might be seeking.
- **What is the real appetite for change?**
  - Change is hard. We need to continue to participate and engage in conversation.
- Closing reminder – environmental problems are social problems. Great sign of things to come by including this panel in the Biennial Meeting.

## 5.2 Screening of Eroding History with filmmaker Rona Kobell, Co-Founder Environmental Justice Journalism Initiative, EC #1, #8

- Introduction provided by Kristin Saunders, UMCES. Rona Kobell’s documentary tells the story of two Black communities on the Deal Island Peninsula located on Maryland’s Eastern Shore that are losing historic and cultural resources to sea level rise and climate change. The movie focuses our thinking on the intersection of community, environmental justice, protection of historical, cultural, and living resources, and the disproportionate impacts of climate change to underserved communities.
- The ensuing discussion allows us to reframe our approaches, think about what it would look like to center our work on community and living resource needs and adapt our Agreement in a way that reflects not only emerging science but also makes our work more relevant to all communities.
- Questions/Clarification
  - **Why did you make the film?**
    - Rona Kobell has been covering the Chesapeake Bay for a long time. It took her a while to recognize that land is the wealth that you have. If you lose your land, you lose your wealth. Not just the lower land, but laws and customs on the shore and in the country working together to take away general wealth from Black people.

- **What are your plans to continue to show the film; and is there a communications plan?**
  - Rona Kobell is the communications plan. Film is not available online; however, Ms. Kobell will work with groups to determine a schedule for a screening.
- **What do you feel is Chesapeake Bay Program’s role in supporting this work?**
  - Expand the outreach to communities in shallow water areas. The outreach cannot be a “one and done” community meeting. Communities need you to come back. In addition, they need to know what resources are available. Black communities on small tracks of land in the shallow areas do not get the same support as the money going into preservation of plantations.
  - Agreed there are policies in our control, for example, section 319 – how many of those preservation sites are in underserved areas. Need to discuss within the partnership and go into the communities. Meet people where they are – Church on the Bay is once a month. We can meet with the community after church.
  - We need a dedicated team to deepen our understanding of the systemic problems.
  - Equality vs equity – more about being in action and who gets to participate in the conversation.
- **What are the relocation efforts?**
  - The community knows the island is going underwater and leaving is inevitable. More than \$25M was spent to shore up Smith Island, also the same for Tangier Island. The question to a Black community, why are they neglected? People understand their home is eroding; however, they are vibrant, tough, smart group of people who are focused on their community bond and what they can do together. The Deal Island community will still exist and find somewhere to meet.
- **How do we counter “They need to learn the rules”?**
  - A jarring and classic example of barriers and binary thoughts about racism. By providing outreach to underserved communities, we can discuss programs available and be present to ask questions about assistance.
- **Brittany Hall:** Not just celebrate the good intention but understand the impacts to the underserved and marginalized communities. Race is the number 1 socioeconomic factor that leads to injustice. This film says it all in 25 minutes. Reality is that people do think “need to know the rules.” It is not all and everybody, need to think about the communities that have been harmed intentionally and unintentionally by the work we have done in this room and the policies that are in place.

## 6.0 Session 4: Communicating Our Progress

### 6.1 [Implementing a Communication Strategy, EC #5 by Rachel Felter, ACB](#)

- [Presentation](#)
- Rachel Felter reviewed the key elements for creating a communications strategy and guidance for targeting messages to different audiences.

- Participants were asked to consider the below audiences selected by the Planning Committee:
  - A neighborhood association in an urban regional that represents a diverse, lower-income community.
  - Local government for a suburban community that does not regularly interact with the Chesapeake Bay.
  - Private landowners whose land touches the Chesapeake Bay.
  - A policymaker whose district does not regularly interact with the Chesapeake Bay.
- Participants answered the following questions for each audience:
  - What about the work of the Chesapeake Bay Program do you want to make sure these audiences understand so they begin—or continue to be—invested in our work? Invested could mean funding, advocating, or becoming a steward of the Bay.
  - What about the work of the Chesapeake Bay Program do you suspect they don't understand? Why do you feel they don't?
  - Craft one sentence for each audience that tells them (in a manner that will resonate with them) how we are reaching the goals of the *Chesapeake Bay Watershed Agreement*.
- Feedback on the Exercise and Messaging Recommendations
  - Understanding the members of the audience – can't say we are Chesapeake Bay Program and are here to help.
  - Engaging on the priorities of the audience, not have them pivot and meet our goals. We need to pivot our thinking.
  - Providing space for them to advocate for their communities within the framework of the Chesapeake Bay Program and those resources. We should refrain from going to neighborhoods to say what we did right when we have been historically bad. Acknowledge opportunity to acknowledge contributions of stakeholders and local communities and not just recognizing our work.
  - Tailoring the message to the recipient. Put ourselves in their shoes. Write a "and, but therefore" statement.
  - Inviting them to join the effort. We need to show that progress has been made, but there is more to do, and we need their help to accomplish our goals.
  - Using canned communications language won't work; we need to be genuine to open trust.
  - Using tag lines with an emotional connection. "We care about you," can't be tag line. The starter should be "We are in this together and need your support. We are all stewards of the watershed. Can we have a conversation?" This is an ask to participate.
  - Starting the conversation with who we are and what we do as an organization.
  - Note: Appreciated the exercise – makes our science and perspective better to think about these audiences, but so glad that the program has Rachel Felver and her team to provide assistance.
- Messaging Takeaways from the Wall and Jamboards/ Q&A From Day 1
  - ***Why do you feel it is important that we communicate to the general public?***

- We don't celebrate what we do well, for example, the science supporting the restoration. We should let the successes tell the story.
- We need the messaging on who we are but connecting it to the value of the community. For example, think about your local sports team. Messaging creates a passion around a subject and swag is created that helps connect the community. We need to have an identity and help people identify with us.
- We all like to feel recognized, but maybe some groups don't want to be associated with the Chesapeake Bay Program and the brand could turn them off. We have multiple entities that are part of the program. The communities need to know about the entities in the Chesapeake Bay Program that are connecting directly with them.
- ***How find the balance with being a part of the Chesapeake Bay Program and people's image of the Chesapeake Bay Program?***
  - We need to define the program so communities don't think it is just EPA talking to them. People do assume it is "EPA's" CBP and not the partnership. Do we need to tag the CBP and the partners?
  - There is a need to be unified in a common script to show who we are and where we fit. Is there a way to have a common script, but still the perspectives from the other entities within the partnership. There are always two sides.

## 7.0 The Way Forward & Wrap Up

### 7.1 Reflections from Reaching 2025 by *Sean Corson, NOAA*

- We may not be able to accomplish everything over the next 1.5 years but can put in the work and recommendations to get it started.
- The hybrid Biennial meeting worked well. Key points of feedback: 1) How we do our work, 2) Who does our work, and 3) Who benefits from it?
- We need an organizational structure to handle the variety of groups and work. In examining the current structure, we need to ask:
  - What do we want out these groups?
  - What should the Management Board accomplish?
  - Do we have the right people in those positions to do what we want?
- To engage people we are not reaching, we will need to go to the communities in the watershed and encourage them to discuss their interests. We need to look at the disconnect in what we are doing and what they want.
  - We may find questions related to cultural heritage, property value, food, or clean water. It will be important to be honest in what we think and what we can address; however, if we do not have the mandate, authority, or path forward to address their issues we need to be upfront. Setting up false expectations will deflate trust.
- Message or recommendation that we need more people and money does not resonate. We don't critically evaluate our organization and participate in meaningful engagement. If we want to advance these ideas, we will need to put in

the resources.

## 7.2 Reflections from *Beyond 2025* by *Jill Whitcomb, PADEP*

- We have lost the connection and without it we can't find common ground. Instill an "us versus them" mentality.
- We should maintain use of the hybrid platform; it makes it easier to participate and reach a greater group of people. Everything we do centers around people. We all have our roles and strengths as individuals and as groups.
- Our ultimate job is to serve the people. During this meeting many felt a combination of being overwhelmed, exhausted, or discouraged. We can't keep talking to ourselves.
  - Our job is to connect with farmers and community members daily. We need to work with the doers, private landowners, and residents.
  - We need to connect with the action leaders and those that influence others; and be open to new structures and not be beholden to existing frameworks.
- We have been working together for 40 years; it's time to reconnect and move forward to restore and protect.

## 7.3 Final Thoughts to Share

- Carin Bisland thanked the Biennial Planning Team for making the meeting happen; and reminded the partnership "This is a smaller watershed than it is a world."
- Brittany Hall thanked Kristin Saunders for helping us think beyond what we think of ourselves. We are more than just environmental organizations; we are working towards environmental and social goals. If we work together on how we communicate, what we do, and how we go about doing that work, we will be even more successful.
- Martha Shimkin closed the meeting – "this is one step in a long journey, we need to look back, look ahead, and stay present."





# Chesapeake Bay Program 2023 Strategy Review System (SRS) Biennial Meeting

Charlottesville, VA  
May 11-12, 2023

## Key Takeaways from the Day 1 Chesapeake Bay Café

At the 2023 Biennial Meeting, approximately 80 in-person participants and 20 virtual participants from the Chesapeake Bay Program engaged in a World Café process, referred to as the Chesapeake Bay Café. This process facilitated large group collaborative dialogue around questions that matter to our work within the Chesapeake Bay partnership. Small groups of around five persons each engaged in three rounds of 20-minute discussions regarding specific questions as they moved from table to table or via WebEx breakout rooms for virtual participants. Participants contributed to the previous round of discussions as they further explored the new round of discussions. Participants recorded their key ideas on butcher block paper set on each of the tables or via Jamboards if they were virtual.



Pre-designated facilitators managed their respective topics and questions remaining at the same table or virtual breakout group and summarized group discussions and key takeaways, which is shared in the Café Summary document. This document summarizes those key takeaways from Day 1 that focused on ten existing or emerging challenges to accomplishing the *Watershed Agreement* goals. Full summaries are also available in a separate document.

These ten challenges focused on the fourth consideration of the Executive Council Charge to the Principals' Staff Committee on charting the course to 2025 and beyond, which is to "identify opportunities to leverage action across multiple goals and outcomes of the *Watershed Agreement*."

These challenges are listed in no order of priority or importance:

1. To be more effective at centering people in the Bay conservation/restoration efforts for the future;
2. To develop and apply the necessary decision-science tools to allow effective and appropriate assessment of tradeoffs;
3. To express and illustrate the benefits to society of watershed and Bay conditions at a relevant spatial scale and how human activities, interventions, and climate change affect it;
4. To estimate what the future Bay and its watershed will look like under different scenarios of management;

5. To craft approaches to balance attention and efforts across all outcomes in the *Watershed Agreement*;
6. To efficiently monitor to assess progress on all ten goals of the *Watershed Agreement*;
7. To develop and implement approaches accounting for the interactions of climate change with other issues (vulnerability to communities, increasing resiliency, land use/land change);
8. To maximize the impact of management efforts for living resource response;
9. To incorporate learnings effectively and efficiently into all levels of decision-making across the partnership; and
10. To develop and apply the necessary social science tools to effectively involve and serve communities in ways that are equitable, fair, and just for all.

Each challenge statement had three framing questions:

1. What tools and resources do we currently have that can be applied?
2. What might we need to address the challenge that we do not have?
3. What is the next step we can take in implementing recommendations we already have on these topics?

Challenge #1: To be more effective at centering people in the Bay conservation/restoration effort for the future

1. There has to be a **shift in mindset from creating things** (tools, data, etc.) that we believe will serve our stakeholders, and then figuring out how to distribute them. Needs should be identified first and then data collected, tools created, etc. to meet needs.
2. To center people, we need to **understand their values and motivations** so that we can create programs and opportunities that align with them.
3. We need to have **focused listening sessions, and a broader inclusion of groups** such as the agriculture community and developers.

Challenge #2: To develop and apply the necessary decision-science tools to allow effective and appropriate assessment of tradeoffs

1. We have a lot of tools, especially mapping tools, at our disposal. It's about the **application of these tools in our decision-making process** through things like cost-benefit analyses and comparing tools across different resources to get a more holistic picture when creating decision-making tools.
2. We have these all these goals and outcomes, but **there has never been discussion on priority or balance of resources**. Putting resources towards one action is going to result in tradeoffs, but it would be easier to make decision on tradeoffs/where to put resources if we could assign value and prioritization to our goals.
3. There needs to be recognition that **everyone's priorities are not going to be the same, but there will be some that overlap**. For those that don't come to the top, there will still be people working on it because they are the experts in that field, and it is their priority.

Challenge #3: To express and illustrate the benefits to society of watershed and Bay conditions at a relevant spatial scale and how human activities, interventions, and climate change affect it

1. We shouldn't try to convince people of the benefits of the Bay but **understand what they care about in an ideal world and what their concerns are and align these with our (CBP) goals**. We should assess where there are overlaps and use the tools to help upstream populations that will hopefully positively impact downstream communities.
2. We need to **meet people where they are**. Some community members aren't very open to always having these dialogues. Some people don't have technology to meet, for example. We need to bring it down to a scale of **how it will impact you and talk about local waters** rather than the Bay. The Bay can be overwhelming, but your own creek could be more manageable.
3. There are a lot of ways that community needs, and **environmental needs can overlap and be mutually beneficial**.
4. At **what scale should we be modeling and mapping** things?
5. We have to **care about the resource before caring for the resource**. The knowledge about the resource is the start of it.
6. It's one thing to say that sea level rise is going to be two inches, but **what does that mean at the local level?** More flooding. Or warmer ocean temps (which sounds nice but not in actuality). (3)
7. We need to **make the Bay goals and outcomes relevant to local communities**, and recognized **we have tools and expertise** within the Partnership to help make this happen. The abundance of resources available for the next few years with IJA and IRA may allow us to accelerate our activities toward 2025.
8. **Marry the overall regional/watershed needs with meeting the needs of local communities** by connecting what we are trying to do for the Bay with the needs of local communities and people. We would encourage more action in support of Bay-wide goals at the local level if those actions are relevant to local communities to meet their needs (e.g., flooding, recreation, local jobs, local water quality, local habitat, and biodiversity, etc.). For example, quantifying and monetizing the benefits that communities receive from Bay protection and restoration activities. The MD DNR Accounting for Ecosystem Services (AMES) report is valuable in this regard and covers all of MD. It could be replicated but currently not available for the entire Bay watershed.
9. There was agreement that the **CBP has created a lot of tools** and has a wealth of information. But there were some **questions about their utility and whether we could do better** to make them more accessible and used more throughout the watershed.
10. There was acknowledgement of the **role of local watershed groups and continuing to work with them** as a resource and potential local delivery mechanism for action toward Bay Outcomes and Goals. Capacity building of these groups may be needed and linking together groups working within a local watershed (e.g., linking restoration-oriented groups with land protection groups or linking urban groups with upstream groups working in rural areas).
11. Perceptions of the CBP changed with the Bay-wide TMDL and that the program may now be perceived as more of an enforcer of the TMDL than a partner in proactive conservation. The reality going forward may be that it is a bit of both and that we need to **emphasize the proactive and flexible nature of the partnership with the backstop of the TMDL**.

Challenge #4: To estimate what the future Bay and its watershed will look like under different scenarios of management

1. There is a need for **strong communication channels within the partnership and with external stakeholders**. We can create fact sheets and tools, but if they aren't resonating, that is a problem. (4)
2. We need to accept that the Bay is changing, for better or worse, and we need to **allow for outcome target shifts to reflect rising populations, temperatures, waters**, meaning we need to shift from very fixed targets to using “response functions” as targets with envelopes of uncertainty (probability-based management). (14)
3. **Do we need all 31 outcomes?** (14)
4. **We have lots of needs:** community collaboration, communication tools, finer scale modeling/monitoring (maybe for non-water quality outcomes), tools to evaluate uncertainty, analytical tools for living resources, better understanding of behavior change, intermediate stability model, etc. (14)
5. **Sandboxing is needed to foster institutional innovation.** Need incentives. (14)
6. Look at **alternatives to BMP counting** (i.e., manage to outcomes not the number of BMPs put in place.)

Challenge #5: To craft approaches to balance attention and efforts across all outcomes in the *Watershed Agreement*

1. **Cooperation** is good.
2. Whenever, whatever the **vision should be expressed/characterized in terms of data, narrative, visualization**. Expect that people think and vision differently.
3. **Fewer and cross-cutting goals**.
4. **Benefits of partnership work should matter to the people**, the communities. They don't care that we have a partnership but rather that the habitats, waters, and the Bay are accessible, safe, clean.
5. **If you don't measure it, you can't manage it**. Needs – we have a decade of experience with the *Agreement*.
6. If I were a Governor, **I would never sign an agreement with outcome expectations that you cannot explain** to me. What is our target? What are we measuring to provide me with a status evaluation of where we are toward the target? What is the monitoring and analysis that I will see so we understand status change, i.e., progress toward achieving the target?
7. **Qualitative targets are ineffective**, diffusing resources without effective accounting to justify any and all investments and understand the return on investment. Make you goals and outcomes quantitative.
8. There are **issues of nexus to invite cross outcome interests to collaborate**, such as shoreline integrity. If we come together in the next iteration of the *b*, include shoreline management goal/outcome with the following intersects: wetlands, black duck (community waterbird integrity), forage/benthic invertebrate integrity, fish/shellfish habitat integrity, water clarity, SAV, SAV recovery capacity, wave energy, stewardship, and crab production.

Challenge #6: To efficiently monitor to assess progress on all ten goals of the *Watershed Agreement*

1. **More monitoring is needed for all goals and outcomes** and additional monitoring resources are needed.
2. Engage to encourage **more community science and monitoring** and expand the scope of community monitoring and make better use of the information gathered by community scientists.
3. Focus more on **explaining what our monitoring data tells us**. More resources need to be allocated to communications.
4. Allocate time, effort, and energy to **understand the impact of rising temperatures**. This includes but it not limited to monitoring.
5. Inject **more social science into our monitoring efforts**. Engage with people to understand what is important to them and make sure our monitoring efforts reflect that.
6. We are trying to do too much and understand way too much for a large geographic area. We don't **understand how these different pieces work together across the watershed**. An action team should concentrate on a specific area (e.g., sub-catchment or community) and focus on what we can "wring" out of the area (e.g., BMP implantation, toxics, water quality). We would use a systems-based approach with a focus on geographic area of interest and the people.
7. **Strong collaborations** within jurisdictions between state/local/government agencies, academia, and Federal partners has been helpful and to keep this going.

Challenge #7: To develop and implement approaches accounting for the interactions of climate change with other issues (vulnerability to communities, increasing resiliency, land use/land change)

1. **The "vision" for a restored Chesapeake Bay should account for the effects of climate change**. This means changing our systems of implementation, evaluation, and accountability to reflect uncertainty and the effects of multiple stressors/non stationarity. Science/information is needed to understand how climate affects this vision (what will the Bay be like in warmer climate?) and how we manage for restoration.
2. Communication, education, and information is needed to **address barriers for climate-adapted policy and implementation** and have a general acceptance and realization of shared vision/mission.

Challenge #8: To maximize the impact of management efforts for living resource response

1. Establish clear, easy-to-digest, easy-to-explain **definition for living resource response**.
2. Important to now **continue shifting of messaging based on what data is saying this week**. We can't always be showing that we are changing gears and have the locals react to that and then we return and change our minds three years later.
3. **Citizen/Community Science awareness**: Identify and share best practices that result in living resource response. How do we use social diffusion to get to this point? Have a town hall to share what is going on in their city.
4. **Continued funding commitment to Habitat Tracker**: If we don't have wetlands and buffers, we don't have living resources. SAV has always received financial and academic data commitment. (8)
5. **Focus water quality impacts beyond just nitrogen, phosphorus, and sediment**. There are other factors that influence living resources.

6. The TDML is the only thing we give incentives for because it is regulated. The TMDL process is taking us away from other focus areas. **Temperature should be added as a water quality standard attainment element in the TMDL.**
7. Most effected basins are focused on the deep trench, we are **missing the focus on the shallow waters.**
8. Coolers and heaters – **need incentives for more trees and riparian forest buffers.**
9. There are **opportunities to improve how we work**, such as communicating in simpler language, building relationships with relevant entities beyond the CBP, and improving our feedback loops (e.g., ecosystem responses, environmental monitoring, targeting our work/ management decisions, and organizational action).

Challenge #9: To incorporate learnings effectively and efficiently into all levels of decision-making across the partnership

1. **Expand the communications staff to simply package messages for PSC/MB for full context decision-making.** STAC is a tool for translating the science into talking points and recommendations.
2. **As issues/problems increase in complexity, they require increased engagement.** Issues in the lower left of the graph require outreach of the science to stakeholders. As problems become more complex, collaboration is necessary. Finally, the most difficult or “wicked” problems require co-production. **The necessary elements to reach a solution are trust, time, facilitation, and investment.**
3. **Longer Management Board meetings are needed with time to discuss issues for decisions.** Longer, in-person (particularly for Quarterly Progress Meetings) with thoughtful meeting structure. Shorter virtual meetings that utilize good meeting hygiene (i.e., no multi-tasking, pay attention to the conversations).

Challenge #10: To develop and apply the necessary social science tools to effectively involve and serve communities in ways that are equitable, fair, and just for all

1. **Expand the knowledge and capacity within our program for how to embed social science into our programs and thinking.** We have great resources for expanding social science, but we need to USE them.
2. **Co-develop with stakeholders**, investing in dedicated staff to keep those connections, and staying engaged after the work is done is essential and missing from our current approaches.
3. **Invest in community organizers and watershed organizations and conservation districts** may fill essential gaps to make us more effective.
4. STAC CESR and Rising Water Temps reports along with some other key lessons learned and spelled out in our retrospective for the Biennial meeting provide **clear first step opportunities to utilize social science tools to effectively engage and serve communities in a way that centers their needs but match our desired outcomes.**

## Chesapeake Bay Program 2023 Strategy Review System (SRS) Biennial Meeting

Charlottesville, VA  
May 11-12, 2023

### Key Takeaways from the Day 2 Chesapeake Bay Café

At the 2023 Biennial Meeting, approximately 80 in-person participants and 20 virtual participants from the Chesapeake Bay Program engaged in a World Café process, referred to as the Chesapeake Bay Café. This process facilitated large group collaborative dialogue around questions that matter to our work within the Chesapeake Bay partnership. Small groups of around five persons each engaged in three rounds of 20-minute discussions regarding specific questions as they moved from table to table or via WebEx breakout rooms for virtual participants. Participants contributed to the previous round of discussions as they further explored the new round of discussions. Participants recorded their key ideas on butcher block paper set on each of the tables or via Jamboards if they were virtual.



Pre-designated facilitators managed their respective topics and questions remaining at the same table or virtual breakout group and summarized group discussions and key takeaways, which is shared in the Café

Summary document. This document summarizes those key takeaways from Day 2 that focused on EC Charge questions. Full summaries are also available in a separate document.

#### Question #1: Value of the Partnership (EC Charge #7, #8, #9)

Participants were asked: What is the value of the Partnership to you in restoring/protecting/improving the Bay and its watershed? What would make it more valuable to you? What would add value? How would you make the Partnership more valuable to all communities? What is at risk without having the Partnership?

1. We need to **define our partnership** (e.g., a convener of partners, technical assistance providers). We shouldn't try to be all things to everyone. We provide resources and information to those at the local level; however, we are not the engager of individuals at the local level.

2. We need to **remove “inside” “outside” perspective**, where it seems to be EPA versus everyone else. We need to move past the “know the rules mentality” and be a more open minded, creative, and solution driven.
3. Water travels beyond jurisdictions. Participation and focus depend on **geographic location**. Do we need the **public to know about the partnership**? Will we (we equals all partners) sum up the accomplishments of the partnership at the end of 2025?
4. The **partnership is a Network of Networks and accessing the broad partnership requires understanding the connections and being strategic** about how to involve those whose voices that are not contributing. The Beyond 2025 Steering Committee needs to utilize our networks (and the resources they bring) more effectively. The work should not just focus on the outcomes but our governance, how we work, and how we can bring others into the work. We should be engaging others not just outreaching to others.
5. There would be a loss without the partnership that **would touch every dimension of the work and focus** of our management targets and efforts.
6. There is a **strong sense of the value of our work** which stands on sound science and science excellence.
7. There is collective interest in improving the value of the partnership by **garnering greater direction and representation of more socially-derived perspectives on how to manage the resources going forward** (i.e., interpreted or translated by me as CBP demonstrating a greater use of social science in support of our work going forward), and bringing in new partners.
8. As we hear calls for accelerating progress, we **need to slow down** as we have intense internal schedules for the (staff) resources available. This may be a capacity issue, or a need to look into how we do our business each day to achieve our goals and outcomes and assess our efficiency and effectiveness with our available time and resources.
9. For increasing value to all communities, we need to **create more time and allow more space for greater interaction and collaboration with the public** to ensure representation of perspectives. We should also **assess how the CBP conducts business**, inviting new approaches into our work, generating greater balance across investments addressing diverse outcomes, all while better managing expectations.

Question #2: Stakeholder Engagement (EC Charge #7, #8, #9)

Participants were asked: What concerns do you have with stakeholder engagement? What excites you about stakeholder engagement? Consider the stakeholders represented on the three Advisory Committees, what does “effectively hearing from and listening to” them look like?

1. **Stakeholder engagement needs to go both ways**. In addition to inviting them to our meetings, we need to extend efforts to go to them for collaboration beyond just “listening”. There should be a **communication flow path both to and from stakeholders** that feeds back to the partnership through trusted sources.
2. Our **outreach to stakeholders isn’t enough**; not broad enough, not targeted enough, not outside our usual paths, not active enough, (passive), not diverse enough. But we don’t seem to have the capacity to do more.



3. **Connect our partnership to the existing networks** to move information in both directions and become the feedback loops to inform our work.
4. Acknowledge that **larger corporations are stakeholders** as well, and they have varying levels of interest in engagement depending on their relationship with members of the CBP. Maybe taking initiative to hear their perspectives to understand.
5. **Marginalized communities look different in different places.** How we engage with them should be location dependent.
6. **More resources are needed for communication and engagement of our stakeholders** – both to gather and process that information.
7. **We don't have enough trained communicators, trusted sources, or translators.**
8. **Go into community with authentic engagement and LISTEN** to their needs, not with our list.
9. **Get beyond our traditional sphere** to include watershed organizations, community organizers and advocates, conservation districts and volunteer groups.
10. **Communication to the public at large should run through trusted sources** versus coming from the Bay office.
11. If you aren't **geared up for a good engagement strategy**, don't do it. It's hard to undo bad communications/engagement.
12. There was an overarching theme of frustration and acknowledgement of the **lack of authentic engagement**. However, the majority of comments were suggestions in how it could be improved. Authentic relationships, going to practitioners and those on the ground implementing efforts, and thoughtful mitigation of bureaucratic processes.
13. Consider **making Choose Clean Water Coalition a signatory** on behalf of stakeholders, practitioners and NGO community.
14. Need to **engage the agriculture industry**. Biggest focus for needed nutrient reductions.
15. **Urban sector should have a technical assistance mechanism** similar to Ag. Ag extension offices are an example of this. Will require training and development of staff.
16. **Co-develop actions, plans, agreements when in community and invest in and recruit community organizers** to bridge to hyper local community level.
17. Need **better branding for CBP**.
18. Need to **manage expectations more**.
19. Need to do a better job of **flipping the narrative** in our favor.
20. We should have a **full-on partnership conference about our goals** (and outcomes).
21. **Increased clarity in roles of Advisory Committee members** would increase efficiency when communicating needs to MB and this may not even be the correct channel for addressing the identified needs. Maybe a dedicated facilitator between these groups could address this challenge.
22. Have **authentic engagement with our own Advisory Committees** throughout the year and show action that directly correlates to their recommendations.
23. We should **recognize the strengths of Advisory Committees** and how to leverage them better. We should bring them more into our regular work (brief them more; seek advice more), provide more briefings to them.

24. We need to **educate partners about who and what the Advisory Committees are** and how they can help us. Integrate them into the feedback/learning loops.

### Question #3: Refining the Agreement (EC Charge #3, #4)

Participants were asked: What is working well with the Watershed Agreement? What is not working well? What is working well with the Watershed Agreement? What is not working well? Does our governance structure and process need to be changed? Why?

1. **Building trust and credibility** is very important, especially at the federal government level.
2. Use language and communication strategies that **resonate with your targeted audiences**.
3. **Bring in the people element** when considering updating or revising the Watershed Agreement goals and outcomes.
4. **Meet people where they are**; don't impose your priorities – hear from local communities what their priorities are and go from there.
5. General need for **more public involvement and input and integration of social science concepts** and practices.
6. Complex problems will require complex solutions across the Bay and the greater watershed. **Change is needed**, as doing the same things that aren't working will not lead to reaching our goals.
7. **Focus on what's realistic to accomplish** – incorporate more S.M.A.R.T. goals.
8. **Emphasize and account for the interconnectedness of outcomes in management/funding/policy decisions**. This will lead to more effective administration and restoration/protection and help communicate complexity and uncertainty (multiple factors at play) of efforts, which affects accountability (i.e., focused on outcomes and learning not counting).
9. **Find the commonalities amongst outcomes** – how can they benefit each other? Do more **cross-pollinating across the outcomes** (and GITs/workgroups) and look for those intersectionalities.
10. **Cross-collaboration between workgroup GITs** may be a way for the partnership to become much nimbler is how we solve problems.
11. **Look at the return on investment and equity when it comes to meeting the goals and outcomes**. Understand how we got to where we are today (e.g., what was the driver in committing to a specific outcome) but **realize that today's priorities may be different**.
12. The current goal of "restoration" sets us up to fail, as highlighted by the CESR report. The Bay of the future will never be of the Bay of the past. We need to find common ground on **reasonable and achievable goals that protect all resources**, living and otherwise.
13. **Practical approaches to indicators that account for a holistic view** were seen as a path forward to assess multiple goals at once.
14. CBP and the Watershed Agreement provide for critical needs of focused action and shared vision, but the **size/complexity of Agreement and partnership lead to silos, myopic approaches** (i.e., approaches that lack systems perspective and don't connect outcomes), **and competition for resources** (which leads to less effective management).
15. More **power-sharing across additional dimensions** (e.g., other than water quality, younger generation) is needed; possible organizational scheme that incorporates connection between traditional hierarchy and innovators, with bottom-up approach.

16. One emerging theme revolved around the idea we can't apply one tool or solution across the watershed, as the various regions differ in terms of environmental, social, and economic factors. **Smaller, focused action teams from across the partnership** were seen as a potential way to tackle local problems in a focused way.
17. A proposed idea to **form an action team that concentrates on a specific area** was well received in the group.
18. The current structure (SRS and decision making) is burdensome and ineffective. Adaptive management is important, but SRS and workgroup/GIT structure could be revised and streamlined to **be less burdensome, more integrated, and more effective**. Adaptation timelines should be extended and "paperwork" should be minimized so more time can be spent on implementation and doing the work.
19. Limitations on time and resources point to **more efficient ways of monitoring** (and verification) as possible solutions.

Question #4: Additional Information for the Beyond 2025 Steering Committee (EC Charge #1-9)

Participants were asked: What do you care most about that you want the Beyond 2025 Steering Committee to know, focus on, or include in the planning for their work? Where are some areas for meaningful change that need to occur?

1. **Goals and outcomes need to be clarified**, have less ambiguity, be measurable, and have more aggressive targets and implementation. Further, the term water quality causes a lot of divides.
2. Only establish **quantifiable outcomes** when we have commitments to establishing common terms and vernacular, accounting system, personnel, and funding.
3. Focus on **core endpoint interests**.
4. **Aspirational inspirational goals versus practical achievable goals** are OK but these are often best evaluated qualitatively.
5. **Refine outcomes outside of TMDL water quality**, if not quantifiable refine language to be more specific so that measurement of progress is more doable and practical.
6. Provide **the same weight to people** as is given to the environment.
7. **Rebuilding/reimagining the partnership**. Chesapeake Bay Program should include full-time representatives, a clear team that can represent their state. We need to be more inclusive and with a deeper reach within communities. Digging into the state and regional level with NGOs who can work with the locals will improve visibility and help with relaying messaging.
8. **Consider the structure of our partnership and our SRS process**. Be more collaborative, efficient, and less bureaucratic.
9. Restructure the **Management Board**.
10. Different structure that includes **more representative leadership voices**.
11. **Ensure the organizations members reflect the demographics** of the watershed.
12. We need **different voices in the conversation**.
13. **Expand adaptive management**.
14. Push the **SRS system** down into the GITs and use summary stats for the Management Board.

15. Focus on **integrating more local partnerships and community organizations** (e.g., children, families, women, men, recreational users, hunters, fishermen, those with historical knowledge).
16. **Convey our work and progress in plain language** and look at ways to **increase accessibility** for things that matter.
17. **Better communication and collaboration among the partnership.** Siloed groups, not moving in the same direction.
18. Address **how what we do impacts communities.** This includes knowing where the neighborhoods are located and mapping spending on projects to where jobs are created.
19. Create **authentic partnerships.**
20. Evaluate and consider **breaking the TMDL out from the CBP daily management.**
21. **More transparency on where funding goes and opportunities to provide input on targeting resources.**
22. **Include stressors not limited to N, P, sediment.** A prioritized group of **toxic contaminants** should be considered.



## 2023 Biennial Post-Meeting Survey Results

Following the Chesapeake Bay Program's 2023 Strategy Review System (SRS) Biennial Meeting, a survey was sent to in person and remote attendees to solicit feedback on successful aspects of the meeting and areas for improvement. Overall, responses indicate that the Biennial was broadly considered a good meeting. Responses also illuminate what worked well at the 2023 Biennial Meeting and areas for improvement at future meetings.

There were 25 survey responses received. Of these responses, 22 were from individuals who attended the meeting in person, two were from individuals who participated remotely via webinar, and one was from an individual who attended one day of the meeting in person and one day online. Responses to the first six questions were required, whereas responses to the final six questions were optional. Responses were collected anonymously.

With an average response of 3.8, most respondents felt that overall, the Biennial was a good meeting. Some respondents felt that the Biennial provided enough time for discussion, while others did not. Including additional time for discussion is an area for potential improvement at future meetings. Overall, with an average response of 3.4, participants felt that the Biennial Meeting provided enough time to network and learn from groups individuals do not typically interact with.

The Biennial Survey responses helped identify several lessons about what worked well at the meeting, and should be continued at future Biennials. A general takeaway from survey feedback is that people enjoyed meeting in person, but also appreciated the flexibility of having a webinar option for participation. In person interactions were noted to help build trust across the partnership and were seen as important networking opportunities. Accordingly, the planning team should aim to **host future Biennial Meetings that emphasize in person attendance, but offer a webinar participation option that is supported by a tech-support contractor** to ensure high quality audio and video feeds.

Though each session received praise, respondents noted that the stakeholders panel and screening of "Eroding History" on Day 2 were particularly powerful and sparked conversation. The planning team should **continue to have an activity that makes us think differently** or examine our work through a different lens. Building on this theme, the **diversity of content and mix of session formats** (presentations, large group discussions, small group discussions, panel, film screening, etc.) was appreciated, and should be continued at future meetings.

Aside from several incidents outside of the planning team's control (fire alarms and unexpectedly tiny salads), survey responses also helped to identify some key areas for improvement at future Biennial Meetings. First and foremost, the planning team should **send the Biennial Meeting agenda and key discussion questions out to invitees at least one month in advance**. This will help improve understanding of meeting objectives and the topics that will be discussed, and will also support broader participation from across the partnership.

Additionally, the planning team should strive to better align the meeting purpose with who is invited to attend, and ensure the meeting space is not a key limiting factor preventing broader in person participation. In 2023, the purpose of the Biennial was to "convene the Chesapeake Bay Program partnership to fully integrate learnings into the charting of a course to 2025 and beyond 2025 for all

outcomes so that the response to the Executive Council (EC) charge is representative of the full spectrum partnership.” The premise was to use the adaptive management framework to help the partnership explore topics directly related to the EC charge, whereas past Biennial Meetings have focused more explicitly on the Strategy Review System (SRS) process. In 2023, broader participation from across the partnership would have been appreciated by meeting participants, given the broader topics being addressed. For future meetings the planning team should **consider the audience for the Biennial based on if the meeting will have a more traditional SRS focus versus topics of relevance to the broader partnership and stakeholders.**

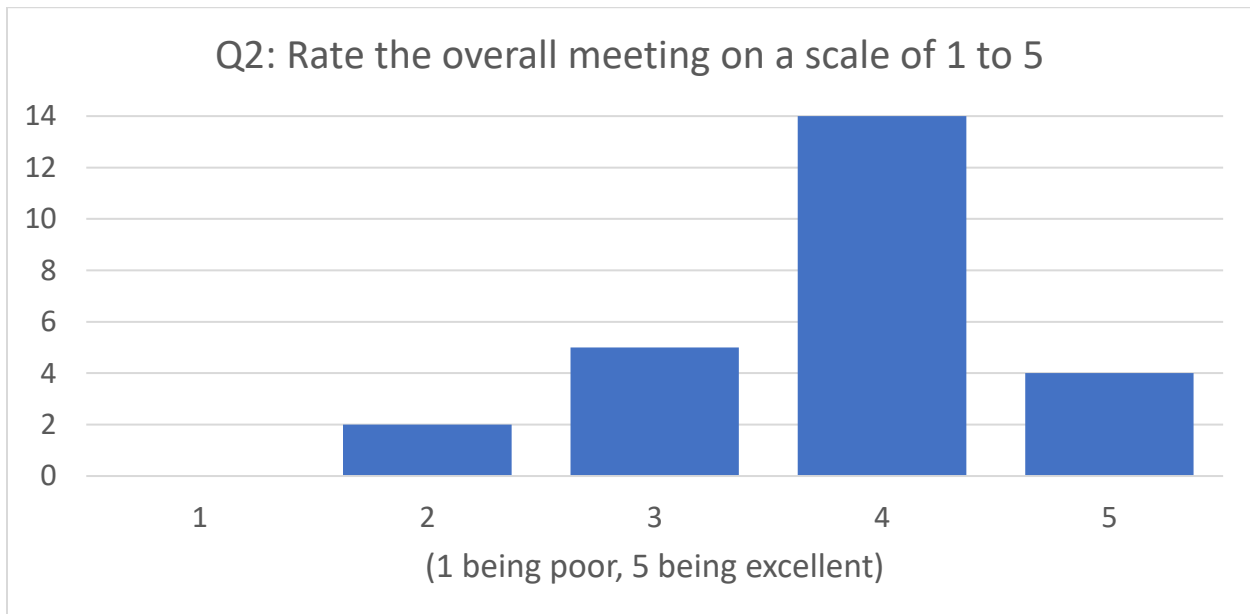
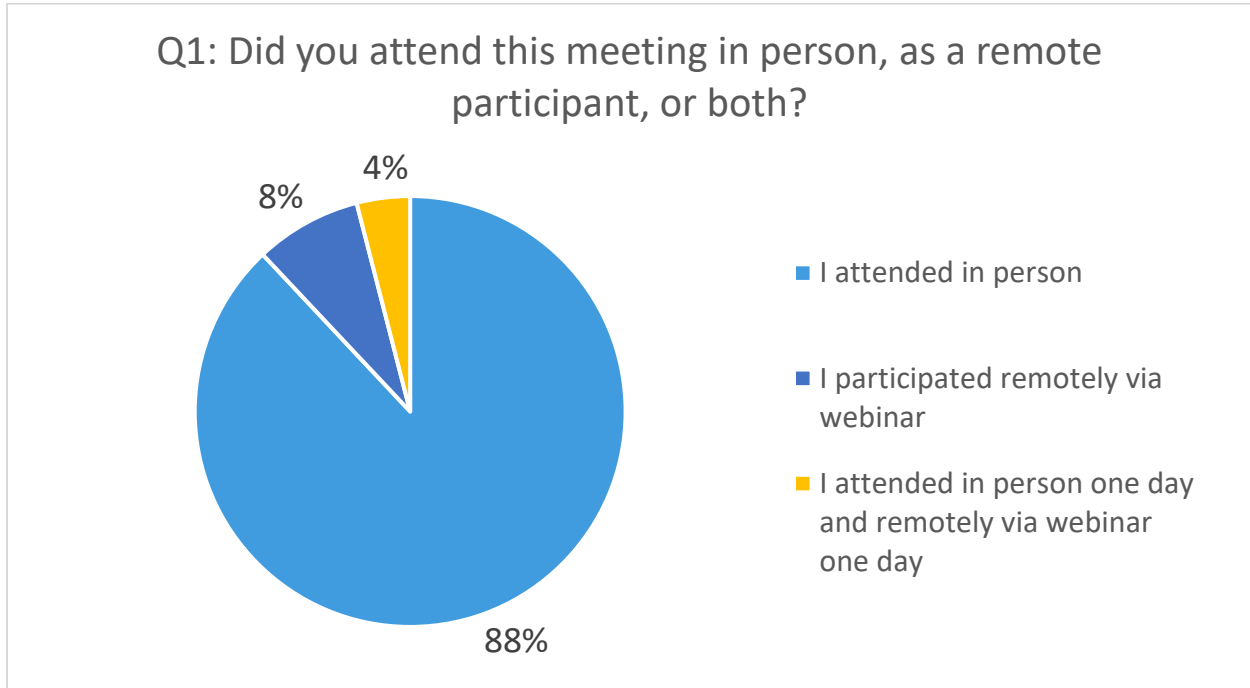
Conflicting feedback was received about the Bay Café session format; nine people mentioned the Bay Café or break-out sessions as something that worked well at the meeting, but eight people also highlighted the Bay Café as something that could be improved. If this format is used in the future, the **Bay Café technique could be improved by providing more time to reconcile and weight feedback within small groups and more time for report-outs and thoughtful discussion and synthesis with attendees, as a whole.**

More time for discussion after presentations and small-group discussions is a theme that was highlighted throughout survey responses. As the agenda for the next meeting is developed, the planning team should **consider how best to balance the agenda to allow for thoughtful discussion.** To accommodate such discussions, three respondents suggested making the Biennial Meeting a three-day event. A coffee hour or networking meal was also proposed. Though not noted in survey responses, the Biennial planning team also discussed the possibility of hosting some presentations as webinars in advance of the in person meeting to help participants prepare for thoughtful discussion during the meeting itself. All options should be explored by the planning team for future Biennials.

Responses to the Biennial Survey are provided on the following pages for documentation purposes and to allow for further exploration. Overall, feedback about the Chesapeake Bay Program's 2023 Strategy Review System (SRS) Biennial Meeting indicates that it was broadly considered to be a good event. Lessons Learned about what worked well at the meeting and what can be improved will be revisited by the planning meeting to support the improvement of future Biennials.

## Post-Meeting Survey Responses

The following pages document the responses to the Chesapeake Bay Program's 2023 Strategy Review System (SRS) Biennial Meeting's Post-Event Survey. A total of 25 survey responses were received.



### Q3: What worked well?

- detailed planning of the topics, mix between presentations, small group discussion and feedback opportunities
- A collection of short sessions that keeps people moving and engaged was helpful
- I liked the varying styles of information sharing, presentations, panels, movie screening, chesapeake café discussions, etc. Content was also on point.
- world café, and the partner panel
- Virtual option worked pretty well, especially since it was added on last minute!
- most everything worked well, world cafe, the panel and the movie were the best parts
- Small group discussions
- Cafe
- world cafe conversations, informal networking time
- the session on engaging local groups and stakeholders.
- Seeing partners and having discussions about a wide range of topics.
- The presentations were all fantastic, the candidness of the speakers was much appreciated, and I also liked moving from table to table to weigh in on various topics.
- presentations
- Guest speakers were compelling.
- Allowing lots of time for discussion. I especially liked the presentation and discussion on the second day.
- "The planning team worked so hard on this meeting and i really appreciate it! You guys navigated technical and logistical challenges really well (audio, salads, alarms, and more!). BIG THANK YOU!!
- I thought the choice of presentations on the second day were great. Thank you for including the DEIJ topic/movie and discussion, as well as the stakeholder panel. I also loved Rachel's presentation on the communication aspect of the program. Really eye opening. "
- The framing presentations, plus the pre-meeting materials set the stage well for the discussion. Specifically, Katheryn's presentation on outcome attainability and the CESR presentation seemed to get participants thinking about each topic and how the CBP can respond and improve. Rachel's presentation at the start of the first day where she had us turn our name tags around was an excellent tone setter.
- Good presentations, I generally liked the Chesapeake Bay Cafe concept for small group discussions
- Having in-person and virtual attendance options. Group breakouts.
- CESR report outs panels with discussion, networking
- I really loved the diversity of sessions, the multiple opportunities and ways to provide input, and the emphasis on people on the second day both in terms of diversity and engagement. Really important to our work. The location was great - really walkable area with lots around to explore when you needed a break or wanted to go for an early morning stroll. I also appreciated the assigned table. I was able to connect with new people and loved that!
- Networking and having the opportunity to talk to people in person
- The purpose and structure were laid out well. It was good to have time dedicated to thinking through a lot of these burning issues, and to get together in person.
- Being in person and incorporating small group conversations
- Lots of content, but we'll planned

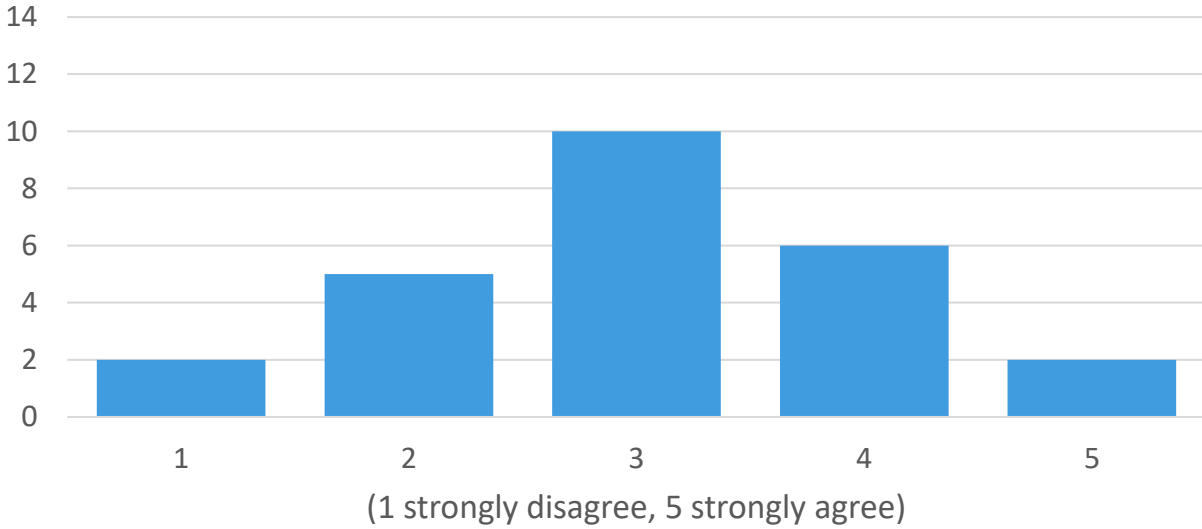


#### Q4: What could be improved?

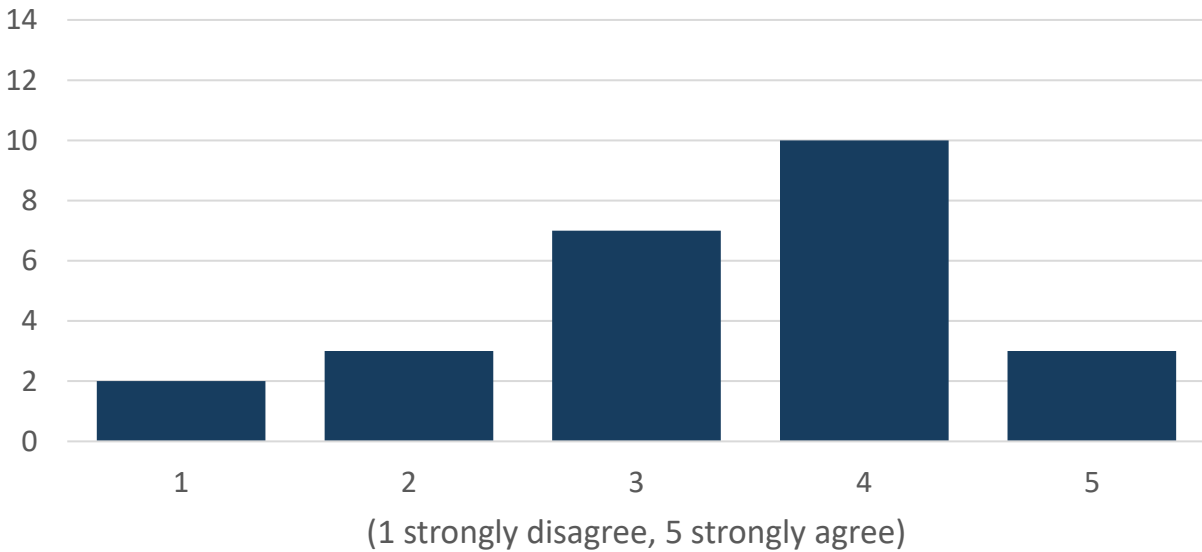
- gallery walks and poster sessions were difficult to absorb partly because of the space provided and because of the volume of material. Perhaps organizing groups to walk together to each station where the presenter could offer high-level takeaways would work better. Not all posters were attended and many of the discussions in that space were networking (still important!) instead of focused on the material.
- Somehow, having more space for deeper introspection sharing on key topics. The quick hitting work is good, but I am sure some deeper context behind one-liner's can add further useful insight. It was challenging to provide such thoughtful answers to such important questions at times even taking home some notes overnight to add in the morning.
- Would have liked some more time to dive into some of the more "meaty" topics like the panel discussion on stakeholders, the CSER report, etc.
- Could be more time for discussion, need for an extra day to accommodate for better time management, wish there was a proper coffee hour prior to the meeting to help promote conversation. Location was also small and way too tight for this group, something to accommodate more folks next time should be considered.
- Larger space for broader Partnership involvement.
- minor tech problems or quick agenda changes are unavoidable but can always be improved
- Abundance of CBPO attendees but lack of connection with model world and outcomes
- timing of meeting on in person travel meeting on a Friday, had several key people leave before they should have.
- gallery walk (a big-ish time commitment, but wasn't well attended)
- Not enough discussion time. No report out from the world cafe session on day 2 to actually hear what people were thinking that would let us look for common messages.
- The world cafe breakouts sound better in theory than in practice. They provide a lot of time for people to speak out without any attempt to reconcile that feedback. As a result, there is a feeling of having it being a waste of time. Seriously consider not including that approach in the future.
- That fire drill could have lasted a couple more hours to reach maximum awesomeness....
- The interactive part of the meeting, the discussion was cumbersome and confusing at times
- Facilitators during breakout group can use more consistent guidance in their duties. Some seemed more experienced and had a good command of the group and some seemed to sit back more and are reticent.
- The food for lunch and providing coffee in the morning. Some of the questions in the breakout sessions seemed redundant.
- Providing the materials 1-2 weeks beforehand - especially the discussion questions and the agenda, but presentations would be nice too. Better communication to our program partners beforehand (many were asking me questions i did not know the answer to). Clearer explanation of the purpose of the meeting - I kept hearing from partners (up until the day of the meeting) that they were unclear what this meeting was about. Clearer communication of the "deliverables" or outcome of the meeting (what do we want to take away from the meeting?). Inviting the entire partnership, or at least extending the invite list. More facilitated discussion with small groups. Better allocation of time for presentations, such as CSER report. More buffer time between breaks.

- While I understood conceptually what the point of the Chesapeake Bay Cafe was, I never felt like the actual end use of the comments was clear to me. For example, I know it was supposed to be informing the Reaching 2025 and Beyond 2025 committees, but there didn't seem to be a guarantee that they would use the findings in their work. Given how much time we spent on it, I'm not sure the end use was clear enough or justified enough. Additionally, the meeting felt like whiplash because we would talk about one topic, then jump to another, and another. They did not feel as cohesive as could be. Perhaps in the future we have synthesis sessions at the end of the morning and afternoon to talk about how we could integrate that session's components into our work. Overall, I felt like we needed more time at the Biennial spent discussing how we will implement the conversations into our day to day work.
- Have more time built in for discussion after each presentation
- Having more time for related science and discussion of the science. Lunch meals provided.
- I didn't get much out of the breakouts but it was good to connect with people then,
- I know that the agendas are always packed, but since this is a meeting that only happens every two years - perhaps a 3 day meeting is in order, or two and half days? What I found lacking was time to digest, ask questions, reflect, and have larger group discussion where you can build on what you have been hearing in a more collective fashion. Using the CESR report as an example, we were bombarded with information given a few minutes to ask questions but not enough time to really reflect to discuss HOW to use the information or WHERE it could be applied in our subsequent discussions. Same could be said of the diversity conversation or the social engagement information. I would also have loved to have a large group conversation after the world cafe to discuss common themes or dig into new thinking. I know that some of that was taken care of during the write up, but continued conversation allows for further development of those ideas and generating new evolutions and refinements of perspectives. The report out just documents the first, surface level thinking.
- World cafe didn't seem effective, too many CBPO staff there.
- It was a lot all at once, very intense. And yet, maybe another day or half day could have been added, to stretch it out a bit and allow more time for breaks, conversations, digesting together what we were discussing, and some interpersonal bonding. I'm not sure I liked the world cafes.
- More time for some of the presentations and for Q&A (particularly the CESR report)
- Larger meeting space. Coffee hour in the morning for networking

Q5: Indicate how strongly you agree or disagree with the following statement: The Biennial Meeting provided enough time for discussion.



Q6: Indicate how strongly you agree or disagree with the following statement: The Biennial Meeting provided enough time to network and learn from groups I don't typically interact with.



## **Q7: Provide any specific feedback on what went well or what could be improved for the Chesapeake Bay Café and Café Reflection sessions on Day 1 and Day 2.**

- The Bay Cafe was an effective tool for gathering feedback from all participants.
- Same answers as above - excellent quick hitting, engaging, style helped keep folks thinking, working, moving. A connected period of time, maybe having the lunch served in the cafe area to allow folks to eat, walk around, continue to comment - that is the kind of time I needed... but then that conflicts with networking/catch up time. But perhaps there is room to schedule an hour of "study hall" after a cafe session - your choice, network, continue commenting, catch a nap in your room. It would be interesting to know if others feel like such options would garner much from the masses, or just a few people wanting to empty the brains on the pages beyond the quick hitting response time.
- The Chesapeake Cafe went well, but not sure if the outcome was any better than a traditional small group brainstorming discussion. It was difficult to pick up where the previous group left off. Linear thinkers (like me) had a harder time navigating the haphazardness of the table clothes and discussions that followed from group to group.
- I thought these were good questions that opened up lots of ideas.
- could have spent a lot more time on the debrief side, may warrant an extended discussion now that all of the notes/comments have been summarized
- There was a disconnect between outcomes and model world. The Phase 7 model is in full development, yet we discussed lowering the priorities for the WQ attainment outcome. If most of the resources are being spent on the models, how will the re-prioritization of resources for other outcomes be accomplished? Fewer staff and more technical experts should have been in the room.
- The Task was huge and may have required much more forethought than I gave it. It became an immediate brainstorming session (Spaghetti against the wall) rather than a deliberate well thought out exercise.
- I didn't find the world cafe sessions to be helpful. (1) There wasn't actually discussion among table members - we just added content to the papers on the table. (2) What was written on the tables was generally a short phrase or sentences - not enough detail to provide context or nuanced thinking. If we try this approach again, really need to have more time for discussion and synthesis of ideas during and after the session. Glad we tried them, but I don't think they worked.
- The breakout groups were too small. Having fewer with 8-10 people would be better to get a mix of experience and tenure in each.
- I kept forgetting to walk around after the Cafe sessions to add to other groups' questions/papers. It could be nice to allocate 5-10 minutes for everyone to walk around from table to table to just read what others have written. I did like how they were posted on the walls, but again, I just kept forgetting and we didn't have much "buffer time" for breaks.
- "What went well: 1. Assigned seating so different people were sitting together. 2. Rotating groups enough so they could participate in different conversations, but not so much that there was not enough time to get into a serious discussion. 3. Moderators who could speak to the previous groups' conversations.
- What could be improved: 1. Moderators ensuring that everyone has equal opportunity to speak. As it was, some of the more vocal participants dominated the conversations. I recognize this experience would have varied from moderator to moderator. 2. A clearer end use for the

conversations. At times, it felt like the exercise was somewhat futile because the conversations were so wide ranging that it would be difficult to derive any implementable recommendations or conclusions for the Beyond 2025 committee to use. 3. Slightly more time for discussion at each table, so groups could attempt to synthesize their conversation into a statement. "

- Making it less complicated- having a fewer number of questions to address, letting participants indicate which topics they are most interested in discussing and assigning groups accordingly. Some of the questions I was assigned I didn't feel like I had much to say about.
- There should have been more inclusion of the agriculture sector as part of the discussion because the discussions directly effect many of the goals dependent upon agriculture cooperation and investment.
- See my general "what could be improved" comment about more time to discuss the world cafe responses. We had time to hear the report outs but not really enough time to discuss what we were hearing to do some collective thinking and digesting.
- The facilitators of the cafe at the tables didn't seem to understand the exercise and I don't think it was as effective as it could have been. It was overly complicated.
- Main thing that comes to mind is that I ended up in some where I really couldn't answer the questions because they weren't relevant to my field. I get it that there's some strategy in randomly assigning people to those small groups, but maybe some of them could have been self-selected, so we could work on areas we feel strongly about/ prepared to discuss.
- There was some confusion amongst the facilitators about what we were meant to be doing during each round. But I appreciated the opportunity to collect thoughts across a broad spectrum of participants ahead of the important conversations that the Partnership is facing.

#### **Q8: Provide any specific feedback on what went well or what could be improved for the Gallery Walks on Day 1 and Day 2.**

- Too much informative to be properly absorbed and used in the meeting.
- Good for engaging over key, valuable topics. Thanks tons for prepping and printing the posters for us!!! Lifesaving!!! I didn't really see a downside to the Gallery Walks.
- There wasn't a lot of time to truly immerse ourselves with all of the posters. The location being further from the main meeting space also made it more difficult. I fear the time that all the poster leads put into preparing the posters did not yield as much feedback to them and insight to us as perhaps planned.
- More time and better location. Very cramped location. Could have also been better if we had a coffee hour and happy hour in the space
- was a little crowded and the elevator was a chokepoint
- Room was too small, but it was a good attempt to engage people in a different way.
- not sure the Gallery walk was even necessary?
- I liked these.
- The gallery walks were a lovely idea but the room was too small and it immediately got too loud to hold a conversation about the information on the posters.
- They were too compact and crowded. 5min lightning talks would be better.
- The gallery walks felt secluded, but maybe that was more of a space issue. More clear direction on the purpose or theme of the posters (are we supposed to be creating posters on CBP tools

and resources? or were the posters on any CBP project?). More time to create the posters would be nice too :)

- Only when poster presenters were required to be there, did it actually feel like the Gallery walk was taking place. On other occasions where it doubled as a break, no one really showed up, so poster presenters did not have as much a reason to attend. Perhaps there could have been another, dedicated time for the posters.
- I really didn't have anyone ask me questions about my poster. I think most people were already familiar with the topic I my poster focused on so I'm not sure making/presenting the poster was worth the effort.
- Have the authors/ publishers of the reports to be at their displays to foster discussion about the topics.
- "Personally, I didn't think the gallery walks added a lot of value other than providing a place for people to showcase their work (which is always nice). I am not a tool user though, so perhaps if I was, I would have picked up a few new tools for the tool box. Since I don't engage at that same level, I took the time for a brain break, which was much needed, after walking through the gallery during the first break. If others thought it was valuable, I'm glad!
- If not, the juice may not be worth the squeeze. "
- Great to see all of those topics and tools discussed, but space was limited. A website of that information would be helpful.
- Kinda felt like people tended to just talk with each other not related to the posters. For all the effort that went into making the posters, I'm not sure how well they really did to spark discussion about what was on them. People were hungry to connect with each other.
- Tight quarters and lots of small words. I found it easiest to visit during off times in order to spend time with the posters.

### **Q9: Provide any specific feedback on what went well or what could be improved for any presentations, moderated discussion, or session activities on Day 1, May 11.**

- Good presentations
- No particular comments on the sessions. All valuable topics.
- These sessions were great! However better time management and more time for discussion should be incorporated into future meetings.
- nothing specific comes to mind
- Too many outcomes, and too much focus on metrics for outcomes that could be tied with other outcomes. Appreciated the CESR report findings and messages in there.
- the sessions were excellent, I think the real question comes with follow-up. i think we may need small steering groups for each of the topics.
- Needed more time to exchange ideas and discuss things. Felt like there were too many presentations and not enough discussion.
- I wish we had more time to discuss the CESR report findings.
- I was already familiar with the vast majority of material presented on Day 1 so would have appreciated more time for discussion on these topics
- The discussion and idea sharing was very good. It could be improved by having the discussion produce a document with top recommendations and/or ideas.

- As I said, we just need more time to reflect and discuss. I know that it is a delicate balance but with such a packed agenda with deep topics, you need a little processing time otherwise we are just staying at surface level and not really given an opportunity to really dig into any of this information as a collective.
- The communication strategy discussion was engaging, but a broader discussion of the CBP's communication role should happen. Outcome attainability made it clear to me that there are too many outcomes and we're seeking metrics that we don't need to track. The best presentation was Learning Forward, would love to hear more about the CESR report and see how it can be used to deviate from the status quo.
- Most or all of the presentations were very informative, and I'm usually a tough critic. I liked hearing from some of the subject matter experts that we don't always hear from.
- More time with some of these presentations would have been great, particularly with successes and gaps, and existing/emerging challenges.

**Q10: Provide any specific feedback on what went well or what could be improved for any presentations, moderated discussion, panels, or session activities on Day 2, May 12.**

- The Stakeholders panel was thought provoking, but some of the comments and questions, (especially the Spice Girls comment) came across as a dismissive microaggression or defensive.
- No particular comments on the sessions. All valuable topics.
- "I really liked the stakeholder perspectives panel and wish we could have spent more time on the topics that they raised. In general, I feel like engaging with stakeholders and listening to their feedback is more of a 'check the box' type of activity more than an authentic listening, learning, taking action based on their feedback.
- Implementing a Communications Strategy session was tricky. I think it was just too much at that point in the meeting. Our table had a hard time both because we were a bit drained from the second day chesapeake cafe, but also didn't necessarily agree that we should we be communicating with local stakeholders about the chesapeake bay program specifically.
- Movie screening was fabulous. THANK YOU for that inspiration! So many times, I am reflecting on the ""you have to know the rules"" quote from the planning commissioner (?) in the movie. I feel like we replicate that sentiment EVERYWHERE. I am sad, embarrassed and frustrated for us as a partnership. "
- These sessions were great! However better time management and more time for discussion should be incorporated into future meetings.
- the panel with Mariah was a high point, so was the movie with Rona
- Enjoyed the screening of the film and candid discussions that followed.
- Great story and very powerful message. Not entirely sure that there is an appropriate follow up?
- Needed more time to exchange ideas and discuss things. Felt like there were too many presentations and not enough discussion.
- They were all great.
- I loved the panel discussion, the screening of the video, and the communication strategy presentations!!

- "The film screening with Rona was excellent! I wish we had more time for discussion and could have a more extended conversation about the lack of diversity in the room.
- Implementing a communications strategy was a little too ambitious given the amount of time we had. If the scope of the conversation was narrowed, and included more points about how to collaborate with jurisdictional, agency, and NGO partners, I think the activity would have been more productive."
- I really enjoyed the Day 2 presentations
- Screening of Eroding History and Q&A with filmmaker Rona Kobell was nice, but when there is a discussion about increasing diversity and inclusion, it would be great to hear from someone that is a part of the minority community. Also hear from the corresponding CBP Committee.
- As I said, we just need more time to reflect and discuss. I know that it is a delicate balance but with such a packed agenda with deep topics, you need a little processing time otherwise we are just staying at surface level and not really given an opportunity to really dig into any of this information as a collective.
- Eroding History was fantastic, the conversation after was tough but necessary.
- I appreciated the stakeholders' perspectives panel and the space made for their reflections. I also appreciated the screening that both presented us with a very challenging topic and broke up the normal presentation/panel elements of the meeting.

**Q11: Are there any organizations or CBP bodies that were not represented at this meeting who should be invited to future SRS Biennial Meetings? Please note organizations in the space provided.**

- Tribal representation
- I would have liked to have been more inclusive in the invitation list. The meeting venue space limitation seemed to dictate who could come and who wasn't invited. Next time would love to have a venue where we don't have the same constraints and can invite more representatives beyond the CBP office staff.
- More representation from the Science Branch at the meeting.
- we have a vibrant NGO community that wasn't well represented, particularly on Day 1
- Modeling/technical community.
- more local landowners and ag community. More restoration specialists.
- I was surprised at how few jurisdiction representatives were in attendance. It was a lot of Bay Program staff and not as many partners as I would have like to see.
- NGOs (CBF, riverkeeper and watershed foundations, etc.)
- LGAC should have a speaking role. There was a lot of conversation about engaging with elected officials but no elected official was present really to present.
- Don't know.
- There were some coordinators of my workgroups that were not invited. Also, i didn't see many folks from the science branch there.
- It would have been useful to have local stakeholder groups represented from different tributaries and basins. For example, maybe inviting someone from each of the riverkeepers in the region so they can contribute local knowledge. I think having organizations closer to grassroots will help make our conversations less abstract.



- Depends on the purpose of the meeting. If it is really focused on SRS, it makes sense for the majority of the attendees to be folks integrally involved with the Bay Program already. But if the purpose is to have broader conversations about the Partnership, Beyond 2025, etc., then having more participation from community groups, NGOs, advisory committees, etc. would be worthwhile.
- State Association of Conservation Districts, other agriculture organizations like National Corn Growers Association, Master Beef, etc.
- I think it depends on the function. In previous meetings, the agenda was really focused on the SRS process, what worked well, what needed to be adapted, etc. In that case, I think the right people were in the room. But this "SRS meeting" seemed like it had little to do with the SRS and more to do with visioning 2025 and beyond. In that case, no, there should have been additional stakeholders invited to engage beyond just panel participants. Choose Clean Water, CBF, perhaps others. They may have been there for other reasons (panelists, workgroup members) but they should be invited to represent their organizations perspective and expertise.
- Voices from local governments (not elected officials) but actual BMP implementors, and other people that actually apply for and execute grants and implement projects.

### **Q12: Is there any additional feedback you would like to share related to this event?**

- thank you to the organizers
- Looking forward to using the reference material built upon community input to help plan and work through the next 2 years and beyond! Thank you for a job well done.
- Thank you so much for all the time and effort that went into planning this great meeting. It is so greatly appreciated!
- More representation from the Science Branch in the meeting planning.
- thanks to the planning team and Sherry!
- Provide a larger space for more people.
- Best part of the meeting was the time to reconnect in person with colleagues that we haven't seen. continue to push the partnership towards face-to-face meetings like this. We need to connect and build relationships to advance common goals of the partnership.
- I appreciated the decision to host the event on a Wednesday through Friday.
- It was a good event! One suggestion to improve inclusion- it can be nice to have optional social events planned in the evenings so folks that may not be as integrated have an option for more informal networking. Could be as simple as- optional mingling at brewery/restaurant X on the agenda.
- It was very well organized and allowed for the discussion and idea sharing of many in a orderly fashion.
- Thank you, thank you! It was a GREAT meeting overall and you could tell how much time and care the team spent planning it!
- Reduce the amount of EPA staff, bring in folks doing the work on the ground, less status quo, more innovation.

# Chesapeake Bay Program 2023 Strategy Review System (SRS) Biennial Meeting

Charlottesville, VA  
May 11-12, 2023

## Appendix A: Chesapeake Bay Café Day 1, Summaries of All Questions (EC Charge #4)



★ Denotes multiple tables or persons at the same table repeating or prioritizing the same item.

(#) Denotes the table number(s) that addressed that question.

### Challenge #1 Key Takeaways

#### **To be more effective at centering people in the Bay conservation/restoration efforts for the future**

- There has to be a **shift in mindset from creating things** (tools, data, etc.) that we believe will serve our stakeholders, and then figuring out how to distribute them. Needs should be identified first and then data collected, tools created, etc. to meet needs. (1)
- To center people, we need to **understand their values and motivations** so that we can create programs and opportunities that align with them. (1)

- We need to have **focused listening sessions, and a broader inclusion of groups** such as the agriculture community and developers. (11)

## 1.0 To be more effective at centering people in Bay conservation/restoration efforts for the future

### 1.1 What tools and resources do we currently have that can be applied?

#### Tools

- **EJ Screen.** (1) (11) ★

#### Resources

- **Student/teacher resources** (MWEEs). (1)
- **Education.** (1) (11) ★
- Experience with process used to devise **PA county-wide action plans.** (11)

#### Staff

- **Facilitation/communication** expertise. (11)
- Chesapeake Bay **storytellers.** (11)
- **CRC Staffers/Interns.** (11)
- **Advisory Committees.** (11)
- **NGO practitioners** and community engagement. (11)

#### Communications

- **Social media** engagement. (1)
- **Testimonials.** (11)
- **CBP websites** (Bay Backpack, Wetlands Watch, etc.). (1)
- Expert **facilitation tools/structured decision making.** (1)

#### Reports and Data

- **STAC reports** (rising water temp). (1)
- **Indigenous culture landscape reports.** (11)
- **Access to data.** (1)
- **Community monitoring** groups/data. (1)
- **Fish advisories** (bilingual). (1)
- **UMCES report card EJ indicator.** (11)
- **Community science** that elevates pollution issues. (11)
- **Citizen science.** (11)
- **Surveys.** (11)

#### Funding

- **Social subsidies/investments.** (11)
- **Economic incentives.** (11)

#### Policy, Regs, Enforcement

- **Policy creation.** (11)
- **Harvest regulations/food resource management** for sustainability. (11)
- **Enforcement actions.** (11)

### 1.2 What might we need to address the challenge that we do not have?

### Communications

- Generate data relevant to needs of stakeholders (those who want to take action). (1) ★
- More **ground truthing of local data**, what are **preferred methods of communication**. (1) ★
- **Science and data translations** into themes that resonate with the public (local technical assistance). (1)
- Communication of **how Bay is currently centered on people**. (11)
- **Two-way communication** between CBP and stakeholders. (11)
- Knowledge re: does **communicating actually make a difference?** (11)
- Focused **listening sessions**. (11)

### Social Science

- **Social science surveys** at appropriate scales, e.g., watershed specific or project-specific. (11) ★

### Stakeholders Engagement

- Understand **who our audiences are and how to reach them** based on their values, motivations, etc. (1) ★
- Are community members **receptive to our messages?** Willing to work with government? (1)
- Identification of **local minority ag producers**. (11)
- **Ag community** not represented. (11)
- Not **engaging developers** in conversations. (11)
- Time for development of **relationships and understanding**. (11)
- **Connections between agencies** that offer different dimensions. (11)

### Analysis of Information

- Taking advantage of **existing surveys**. (11) ★
- **Socio-economic analyses for water quality standards**. (11)
- Identification of **intersectional interests across cultural and socioeconomic sectors**. (11)
- **Revised policy on catfish** processing outlined in the 2008 Farm Bill (catfish only species with USDA oversight versus FDA). Eliminate the niche policy to allow for greater option and opportunity for reducing the impacts of expanding blue catfish populations in the Bay. (11)
- Appropriate **valuation of all expertise**. (11)
- Metric to match the use of the term **“sustainability” in the vision statement**. (11)
- Shake the anchor of the **CBP model**. Not all about the model. (1)
- **Resiliency hubs**. (11)
- Reporting on **people outcomes**. (11)

## **1.3 What is the next step we can take in implementing recommendations we already have on these topics?**

### Communications and Outreach

- Additional **social science capacity** to understand audience needs. (1) ★
- Build **outreach network** (for specific audiences, e.g., farmer advisories). (1)
- **Start conversations** re: why/how people are the center of Bay restoration. (11)
- Focused **listening sessions**. (11)
- Understand **public recreation interest** and promote them together with land conservation. (1)
- Incorporate messages and information into **existing plans and programming**. (1)

- Make good on **promises and accountability**. (e.g., grants, etc.) (11)
- Engage **developers**. (11)
- Create “gaming” modules for surveys, for data collection. **Make it fun**, create competitions, have prizes, pay people for participation, use app software, other gaming tools. (1)
- Reframe **water quality standards into visual representation**. (11)
- Change **approach based on needs**. (1)
- Certification of “**people-centered**” efforts. (11)

Tools and Resources

- Evaluation of current **tools/resources** on their use, effectiveness and understandability. (1) ★

Staffing

- Expand **workforce/job programs**. (11)
- Create **Ag Advisory Committee**. (11)
- Apply **CB Storytellers to Ag**. (11)

**Challenge #2 Key Takeaways**

**To develop and apply the necessary decision-science tools to allow effective and appropriate assessment of tradeoffs**

- We have a lot of tools, especially mapping tools, at our disposal. It’s about the **application of these tools in our decision-making process** through things like cost-benefit analyses and comparing tools across different resources to get a more holistic picture when creating decision-making tools. (2)
- We have these all these goals and outcomes, but **there has never been discussion on priority or balance of resources**. Putting resources towards one action is going to result in tradeoffs, but it would be easier to make decision on tradeoffs/where to put resources if we could assign value and prioritization to our goals. (12)
- There needs to be recognition that **everyone’s priorities are not going to be the same, but there will be some that overlap**. For those that don’t come to the top, there will still be people working on it because they are the experts in that field, and it is their priority. (12)

## 2.0 To develop and apply the necessary decision-science tools to allow effective and appropriate assessment of tradeoffs

### 2.1 What tools and resources do we currently have that can be applied?

#### Tools

- **Habitat tracker**/projects for increasing benefits/function that are not counted as BMPs. (2) ★
- **CAST**. (2) ★
- **Ecosystem browser** on CAST. (12)
- **EJ targeting tools**. (2)
- **SAV prediction** with climate tool (Coastal Atlas?) (2)
- **Proximity analysis tools** to prioritize where work is done for multiple benefits (e.g., public access within a certain distance for everyone). (2)

#### Data

- **High-res land use data**. (2) (12) ★
- **Stewardship survey**. (2)
- Apply **targeting portal**. (12)
- **Structured Decision Matrix** (e.g., oyster aquaculture vs. natural habitat regarding resource economics, Implan) (e.g, marine planning using Marxan). (12)

#### Staff

- **Experts** (STAC) (2)

#### Marketing, Outreach

- **Community-based social marketing**. (2)
- **Co-benefit factsheets**. (12)

### 2.2 What might we need to address the challenge that we do not have?

#### Tools

- Tools with **climate sensitivity**. (2) ★
- Better way to deal with **shallow water use conflicts** (e.g., SAV versus living shoreline or aquaculture). **Need a structural decision support tool and communication tools for stakeholders** when making these decisions. (2)

#### Data and Analysis

- Info to support **urban infrastructure overlay**. (2)
- Better way to quantify **environmental benefits** (e.g., cost-benefit analysis). (2)
- Understanding of **community-level willingness to implement BMPs**, not being over-reliant on mapping/targeting tools. (2)
- **Measure ecosystem accountability** not just population/abundance. Decision should not be made by just the CBP, need CBP and community, we are the community too. (12)
- Pair with **network science-based evaluation of CBP organizational structure and health** (12)
- Consider **criteria for grants**. (12)

#### Tradeoffs

- Quantification analysis of **tradeoffs**. (2) ★
- Tools to **evaluate trade-offs at high levels** (e.g., oysters versus brook trout). (2)

- Consider what are the **unintended consequences**. Look at negative at same perspective as positive. Consider if we are willing to live with the consequences. (12) ★
- Need tools to understand **tradeoffs of conservation versus restoration**. Need to understand loading rates better (i.e., do we have hierarchy right?) (12)
- Include **understanding tradeoffs in grants**. (12)
- Develop mechanisms to **assess natural infrastructure strategies and tradeoffs** to maximize benefits and ensure longevity. (12)
- Give attention to social science, assess community value, develop tools to help local government to **assess tradeoffs with their values and outcomes**. (12)

Assistance

- **Assistance to local governments** in evaluating land use ordinances to encourage sustainable development/decrease tree loss. (2) ★
- Need to bring in **more social science experts** into the partnerships and workgroups. (12)
- Need to **implement SDM** more – trainings. (12)

Prioritization

- Assign and agree on values, recognizing that even if something is not a priority that others will still work towards it because it is their priority. Allow for public health to be included. Not everyone needs the same priority, but it helps to know an **overall assessment of value and priority the partnership should follow**. (12) ★
- Need to **prioritize habitats and push actions** (i.e., BMPs). (12)
- Need **transparency of prioritization**, assigning values. (12)
- Geographic **prioritizing by land cover**. (12)
- **First identify what are priorities** before adding more. Right now, it is just too big of a job, too lofty, where do we put our energy and passion? (12) ★

Assessment of Outcomes

- Map out **dependency of outcomes** on one another. (12)
- What if the **goal and outcome is qualitative**? Is that so bad? (12)

**2.3 What is the next step we can take in implementing recommendations we already have on these topics?**

Communication and Coordination

- Put people in the room together on common issues to **facilitate discussions on overlaps, opportunities, and tradeoffs**. How can you discuss tradeoffs if you don't consider them all? (12)
- Communicate **community interests and existing tools to decision-makers**. (2) ★
- Support local planners through **communication of targeting tools**. (2)
- Determine **where current consensus/agreement exists to allow for more efficient focus on value/priority** discussion. List out by organization and then do cross walk. (12)
- **Decision science** to establish shared alignment. (12)

Assessment of Outcomes

- **Inventory of personnel and resources by outcome** to assess needs and tradeoffs. (12)
- **Mapping of influencing factors by outcome** could shed light on where there might be alignment and not tradeoffs. (12) ★

- Connect water quality to living resource response. (12)
- Money-to-money comparisons between BMPs, conservation options. **Prioritize BMPs by living resource outcomes.** (12)

### Challenge #3 Key Takeaways

**To express and illustrate the benefits to society of watershed and Bay conditions at a relevant spatial scale and how human activities, interventions, and climate change affect it**

- We shouldn't try to convince people of the benefits of the Bay but **understand what they care about in an ideal world and what their concerns are and align these with our (CBP) goals.** We should assess where there are overlaps and use the tools to help upstream populations that will hopefully positively impact downstream communities. (3)
- We need to **meet people where they are.** Some community members aren't very open to always having these dialogues. Some people don't have technology to meet, for example. We need to bring it down to a scale of **how it will impact you and talk about local waters** rather than the Bay. The Bay can be overwhelming, but your own creek could be more manageable. (3)
- There are a lot of ways that community needs, and **environmental needs can overlap and be mutually beneficial.** (3)
- At **what scale should we be modeling and mapping** things? (3)
- We have to **care about the resource before caring for the resource.** The knowledge about the resource is the start of it. (3)
- It's one thing to say that sea level rise is going to be two inches, but **what does that mean at the local level?** More flooding. Or warmer ocean temps (which sounds nice but not in actuality). (3)
- We need to **make the Bay goals and outcomes relevant to local communities,** and recognized **we have tools and expertise** within the Partnership to help make this happen. The abundance of resources available for the next few years with IJJA and IRA may allow us to accelerate our activities toward 2025. (13)
- **Marry the overall regional/watershed needs with meeting the needs of local communities** by connecting what we are trying to do for the Bay with the needs of local communities and people. We would encourage more action in support of Bay-wide goals at the local level if those actions are relevant to local communities to meet their needs (e.g., flooding, recreation, local jobs, local water quality, local habitat, and biodiversity, etc.). For example, quantifying and monetizing the benefits that communities receive from Bay protection and restoration activities. The MD DNR Accounting for Ecosystem Services (AMES) report is valuable in this regard and covers all of MD. It could be replicated but currently not available for the entire Bay watershed. (13)
- There was agreement that the **CBP has created a lot of tools** and has a wealth of information. But there were **some questions about their utility and whether we could do better** to make them more accessible and used more throughout the watershed. (13)
- There was acknowledgement of **the role of local watershed groups and continuing to work with them** as a resource and potential local delivery mechanism for action toward Bay Outcomes and Goals. Capacity building of these groups may be needed and linking together groups working within a local watershed (e.g., linking restoration-oriented groups with land protection groups or linking urban groups with upstream groups working in rural areas). (13)
- Perceptions of the CBP changed with the Bay-wide TMDL and that the program may now be perceived as more of an enforcer of the TMDL than a partner in proactive conservation. The



reality going forward may be that it is a bit of both and that we need to **emphasize the proactive and flexible nature of the partnership with the backstop of the TMDL.** (13)

### 3.0 To express and illustrate the benefits to society of watershed and Bay conditions at a relevant spatial scale and how human activities, interventions, and climate change affect it

#### 3.1 What tools and resources do we currently have that can be applied?

##### Outreach and Communications

- Habitat GIT – **targeted outreach for green infrastructure project.** Satisfied community needs and benefited the environment. (3)
- **Riverkeeper network** is really important with connecting local watershed issues to the people who live there and communicating those issues. (3)
- Huge **confusion about what all these organizations do** (CBF, CCP, CBP, CBPO). The name Chesapeake gets so dissolved. (3)
- Using **language that resonates with people you’re talking to** (e.g., fewer acronyms). For instance, the Bay conditions terminology doesn’t resonate much. Instead, crab populations, swimmability of waters could work better. (3)
- Need a **new strategy or new message.** The message isn’t getting down to the local level effectively. (3)
- Half the country doesn’t believe in climate change so it’s going to be a hard sell in the watershed for folks that don’t believe it. People want some kind of **answer as to why the Bay isn’t in better condition.** (3)
- **Work and communications need to be more specific to local conditions.** Case study examples that could be applicable to other communities. (3)
- Envision the Choptank (or similar models) which **engage locally over time to garner support** for action. (13)
- **Local watershed groups** in general are a key resource. (13)

##### Tools and Data

- **Local Government Guide to the Bay.** (13)
- **Chesapeake Bay Preservation Act.** (13)
- Existing local policies and programs that may be implemented to help strategically achieve Bay goals (e.g., stream protection/designations, land use planning, land protection programs, etc.)
- It was also suggested that maybe **we have too many tools.** (13)
- **Tree Canopy local data** recently made available. (13)
- The TMDL is a strong tool, but it has muddied the waters of perception between **CBP as a trusted source vs. an enforcer.** (13)

##### Incentives

- You may need to **change the incentives** (carrot and/or stick) and revisit any strings that are attached. (3)

#### 3.2 What might we need to address the challenge that we do not have?

##### Communications and Building Relationships

- Some of the modules that LGAC is developing is very useful. They are **resources to put in plain language the work we’re doing and how it relates to different communities.** (3)

- A significant amount of time is needed to **build relationships**. Trying to find the best way to talk with people and meet them where they are. We could benefit from **more social science expertise** and getting the experts to weigh in. (3)
- Gap in language – the way we’re used to communicating to each other – no normal person is going to pick up the STAC report and read it – **there needs to be a translator**. (3)
- **Trusted sources**→**translators** for local communities. (3)
- The structure is there but getting the message down to the local level can fizzle out, especially if the incentives aren’t there. **It’s about trust and incentives**. (3)
- Need to be able to **answer more detailed questions** that may go along with a blanket statement (e.g., bulkheads are bad for SAV). (3)
- **Need more credibility**, especially at the federal government level. (3)
- More focus on **conversations versus communication** (so it’s two way). (3)
- **People capacity** is an issue. (3)
- **Boots on the ground**, working with private landowners, trusted sources, translators. (13)
- **Flip the script** to make outcomes relevant to locals. (13)
- **Social marketing** leading to personal responsibility. (13)
- With **DEIJ** issues, might need something similar to communicate with. (3)

#### Support and Staffing

- When we work with a community, we’re often consultants and can only pick a couple communities and focus on a few things. Super expensive and takes many years. We talk about **scaling it up but that doesn’t always happen**. While we may not have the financial resources to do that, we do have the people. (3)
- There **needs to be organizations and leadership to assist these communities so they can make progress**. To know where that exists across two hundred counties, is very difficult. (3)

#### Funding

- **Need capacity funding** for local governments and other conservation partners (NGOs, etc.). (13)
- **Funding and strategy for long-term engagement**. (13)

#### Tools

- **Local parcel scale tools** - the relevant scale for many is very localized. Planning assistance to facilitate green infrastructure investment (both protection, restoration, and retrofits). (13)
- Current tools are hard to use or require expertise. **Find local priorities and bring the tools to help** rather than designing tools and launching them into space. (13)

#### Support

- **Give benefits to locals**, rather than take from locals to meet Bay goals. (13)
- All for the **local government modules**. At least for local gov planners, these modules do a good job of expressing those benefits that they hear about. (3)
- **Ask for help** without assigning blame. (13)
- WIIFM – **what’s in it for me**. (13)
- **Access to habitats and living resources** – “You can’t love what you don’t know.” (13)
- CBP partners have tools and expertise. Should we invest more in **getting that into the hands of local decisionmakers and practitioners** (e.g., circuit riders or other coordination)? (13)
- Diminished work force but there are **so many Bay committees** that we’re expected to participate in, even if the work affects just a small portion of the state (e.g., DE). (3)

### 3.3 What is the next step we can take in implementing recommendations we already have on these topics?

#### Communications

- The translators need to have their **“translator” role in their job description**, or they are hired for that specific purpose. (3)
- We need help **packaging and communicating the information and need to pass it to a trusted source**. The best thing we can do is post it to the website. (3)
- Information is empowering – the Bay Program has a lot of information. You can tell anyone living anywhere in the watershed a lot of where they live. At some point, if we knew someone was interested, that person would have all that information at their fingertips. **Empower locals with information**. Need to move beyond just posting information on the web. Also, learn from the local communities – not just us passing along information. (3)
- **How are people most receptive to this information?** (3)
- Simplified facts. **Understand the language of the communities** – not a TMDL but do you want your children to be able to swim in the creek in their backyard? Lowest common denominator of scientific information. (3)
- **How to communicate the Bay Program publications** into something that resonates? (CESR report). (3)
- **More tailored communications** for the jurisdictions. (3)
- What gets the most engagement? What catches people’s attention? Need to **get the right hook**. (3)
- **Making scientific information more relatable**. (3)

#### Building Trust and Engagement

- **Building trust and credibility** - not skipping over the harsh truth. It’s helpful to know the day and the life of a city planner or farmer. (3)
- **More support and engagement with local governments/communities**. (13)

#### Tools

- **Better use and availability of existing tools**. (13)
- Using our tools and resources to make **Bay goals and actions mesh with local needs**. (13)
- CBP → Data/Tools → Local Governments/Watershed Groups/other partners → **Local Action**. (13)

#### Focus and Process

- Instead of focusing solely on BMPs, people at the local level in the community want **more focus on results** (rather than bean counting). That’s a big direction to be moving in. When we’re a slave to the model, we’re defeating ourselves. (3)
- Need to **make the permitting process easier** (especially since we have all this land use information). Streamline permitting. (3)

#### Challenge #4 Key Takeaways:

**To estimate what the future Bay and its watershed will look like under different scenarios of management**

- There is a need for **strong communication channels within the partnership and with external stakeholders**. We can create fact sheets and tools, but if they aren't resonating, that is a problem. (4)

- We need to accept that the Bay is changing, for better or worse, and we need to **allow for outcome target shifts to reflect rising populations, temperatures, waters**, meaning we need to shift from very fixed targets to using “response functions” as targets with envelopes of uncertainty (probability-based management). (14)
- **Do we need all 31 outcomes?** (14)
- **We have lots of needs:** community collaboration, communication tools, finer scale modeling/monitoring (maybe for non-water quality outcomes), tools to evaluate uncertainty, analytical tools for living resources, better understanding of behavior change, intermediate stability model, etc. (14)
- **Sandboxing is needed to foster institutional innovation.** Need incentives. (14)
- Look at **alternatives to BMP counting** (i.e., manage to outcomes not the number of BMPs put in place). (14)

#### 4.0 To estimate what the future Bay and its watershed will look like under different scenarios of management

##### 4.1 What tools and resources do we currently have that can be applied?

###### Tools, Models, Resources

- **Land change model and land use metrics indicator** and two resources already in place. (4)
- Tools/resources – **NOAA sea level rise viewer**. (14)
- There was a poster in the gallery walk that shows all the different tools. There is **access to the tools and webinars when new a tool launches**. (4)
- **Chesapeake Progress** - Data center that publications refer to. However, that data may be open to misinterpretation, which is an issue for us. (4)
- We have **tree canopy fact sheets** for every county in the watershed. (4)

###### Data

- **Good data** (mostly), models. (14)
- **Need baseline data.** What should we use to estimate? (14)
- We have priorities for conservation and implementation, but the data is telling us we aren't doing a good job. As a result, we're losing forests faster than we can plant trees. Is it because we're **looking at the data the wrong way?** (4)

###### How We Work

- **Cross-GIT meetings.** Come together on an issue and try to find solutions. Need these more regularly. (4)
- A resource we have – the **18 million people who live in the Bay. We have to engage them.** Have to appeal to multiple self-interests. (14)

###### Agreement and Goals

- **Actual buy-in on the agreements** by the governors is an important tool. Can't get rid of signatories. Can't be fully voluntary or the partnership won't work. (4)
- Need to **continue to have a structured agreement with specific goals.** This is what folks buy into.

##### 4.2 What might we need to address the challenge that we do not have?

###### Tools

- Participants noted that people that need to use tools aren't necessarily going to use them. Find a way to **direct them to the tools and ensure they are accessible/easy to use** by diverse stakeholders. (4) ★
- We have a lot of tools and a lot of time they **lack even the metadata**. (4)
- **Tools can be intimidating** if you don't know how to use them. Is there a point of contact that people can reference. (4)
- **Tools to assess/evaluate uncertainty**. (14)
- **Intermediate stability model**. Address the response and choose the best-case scenario. (14)
- Analytical tools to **evaluate/assess living resources impacts** to management actions. (14)
- **Communications tools. Behavior change**. (14)
- **Finer scale modeling/monitoring** (NPS). (14)
- **Marsh migration pathways**. (14)
- **Green space equity dashboard** – – under certain circumstances. (14)

#### Communication and Engagement

- Need **social scientists that can communicate down** and talk more about human impacts. (4) ★
- Need to be able to **communicate scenarios**. Some of us aren't scientists, so we need ways to communicate to the general public. (4)
- Communicate the best available knowledge about if we do XYZ, here's what we expect. Making sure the **community partners understand tradeoffs**. If they are engaged, they are more likely to implement changes. (4)
- **Dedicate funding to communicating** these things. Paying for more people. PA example of its county coordinators. People that connect the dots. Need to diversify. (4)
- Needs to be more at the planner level. Communicator at Bay Program that can commute to communities in **meetings at the local level**. (4)
- Management Board only includes signatories. At the top levels, heavily focused on states and federal agencies. How do we better **engage community organizations** (nonprofits)? Nonprofits are very different. Not sufficient to just have one representing them all. Nonprofits are often only involved at the workgroup level. (4)
- **Community collaboration**. (14)
- Toxics – lead pipes, fishing resources. **What does water quality mean to communities?** (14)
- A lot of people in the same science pots that interact regularly. Find a way to help **bring scientists and non-scientists to the table** to talk about issues. (4)
- In many organizations, you **can't get your foot in the door if you don't have a science degree**. (4)
- Groups like Choose Clean Water Coalition out there as advocates, but they get no input into things like Beyond 2025, etc. We couldn't do that we do without them, so what do we do to **incorporate those voices?** (4)

#### Funding

- We know there are **needs but can't get funding**; need more cross pollination. (4)

#### Focus

- **Lack of people focus**. Metrics don't include human impacts. How much are we influencing people to change their behavior? (4)
- Big data centers, **politicians looking to make more economic impact**. Do they understand the trajectory and what needs to happen to change the trajectory? (4)

#### Incentives

- **New Incentive systems (NPS).** (14)
- Related to incentives > **additional incentives**/structure on outcomes (water quality, living resources). (14)

#### Change How We Work

- **Sandbox** – institutional innovation. (14)
- Better understanding of **behavior change**. (14)
- **Alternative to BMP counting.** Count differently. (14)
- **Struggle with our boxes.** Happens at the local level and within the partnership. (4)
- Needs – future for whom? **Needs to be diverse and see the most valuable.** Trusted sources.
- What management BMP? **Best people management.** (14)

#### Outcomes

- Change structure (network of networks) to break down silos. We **need to be talking across outcomes.** (4) ★
- **Do we need 31 outcomes?** (14)
- **Resilience.** (14)

### 4.3 What is the next step we can take in implementing recommendations we already have on these topics?

#### Tools, Models, Data

- Demo video that **walks people through new tools.** Good example is NOAA sea level rise viewer. (4)
- **No more models?** (14)
- **Next steps – climate change.** Abundance and good data mostly, models. (14)

#### Communications

- Communications team is small. Truly need a **science communicator.** Someone dedicated to going out a meeting with local governments, planners, nonprofits, farmers, community members, etc. Requires staffing capacity and funding. Someone like Kelly Shenk whose job it is to build trust and relationships. (4) ★

#### CBP Assessment

- **Look at what we have** and figure out whether it's accessible and usable. Tighten up our existing resources. Are they in the best share possible? (4)
- Need an **independent assessment of the partnership structure.** There was a box for independent evaluation in early versions of the org chart when we moved to the new structure, but it didn't come to fruition. (4)
- Changing perspective – **expand beyond the BMP box.** (14)
- How to **define “needs and wants incentives”?** Multiple types. (14)

#### Partnership Structure

- Management Board is heavily WQ people. The mindset becomes WQ above all else. **Need more diversity in the MB to represent priorities other than WQ.** (4)
- **Inviting local partners to join the Bay Program partnership** makes them run. Invite them to a table where they feel heard. This is more likely to happen at a lower level. (4)
- Never thoughtfully added **ag to the table.** Need key people there. (4)
- Need **flexibility in our structure and how we accept feedback.** (4)

People Focus

- **Model a “people first “approach** – what are those outcomes? Co-benefits. Economic social and environmental – triple bottom line. (14)
- Open discourse on **water quality focus versus people focus**. There is a divide in the CBP about how we move forward, and it needs to be addressed head on and intentionally. Otherwise, we will lose any headway we have made. (14)

**Challenge #5 Key Takeaways**

**To craft approaches to balance attention and efforts across all outcomes in the *Watershed Agreement***

- **Cooperation** is good. (5)
- Whenever, whatever the **vision should be expressed/characterized in terms of data, narrative, visualization**. Expect that people think and vision differently. (5)
- **Fewer and cross-cutting goals**. (5)
- **Benefits of partnership work should matter to the people**, the communities. They don’t care that we have a partnership but rather that the habitats, waters, and the Bay are accessible, safe, clean. (5)
- **If you don’t measure it, you can’t manage it**. Needs – we have a decade of experience with the *Agreement*. (15)
- If I were a Governor, **I would never sign an agreement with outcome expectations that you cannot explain** to me. What is our target? What are we measuring to provide me with a status evaluation of where we are toward the target? What is the monitoring and analysis that I will see so we understand status change, i.e., progress toward achieving the target? (15)
- **Qualitative targets are ineffective**, diffusing resources without effective accounting to justify any and all investments and understand the return on investment. Make you goals and outcomes quantitative. (15)
- There are **issues of nexus to invite cross outcome interests to collaborate**, such as shoreline integrity. If we come together in the next iteration of the *Agreement*, include shoreline management goal/outcome with the following intersects: wetlands, black duck (community waterbird integrity), forage/benthic invertebrate integrity, fish/shellfish habitat integrity, water clarity, SAV, SAV recovery capacity, wave energy, stewardship, and crab production. (15)

**5.0 To craft approaches to balance attention and efforts across all outcomes in the *Watershed Agreement***

**5.1 What tools and resources do we currently have that can be applied?**

Tools

- **EJScreen**. (15)
- More specific tools may include: GIS tools, Network mapping, GIT funding projects. (15)
- John Wolfe platform of **multiple tools/outcomes** (Targeting tool). (15)
- **Multi-benefit BMPs**. (virtual 1)

Data

- **Land use data**. (15)

- **Visuals.** (5)

#### Incentives

- **Incentivize.** (virtual 1)
- **Awards.** (5)

#### Staff

- **Science translators.** (5) ★
- **Champions.** (5)
- **Leadership.** (5)
- **People!** This includes people already engaged in the partnership, but also the potential **contributions of people not yet engaged.** (15)

#### Communications and Outreach

- **Accessible language,** specific language. (5) ★
- **Inter-related communication** across all members of the partnership. (5) ★
- **Communications efforts.** (15)
- **Community-level outreach.** (virtual 1)
- **Broad perspective needed** to achieve the vision; reaffirm *Agreement.* (virtual 1)
- More **accomplishment stories.** (virtual 1)
- **Communicating the TMDL** in terms of other outcomes. (5)
- More **silobusting.** (5)
- **Know how your audience communicates,** e.g., “inspections” versus “visits” (5)
- **Stories!** To inspire, motivate and unite us! (15)
- **Connection.** (5)

#### Partnership

- Need to be **more balanced** (5)
- Improve decision making to make better **cost/benefit tradeoffs.** (virtual 1)
- Need **representation in decision-making,** to include NGOs. (5)
- The **power of the partnership as a network!** To distribute and magnify our stories and messages (which especially depends on LOCAL CHAMPIONS who have the networks and trust). (15)
- **Social Science.** (15)

### **5.2 What might we need to address the challenge that we do not have?**

#### Communication and Outreach

- **Relationships!** We’re good at this, but maybe not always with all of the right (i.e., missing) people (15)
- Connect with both the **thinking brain and the feeling brain.** (5) ★
- Consider **reframing as Healthy Environment, Thriving Communities,** (or similar), with broader appeal and applicability to people as well as to multiple science topics. (5) ★
- More **community-level outreach and engagement** uses multiple forums and approaches. (virtual 1) ★
- **Improve connections within a healthy watershed to communities.** (5)
- Need to more effectively **speak to people “where they are.”** What if these champions don’t come with an environmental/WQ-first mission? How do we engage them? (15)



- **Need “origin stories” about the current outcomes** - How did we arrive at the current language or targets/metrics and why? (This info might exist somewhere but it isn’t well understood outside of small outcome-specific groups/silos and we should document this info as short stories). These origin stories would be very informative for narrowing the list or re-balancing. (15)
- **More forum type outreach efforts** to bring others beyond normal CBP participants into the conversation legislatures, companies, business, schools, citizens, etc. (virtual 1)
- **More good news accomplishment stories** to gain balance through wider engagement. (virtual 1)
- **A Disney movie for the Bay** [maybe joke maybe serious?] (15) ★

#### Water Quality

- **Need flexibility with Water Quality Standards** and applications of this vital regulatory tool. If we don’t have the flexibility on Water Quality Standards, we’ll continue to “rubber band” back to current status quo with WQ as “the ostrich” in the nest of baby birds. If we can’t adapt our WQS or regulatory approaches to be more holistic then we’ll fail to re-balance effectively. (15) ★
- **Consider water quality as a connection with different people**, e.g., coastal=kayaking, mountain=fly fishing. (5)
- **Build water quality into every outcome** but it is a piece of the story. Will not recover living resources alone with water quality. (5)
- **Plan integration for hazard mitigation and flood hazard reduction** is a great way to balance water quality improvements. (virtual 1)
- **Clean water.** (5)

#### Goals and Outcomes

- Put **goals/outcomes in plain language so it reflects/aligns with what people care about.** (5) ★
- Create larger, broader themes that force **cross-outcome work.** (5) ★
- Fishable, swimmable relies on many, many outcomes. **Water quality is just a step to get there.** (5) ★
- **Ability and flexibility to drop outcomes** – maybe transition certain outcomes to outside orgs/coalitions that can be more effective shepherds or champions? If done right, wouldn’t lose a step on the mission or outcome. (15) ★
- **People first outcomes.** (15) ★
- Do we need to **balance attention across outcomes** or do some outcomes need more attention? (5)
- Do we **need all of the outcomes?** Are they still the most important ones in light of new data and climate impacts? Prioritize outcomes, based on those that impact the most people. (15)
- Regular check-ins with each goal to **see whether priority should be reassigned**, adaptive management and structured decision making. (virtual 1) ★
- **Make it simpler/easier!** (or reorganize). (15)
- Need **ability to adapt our outcomes and evolve them with new information** (we have this but maybe better ways to do it). (15)
- Need to remember that **some outcomes are irrelevant to certain partners or agencies**, and that’s okay or to be expected. (15)
- Identification of **actions slash efforts needed for progress** toward multiple outcomes. (virtual 1)
- **Monetary incentives** to achieve all outcomes. (virtual 1)

- This is the **role of the decision sciences**; formalize review of value of outcomes versus cost/probability of achievement. (5)

#### Multiple Benefits

- Talk about **multiple benefits** to the things people want. (5) ★
- **“Co-benefits” or “multiple benefits”** - some partners already do this (USACE) and in some cases the efforts to broaden programs to include new considerations or criteria is hard and takes dedicated champions and regulatory/legislative change depending on the program. Map outcome connections to each other. (15) ★
- Increase emphasis on practices that provide multiple benefits **prioritize climate mitigation, human health.** (virtual 1)

#### Partnership Organization

- More **cross-GIT collaboration** (like Healthy Watershed Assessment) and silo-busting, breakdown silos. (15) ★
- At the largest scale we're more effective, but at a sub-watershed-wide scale (i.e., regional or local) the task is much more nuanced and difficult, we are much less effective and **depend on local champions.** (15) ★
- **Not top-down only but also promote the bottom up** with geographically-specific information that engages locals. (virtual 1) ★
- **Leadership and prioritization** that can be done through that leadership, i.e., say what you mean and mean what you say as you lead us and participate in meaningful efforts to prioritize and establish balance. (15) ★
- If realigning or prioritizing or dropping outcomes, key question is **who gets to decide?** Who is listened to? What voices are heard (genuinely, not just pretend). (15)
- A lot of the most effective partners and entities are so local-focused they aren't driven or informed at all by our CBP models. We **need network or landscape mapping to better understand who these partners** are and what we as a partnership could learn from them (and their stories). Where do people interact with environment (e.g., parks, boating, kayaking, dog parks, bike trails - shallow water and living resource response). (15)
- Executive level leaders need to **reaffirm commitment** to the full breadth of needed outcomes: land protection and conservation balanced with restoration efforts. (virtual 1)

#### How We Think

- **Inter-disciplinary mentality.** (15) ★
- Opportunity to **apply Both/And versus Either/Or thinking** on these challenges. (15)
- **The CBP partnership cannot fulfill its vision of a healthy Bay and watershed addressing NP&S only.** (virtual 1) ★
- **Less focus on modeling progress and verification** more on implementation and monitoring results. (virtual 1)
- **Structured Decision Making is a must**, potential inevitable NEED for any sort of effective and collaborative balancing at the partnership scale. (15) ★
- Reorganization may be necessary to **reinforce a new balance and realignment** - must be open and receptive, but also, we would need inspiration/models to draw from and seek to emulate. (15)

- **Network-mapping and inventory** - maybe as a match-making approach. (15)
- Address specific topics like **food system reform** with a wider audience. (virtual 1)
- Continually improve our ability to **use cost effectiveness as a common metric** to ensure the best and broadest use of available resources. (virtual 1)
- Data need some idea of overall population and land use **changes over the next 50 to 100 years plus scenarios** on land use. (virtual 1)

### 5.3 What is the next step we can take in implementing recommendations we already have on these topics?

#### Outcomes and Goals

- How do you **consolidate the goals to there are fewer**, leading to stronger leadership? For example, fewer goals and outcomes Healthy Ecosystems; Thriving Communities → these overlap with Sustainable Socio-Environmental System (ven diagram). (5) ★
- Chesapeake Healthy Watershed serves as a good example for **looking across outcomes**: could be improved by connecting to community needs. (5) ★
- **Bundle outcomes**. (5)
- Start with describing scenarios of what the Chesapeake Bay will look like into the future and **build outcomes to achieve the future we want**. (5) ★
- Stop using the word “restoration” We won’t get the old Bay back. **Focus on recovery and improvement**. What does that look like? (5) ★

#### Partnership

- **Who are the real decision-makers/implementers?** How do we engage them and where? Might not be possible for all goals – some are more complex. Make tighter goals to do this. (5)
- Outside partners: **expand partnerships**. (5)

#### Marketing, Outreach, Training

- **Marketing → targeted to audiences**. (5)
- **Connect outcome attainment with benefits to people**. Missing partners, e.g., HUD (5)
- Habitat GIT has done some **Structured Decision Making (SDM) trainings/sessions** and we could use more examples in the CBP’s efforts, especially for complex questions where consensus will prove the most difficult. (15)

### Challenge #6 Key Takeaways

#### **To efficiently monitor to assess progress on all ten goals of the *Watershed Agreement***

#### Monitoring

- **More monitoring is needed for all goals and outcomes** and additional monitoring resources are needed. (6)
- Engage to encourage **more community science and monitoring** and expand the scope of community monitoring and make better use of the information gathered by community scientists. (6)
- Focus more on **explaining what our monitoring data tells us**. More resources need to be allocated to communications. (6)
- Allocate time, effort, and energy to **understand the impact of rising temperatures**. This includes but it not limited to monitoring. (6)

- Inject **more social science into our monitoring efforts**. Engage with people to understand what is important to them and make sure our monitoring efforts reflect that. (6)

#### Collaboration

- We are trying to do too much and understand way too much for a large geographic area. We don't **understand how these different pieces work together across the watershed**. An action team should concentrate on a specific area (e.g., sub-catchment or community) and focus on what we can "wring" out of the area (e.g., BMP implantation, toxics, water quality). We would use a systems-based approach with a focus on geographic area of interest and the people. (virtual 3)
- **Strong collaborations** within jurisdictions between state/local/government agencies, academia, and Federal partners has been helpful and to keep this going. (virtual 3)

## **6.0 To efficiently monitor to assess progress on all ten goals of the *Watershed Agreement***

### **6.1 What tools and resources do we currently have that can be applied?**

#### Tools

- A few examples were listed (e.g., Chessie BIBI, Chesapeake Progress) and partners that put out tools (e.g., USGS, CBP Land Use) however, the conversation quickly turned to the **overwhelming number of modeling and mapping tools** and questions about **how much the tools are used by jurisdictional partners**. (virtual 3)
- Another issue about **time and bandwidth to incorporate these tools into daily work** was discussed, along with **difficulty in aligning individual state priorities with tools**. (e.g., WV)
- Questions arose about **how to get the tools in front of the right audiences**. (virtual 3)
- Number of **dashboards** available – EJ, healthy watershed, watershed data dashboard, temp, sediment. (6)

#### Data and Information

- **Satellite data for SAV**. (6)
- **Chesapeake monitoring network** – 5 core networks plus Land use (tidal, non-tidal, benthic, SAV, Community Science, Land use/land cover). (6)
- **Community monitoring** – get engagement from stakeholders – may need better communication on the opportunities available. (6)
- **Healthy watershed assessment**. (6)
- **Hypoxia network**. (6)
- **Living resources monitoring**. (6)
- **National level data sources** can be used to supplement our Bay focused information. (6)

### **6.2 What might we need to address the challenge that we do not have?**

#### Monitoring

- Long-term **monitoring of fish in nearshore habitat**. Need this for marsh restoration strategies. (6)
- Long-term monitoring to **assess for near-short living resources**. (6)
- Better determination and make connections to living resource response based on management activities. Need monitoring to **evaluate success of the natural resource projects** to understand if they are working. (6)
- Augment monitoring with **metadata and research analysis/synthesis**. (6)

- Increased **dedicated funding for monitoring** – need injection into 117e funds, other dedicated funds. (6)
- Target monitoring – **strategic monitoring network analysis of STAC recommendations** and science needs. (6)
- **Evaluate how monitoring is impacting DEIJ communities**, is it used to make decisions? Who can help us track diversity initiatives across GITs/Signatories? Healthy watersheds assessment could use community science data.
- How are **DEIJ tools implemented in monitoring projects?** (6)

#### Community and Social Science

- Need **better tools to make more use of community science data** – need to integrate high quality community science data. (6)
- Evaluate how community science is being used to **determine who (what groups) are involved.** (6)
- Monitoring should be **focused on things that impact people.** (6)
- Need more **indicators relevant to people** (specifically for DEIJ). (6)
- **Monitoring should be a reflection of what matters** – we say people are important but most of what we monitor is biophysical. (6)
- Need more social scientists **to help with DEIA investments.** (6)
- **Evaluate how grant programs are being include in DEIA communities**, how effective is it? (6)

#### Partnership and Organization

- **Find other partners** that can be pulled into our network. (6)
- **Decision making** - what/how/where/who participates and receives funding? (6)

#### Data and Tools

- More GIT-directed specific projects. (6)
- Need **better metrics to use with the equity dashboard** – equity mapper – can we go back and check to see if these things are working. (6)
- **Sustained investment in LULC data.** (6)
- Where does **ELIT (youth projects) data** go? Need to have a system for it. (6)

#### Communications and Outreach

- **Dedicated funding for the communication of our data to make it useful for partners** – and associated communication products – need to have this on both the front and back ends of the data source development. (6)

#### Prioritization

- **Better geographic prioritization** - re-think some of the concepts (MEB). (6)
- Organize **STAC workshop recommendations into sequence buckets to prioritize actions** – strategic alignment. (6)
- **Connect the TMDL to living resource response**, SAV is the example, need others. (6)

#### Actions on the Ground and Reporting

- There are **different priorities for the states**, be it trying to check something off for reporting purposes versus the mentality to be out there doing work with implementation. (virtual 3)
- There was quite the dichotomy between the **doing something for the sake of reporting mindset versus the “boots on the ground” mindset** to enact change. (virtual 3)

- Verification, accounting, and reporting was noted as an **area of burden or weakness**, as dedicated staff are needed, and this may take away their time from other work. More efficient ways of monitoring (and verification) were seen as a possible solution (e.g., high resolution land use to verify BMPs). (virtual 3)

### 6.3 What is the next step we can take in implementing recommendations we already have on these topics?

#### Recommendations from Reports and Workshops

- **Recommendations from the PSC monitoring report.** (6)
- **Rising Temp Workshop** results for more focused temp monitoring – look at heaters and coolers BMPs. (6)
- **Organize STAC workshop recommendations in to buckets to prioritize actions** – what feeds the sequence of events that we can build on. (6)

#### Approaches for Considering Recommendations

- **Organize activities as part of a network analysis.** (6)
- **Increase partner and community monitoring.** (6)
- **Sandboxing for shallow water areas** – geographic targeting. (6)
- Select areas and communicate so that can **set expectations for local projects** and monitor for success. (6)
- Don't forget to strongly **consider what monitoring and indicators that are available and adaptable to our needs** before embarking on a decades long path to create something new. This requires a little thoughtful research and evaluation that could save millions in staff time and resources to move your work forward and address your issues. (6)
- **Prioritize?** – Is it time? (6)

#### SRS

- **Push the SRS into the GITs.** The MB is not representative and the process of MB is being dominated by the SRS. Focus the process and understand what needs to go to the MB. (6)
- Spend a day discussing **how to revise the SRS process.** (6)

#### Approaches to Indicators

- Assess multiple goals at once (saves time and money). Land use data for a proxy to assess multiple goals and outcomes all at once. (virtual 3)
- **Prioritize co-benefits.** Packaging of data and prioritization was seen as an interference. There was a call for taking a holistic view. (virtual 3)
- **Spend time on conservation than “bean counting.”** (virtual 3)
- Simplify how we as a Partnership think about indicators may help. There are qualitative and quantitative aspects. (virtual 3)

### Challenge #7 Key Takeaways

#### To develop and implement approaches accounting for the interactions of climate change with other issues (vulnerability to communities, increasing resiliency, land use/land change)

- **The “vision” for a restored Chesapeake Bay should account for the effects of climate change.** This means changing our systems of implementation, evaluation, and accountability to reflect uncertainty and the effects of multiple stressors/non stationarity. Science/information is needed to understand how climate affects this vision (what will the Bay be like in warmer climate?) and how we manage for restoration. (7)
- Communication, education, and information is needed to **address barriers for climate-adapted policy and implementation** and have a general acceptance and realization of shared vision/mission. (7)

#### 7.0 To develop and implement approaches accounting for the interactions of climate change with other issues (vulnerability to communities, increasing resiliency, land use/land change)

##### 7.1 What tools and resources do we currently have that can be applied?

###### Plans

- **Climate Action Plans** (state, county, local) - note concerning “integrated” Climate Action Plans, indicating that CAP are currently not integrated with other resource management and planning workflows. (7) ★
- **Comprehensive plans.** (local level planning) (7)

###### Tools

- **Sea-level rise viewer.** Some confusion about which or who’s SLR viewer tool was listed. 3-2 sea level project viewer. (7) ★
- Policy tools to account for/used flexibility to **address uncertain future conditions.** Systems/ holistic approach to permitting. Example is using MS4 permitting structure to reward practices with resilience components (e.g., natural infrastructure). (7)

###### Data and Information

- **Climate-adapted IDF curves.** (7)
- **CHWA 2.0** (healthy watersheds assessment). (7)

###### Communications

- **Solution-focused communications** (as opposed to problem-focused, which can be mired in political debates). (7)

##### 7.2 What might we need to address the challenge that we do not have?

###### Climate Messaging

- **Common climate messaging**, at least common language, e.g., “temp is rising” not “climate change”. (7) ★
- **Normalize climate change in communication**, use climate change “synonyms” like resilience (i.e., make it easier for people to talk about without political implications). (7)
- Use **language that centers climate for educational purposes** (climate hurricanes, climate flooding) - can’t adopt if you can’t name it! (7)
- Put benefits of practices in community terms. (7)
- Utilize translators. (7)

### Climate Science

- Incorporate **climate-adapted science** (e.g., new projections, non-linear changes) which is science that is done within the framework of a different climate (IDF curves are an example). (7) ★
- Provide **science background to support non-stationarity in systems and living resources populations** (educate). (7) ★

### Climate in Vision

- Need a **shared vision (i.e., a restored Chesapeake Bay) w/ climate change incorporated**. (7) ★
- Re-envision the **future of the Bay under climate change scenarios**. (7) ★

### Implement New Approaches

- Re-evaluate the basis of **water quality criteria accounting for temperature effects** that change the range of habitat conditions. (7) ★
- Establish **shoreline integrity targets** for the Bay knowing development is intersecting with sea level rise and many outcomes can be affected by shore hardening (SAV, fish, crabs, water clarity, black duck, wetlands). Synthesize threshold science on shoreline integrity for diverse resources. (7) ★
- Develop/implement approaches, but it is not just about climate. We need a **systematic approach that includes all major stressors** and climate is one of them. These approaches must also include land use, toxics, flow +temp change. Climate is just another stressor to consider. (7)
- **Technical assistance around climate** planning, projections, decision-support tools. Need better decision support tools. (7)
- Establish a **management paradigm that embraces uncertainty and probability**. Overcome sales problem (i.e., with accountability of progress). Utilize margin of safety. (7)

### **7.3 What is the next step we can take in implementing recommendations we already have on these topics?**

- **Share local success stories**. (7)
- **Evaluate outcomes w/ a look toward DEIJ** and vulnerable communities. (7)

## **Challenge #8 Key Takeaways**

### **To maximize the impact of management efforts for living resource response**

#### Tools

- **Continued funding commitment to Habitat Tracker**: If we don't have wetlands and buffers, we don't have living resources. SAV has always received financial and academic data commitment. (8)

#### Communications

- Establish clear, easy-to-digest, easy-to-explain **definition for living resource response**. (8)
- Important to now **continue shifting of messaging based on what data is saying this week**. We can't always be showing that we are changing gears and have the locals react to that and then we return and change our minds three years later. (8)
- **Citizen/Community Science awareness**: Identify and share best practices that result in living resource response. How do we use social diffusion to get to this point? Have a town hall to share what is going on in their city. (8)

#### Incentives



- Coolers and heaters – **need incentives for more trees and riparian forest buffers.** (8)
- The TDML is the only thing we give incentives for because it is regulated. The TMDL process is taking us away from other focus areas. **Temperature needs to be added as a water quality standard attainment element in the TMDL.** (8)

#### Change of Focus

- **Focus water quality impacts beyond just nitrogen, phosphorus, and sediment.** There are other factors that influence living resources. (8)
- Most effected basins are focused on the deep trench, we are **missing the focus on the shallow waters.** (8)
- There are **opportunities to improve how we work**, such as communicating in simpler language, building relationships with relevant entities beyond the CBP, and improving our feedback loops (e.g., ecosystem responses, environmental monitoring, targeting our work/ management decisions, and organizational action). (virtual 2)

## **8.0 To maximize the impact of management efforts for living resource response**

### **8.1 What tools and resources do we currently have that can be applied?**

#### Tools

- Army Corps of Engineers **Habitat Tracker.** (8)
- Existing SCHISM. Rethink models for **Habitat Tracker.** (8)
- **Monitoring tools:** Water Quality and SAV Monitoring Program and Macroinvertebrate monitoring. (virtual 2)
- **Technology tools:** Data Dashboard, Land Use Viewer, Co-Benefit and Forest cover online tools. (virtual 2)
- Current and enhanced targeting and modelling tools. (8)

#### Data

- **High Resolution Land Use.** (8)
- **Water Resource Registry (WRR)** to use or enhance because local. (8) ★
- **Individual based models and bioenergetic models.** Look at parsing out the influence of water quality from all other stressors on survival and growth. Habitat suitability modeling. (8)

#### Funding

- Chesapeake Bay Implementation Grant (CBIG) and SWG/INSR funding goes to states. Existing tool should be rejiggered or recommunicated; **redirect funding to living resource outcomes** not just to water quality but to other resources. (8)
- Unprecedented **funding through BIL.** (virtual 2)

#### Living Resource

- Shifting **most effected basins (MEBs) toward shallow water/living resources.** How does this impact geographic isolation runs that allow you to say where “X” is affecting a specific area of water? Section 319 Reporting – Is there capacity to show living resource response by leveraging of existing programs. (8) ★
- **Diffusion of information.** Use for living resource actions for local governments. Streamline and prioritize issues. (8) ★

## 8.2 What might we need to address the challenge that we do not have?

### Living Resource

- Use **high resolution land use for living resource** modeling and wetland status and trends. (8)
- **Artificial intelligence** machine learning for living resource applications. (8) ★
- Build/expand **citizen (community) science for living resource** tracking. (8) ★
- Creating an **integrated metric for living resource response**. (8)
- **Living resource sensitivity profiles** to diverse stressors in order to understand which factor(s) can be targeted for the greatest response on investment. (8)
- Define **what is meant by living resource response** (i.e., sub-cellular, cell, organ, individual species, population community)? (8)
- Design the TMDL for living resource response as a “**silos-busting**” approach. (8)
- **Modify most effected basins**. (8) ★
- **Add temperature as a water quality standard attainment element in the TMDL**. (8)

### Tools, Resources, Models, Data

- Continued **funding commitment to Habitat Tracker**. (8)
- **Economic and hydrodynamic model analysis of dredging** to improve ocean water exchange with Bay to decrease hypoxia. (8)
- Develop **sub-models for SCHISM**. (8)

### Better Collaboration

- Have resources/capabilities but can get in our own way. **Get out of our silos** - CESR Report reflects this. (virtual 2)
- How do we create a **systems-based approach that effectively develops feedback loops** of ecosystem response/management decisions/organization action. (virtual 2)
- Consider **standard versus style of the work**. Standard is meeting some sort of living response condition or optimal condition. Style to get there may need to be different based on the locale, etc. (virtual 2)

### Funding

- BIL is a great opportunity, but **lack of long-term sustained funding can limit on-the ground implementation**. (virtual 2)
- Much **funding has been driven to implementation, but not as much with monitoring** (pooled monitoring in Maryland). Learn from monitoring data as well, for example, is it better to do stream restoration in dry channel versus wet channel? (virtual 2)

### Monitoring Tools

- Have the capacity, have the data, but the **synthesis component is lagging**. (virtual 2)
- Use data and targeting tools to **ID and prioritize places/habitats where recovery (benefits) will be greatest**. (virtual 2)

## 8.3 What is the next step we can take in implementing recommendations we already have on these topics?

### Water Quality

- **Focus on water quality management actions that create habitat**. Where do protected lands meet high value habitat or meet most effected basins? (8)

- **Focus water quality impacts beyond just nitrogen, phosphorus, and sediment.** There are other factors that influence living resources. Need to drive this planning as early in the process as possible – no as a “co-benefit” to be included at the end. (8)
- **Credit land conservation as a water quality BMP** in the Bay TMDL, need incentives for more trees and riparian forest buffers. (8) ★
- **Research on factor influences for target responses** (i.e., cell level, species, population, community) considering opportunities to turn a management knob more than nitrogen, phosphorus, and sediment (e.g., toxics, shoreline development, salt to freshwater and streams). (8)

#### Communications and Outreach

- **Feedback at the local level through an engagement and support system** (Environmental Workforce Programs - DC (GZEP); Conservation Core and Master Naturalist). (virtual 2)
- **Simplify messaging of living resources and “maximizing” “impact”.** More direct outreach beyond CBP members- schools, corporations, farmers, artists, efforts to we engage public at local level private market in this effort, non-profits, NGOs etc. (virtual 2)
- **Collaboration and coordination:** Watchmaker with funding sources. We should be expanding adaptive management approaches to allow work approaches to move forward. (virtual 2)

#### Best Management Practices

- **Explore 4 R’s for nutrient stewardship for habitat** to focus on important best management practices. Right fertilizer source at the right rate, at the right time and in the right place. (8)
- Create and fund a **scenario assessment for strategic adjustment** of lower mid-bay bathymetry that enhances high oxygen ocean waters with typically low summer oxygen waters of the mid-bay as a potential BMP. (8)
- **Address heaters and coolers** as BMPs and the impact on living resource by emphasizing the coolers. (8)
- **Monitoring:** Macro-monitoring - deployed to areas of BMPs pre/post response. (virtual 2)

#### Other Approaches

- **Artificial intelligence** for living response assessment/tracking of wetlands and submerged aquatic vegetation. (8) ★
- **Connecting wetlands and other national land cover priorities** with land conservation efforts and land trusts (considering climate change impacts). (8)
- **Subsidize effective actions** in shallow Bay water habitat and dam removal to reconnect watershed and Bay and ocean habitats. (8)

### Challenge #9 Key Takeaways

**To incorporate learnings effectively and efficiently into all levels of decision-making across the partnership**

- **Expand the communications staff to simply package messages for PSC/MB for full context decision-making.** STAC is a tool for translating the science into talking points and recommendations. (9)
- **As issues/problems increase in complexity, they require increased engagement.** Issues in the lower left of the graph require outreach of the science to stakeholders. As problems become

more complex, collaboration is necessary. Finally, the most difficult or “wicked” problems require co-production. **The necessary elements to reach a solution are trust, time, facilitation, and investment.** (9)

- **Longer Management Board meetings are needed with time to discuss issues for decisions.** Longer, in-person (particularly for Quarterly Progress Meetings) with thoughtful meeting structure. Shorter virtual meetings that utilize good meeting hygiene (i.e., no multi-tasking, pay attention to the conversations). (9)

## 9.0 To incorporate learnings effectively and efficiently into all levels of decision-making across the partnership

### 9.1 What tools and resources do we currently have that can be applied?

#### Tools

- The **Targeting Portal ChesapeakeData dashboard**. We have tons of critical tools, but are they linked and are they intuitive/efficient? (9) ★
- **STAC is a tool for translating** the science into talking points and recommendations.
- If the Bay TMDL is a tool, should it be **opened and reconfigured for shallow water**? (9)

#### Collaboration

- **Director and Leadership forums.** (9) ★
- **Silo busters.** (9)
- The **Mid-Atlantic Planning Collaboration** as a place to inform. (9)

#### Communications and Collaboration

- Expand the Communications staff to simply **package messages for PSC/MB** for full context decision-making. (9) ★
- Communication strategy that may be including **cross decision level consistency.** (9)

### 9.2 What might we need to address the challenge that we do not have?

#### Communications and Collaboration

- **Dedicated science translators** that effectively turn technical detail into more public-friendly, manager friendly communications. (9) ★
- Create more opportunities/spaces where decision-makers interact with the folks generating the decision-support information, e.g., Biennial Meeting with MB, PSC, and EC all present.
- **Relations ship building and partnership building spaces.** Do not depend solely on the staffers to do this. (9) ★
- **As issues/problems increase in complexity, they require increased engagement.** Issues in the lower left of the graph require outreach of the science to stakeholders. As problems become more complex, collaboration is necessary. Finally, the most difficult or “wicked” problems require co-production. **The necessary elements to reach a solution are trust, time, facilitation, and investment.** (9) ★
- Hiring **champions to lead on issues** where we have to recognize we just don’t have such a person in our CBP family. (9)

#### Learnings

- Acknowledge that there are many steps to go from “learnings” to something that can be readily applied by managers and decision-makers. **Local application matters.** (9) ★

- **Stop calling it “learnings”**, maybe knowledge, science, or understanding. (9)

Other Approaches

- A new **Budget Steering Committee that can direct funding decisions** that arise at SRS meetings. (9)
- **Science needs database** that connects with available sources for those needs. (9)

**9.3 What is the next step we can take in implementing recommendations we already have on these topics?**

Partnership Organization, Process, and Management

- **Longer management board meetings with time to discuss issues for decisions.** Longer, in-person (particularly for Quarterly Progress Meetings) with thoughtful meeting structure. Shorter virtual meetings that utilize good meeting hygiene (i.e., no multi-tasking, pay attention to the conversations). (9) ★
- Expand the use of **structured decision-making.** (9) ★
- **Expand SRS Logic & Action Plans up** and down the chain. Enable/encourage all GITs/workgroups to review, to see other SRS products. (9) ★
- Tee up **topics of need with STAC** scheduling. (9)

Communications

- Changes to **how we communicate recommendation to the Management Board** and their feedback on action. (9)
- **Communicate with outside groups.** (9)
- **Translators** to those who are not a familiar. (9)
- Coordinate with Rachel Felver and team on **communication strategy.** (9)

Tools

- **Connect various tools, communicate them** and share with stakeholders, improve utility and application at the local and even parcel level. (9)
- Scale matters! **Make [tools] more granular.** (9)

### Challenge #10 Key Takeaways

**To develop and apply the necessary social science tools to effectively involve and serve communities in ways that are equitable, fair, and just for all**

- **Expand the knowledge and capacity within our program for how to embed social science into our programs and thinking.** We have great resources for expanding social science, but we need to USE them. (10)
- **Co-develop with stakeholders**, investing in dedicated staff to keep those connections, and staying engaged after the work is done is essential and missing from our current approaches. (10)
- **Invest in community organizers and watershed organizations and conservation districts** may fill essential gaps to make us more effective. (10)
- STAC CESR and Rising Water Temps reports along with some other key lessons learned and spelled out in our retrospective for the Biennial meeting provide **clear first step opportunities to utilize social science tools to effectively engage and serve communities in a way that centers their needs but match our desired outcomes.** (10)

**10.0 To develop and apply the necessary social science tools to effectively involve and serve communities in ways that are equitable, fair, and just for all**

**10.1 What tools and resources do we currently have that can be applied?**

Surveys, Case Studies, Projects

- **Public surveys.** (10)
- **Case studies** database. (10)
- **GIT funding projects and research.** (10)

Data

- **Government data collection** can be used for baseline setting (like service requests, demographic information). (10)
- **Strategic Science and Research Framework** and database. (10)

Outreach and Communications

- **Focus groups** and roundtables. (10)
- **Participatory process in PA** – county level action plans co-developed by and in partnership with local organizations, conservation districts, underrepresented communities – invested in coordination, staffing and built shared trust. (10)
- Behavior change survey, website, tool kit and training on **how to create behavior change campaigns** under development. (10)
- **Community science network.** (10)
- **Social media/volunteer** opportunities. (10)

Education and Collaboration

- **Environmental Literacy** curriculum development and meaningful watershed education experiences (MWEEs). (10)
- **STAC workshops** (10)

Resources

- **Environmental Finance Center.** (10)

- **Cooperative Ecosystem Studies Unit (CESU) network** comprised of federal, academic and HBCU institutions doing research and leveraging technical assistance in many disciplines including social science. (10)
- Chesapeake Bay Funders Network has a pool of **technical assistance providers** we can tap into for NGO and government campaigns to inform our work. (10)
- STAC and STAR members who have **expertise in social science** disciplines including decision science and behavior change. (10)

## 10.2 What might we need to address the challenge that we do not have?

### Social Science

- Build a pipeline of **social science experts** connecting with Chesapeake Bay Program. (10)
- Acknowledge that **social science is more than just behavior change**. (10)
- Recruit and embed **social scientists in our program to do synthesis and analysis** of the rich data we have and help define more effective programs or adjustments in our incentives. (10)

### Communication, Coordination, Collaboration

- **Nurture connections** with local watershed groups – we don't have a strong connection right now. (10)
- Build a foundation of **trust and buy-in**. (10)
- Need dedicated positions and funding to **create capacity for ongoing coordination and communication** that connects all levels in the chain (using PA model above). (10)
- Need **communication tools and strategies**. (10)
- Invest in **community organizers** for durability – co develop programs and DO NOT LEAVE when the work is done. (10)
- Need to make the most **local connections** and have them do their own succession planning. (10)
- **Define equitable service/progress by outcome or goal** so we understand the gaps by outcome or goal (one broad brush is not going to help us effectively involve and serve communities. (10)

## 10.3 What is the next step we can take in implementing recommendations we already have on these topics?

### Community/Social Science

- **Expand community science** provisioning and add new organizations, especially with community members from environmental justice locations. (10)
- Look at the STAC CESR and Rising Water Temperatures report recommendations and social science needs as implementation opportunities, particularly **where social science can help make programs more effective and where we can focus on outcomes that serve multiple benefits and multiple stakeholders**. (10)

### DEIJ Focus

- **Go into DEIJ communities** intentionally. (10)
- **Tree equity implementation** (convert redline areas to greenlined areas). (10)

### Equitable Incentives

- **Implement incentives equitably** with increased payments when considering community affordability versus the benefit to the landowner/customer. (10)

- Is It fair, equitable and just to **pay or build more incentives into targeting strategic areas** when property owners in non-target areas are implementing the same practices? This sparked a conversation about the fairness of benefits to individuals vs. the benefits to greater good. (10)

Other Approaches

- Use **structured decision making** to set priorities among competing interests. (10)
- Prescription outdoors – **create new green recreational space** in urban and rural areas where access does not exist. (10)





# Chesapeake Bay Program 2023 Strategy Review System (SRS) Biennial Meeting

Charlottesville, VA  
May 11-12, 2023

## Appendix B: Chesapeake Bay Café Day 2, Question 1 Summary – Value of Partnership



★ Denotes multiple tables or persons at the same table repeating or prioritizing the same item.

(#) Denotes the table number(s) that addressed that question.

### Value of the Partnership (EC Charge #7, #8, #9)

#### Key Takeaways

- We need to **define our partnership** (e.g., a convener of partners, technical assistance providers). We shouldn't try to be all things to everyone. We provide resources and information to those at the local level; however, we are not the engager of individuals at the local level.
- We need to **remove "inside" "outside" perspective**, where it seems to be EPA versus everyone else. We need to move past the "know the rules mentality" and be a more open minded, creative, and solution driven. (1)
- Water travels beyond jurisdictions. Participation and focus depend on **geographic location**. Do we need the **public to know about the partnership**? Will we (we equals all partners) sum up the accomplishments of the partnership at the end of 2025? (5)
- The **partnership is a Network of Networks and accessing the broad partnership requires understanding the connections and being strategic** about how to involve those whose voices that are not contributing. The Beyond 2025 Steering Committee needs to utilize our networks (and the resources they bring) more effectively. The work should not just focus on the outcomes but our governance, how we work, and how we can bring others into the work. We should be engaging others not just outreaching to others. (9)

- There is a **strong sense of the value of our work** which stands on sound science and science excellence. (13)
- There is collective interest in improving the value of the partnership by **garnering greater direction and representation of more socially-derived perspectives on how to manage the resources going forward** (i.e., interpreted or translated by me as CBP demonstrating a greater use of social science in support of our work going forward), and bringing in new partners. (13)
- There would be a loss without the partnership that **would touch every dimension of the work and focus** of our management targets and efforts. (13)
- As we hear calls for accelerating progress, we **need to slow down** as we have intense internal schedules for the (staff) resources available. This may be a capacity issue, or a need to look into how we do our business each day to achieve our goals and outcomes and assess our efficiency and effectiveness with our available time and resources. (13)
- For increasing value to all communities, we need to **create more time and allow more space for greater interaction and collaboration with the public** to ensure representation of perspectives. We should also **assess how the CBP conducts business**, inviting new approaches into our work, generating greater balance across investments addressing diverse outcomes, all while better managing expectations. (13)

## 1.0 Value of the Partnership (EC Charge #7, #8, #9)

### 1.1 What is the value of the Partnership to you in restoring/protecting/improving the Bay and its watershed? What would make it more valuable to you? What would add value? (EC Charge #8, #9)

#### Value of the Partnership

- Stability of goals regardless of politics (1)
- **Collective responsiveness** (5)
- **Consistency and stability of the CBP**. CBP always has a direction. (1)
- Supports a waterbody important to me (1)
- **Committed partnership** that works on the things I care about. (9)
- Network of coordinators who **have the trust** of audiences we are trying to reach (1)
- Access to very smart **people with expertise** in so many more areas. (9)
- So many **dedicated people** working together toward improvement/protection. (9)
- **Network** of talent, passion, experience, dedication (5) (13) ★
- New partners (13)
- Provides more **touchpoints** to be connected to the program. (9)
- Provides a **means to get the important work done** – work that can't be done by a few. (9) ★
- **Stronger together**. (9) ★
- Massive network: we have so much talent, expertise, attention, etc. in the partnership, we just **don't know how to leverage it**. (5) ★
- **Funding** to jurisdictions and local stakeholders (1)
- Partnerships **amplify voices** that otherwise wouldn't be heard (or even listened to). (5)
- Partnership is obviously **beneficial to our work, not for our messaging**. We barely know what CBP is, why would the public? (5)
- **Cooperative federalism** (5)

- **Leverage, influence** (5) ★
- “Tragedy of the commons” (5)
- **Career development** (staffer and intern programs) and career pathways opportunities. (9)
- No other way for success (9)
- Community of **like-minded people I can trust** to talk through ideas, questions, and challenges. (9)
  - Build fellowship into the work. It’s a required. It’s normalized. Not tangential to the work.
- The partnership is a **Network of Networks**. (9) ★
  - We should be more deliberate how we access it.
  - Represent the network reach visually.
  - Include Appalachia and farmers.
  - “LinkedIn” for different outcomes, stakeholders, source sectors (e.g., industry, ag), novel partners.
  - Go beyond a list of workgroup members on each webpage. Document the CBP to grassroots network connections. For example, maybe Choose Clean Water Coalition (CCWC) has a database of local NGOs and tag their organizations by outcome/goal. Then workgroups can use CCWC to connect with communities through trusted sources to evaluate and expand the fall implementation process. Identify linkages and key communicators between stakeholders. CBP ↔ CCWC ↔ NGOs ↔ Community (9) ★

What would make it more valuable to you? What would add more value?

- Overhaul the **SRS process**. (9)
- Tap into the **network of NGOs** for advocate and outreach efforts. (13)
- **Make it relevant to the communities** even if, and especially if not, environmentally-focused (13)
- **Slow down!** Intense internal deadline schedule. (13) ★
- More value in figuring out how to get out data /tools used. Technical **trainings**. (9) ★
- **More visibility** could increase partners and more buy-in with tools. (9)
- If we can find a much more **streamlined, effective way to operate as a network**. (9)
- **“One stop shop”** for Bay info, partner info, science, data. (9)
- Be more of a **partnership of people with the highest stakes in the environmental issues** we’re trying to tackle. (9)
- **Work with industries** - ag, fertilizer, development. (9)
- Partnership **funding directed by the partnership**. (9)
- Absolute need to **revisit governance/policy and goals/outcomes**, in addition to strategies for achieving goals. Could be we keep most or simply technical tweaking. (9)
- Providers of a vision supporting a **future grounded in the wellbeing of humans and living resources**. (13)
- **Access to facts and statistics** to communicate effectively. (13)
- **Provides an audience of all the government agencies** once a year. (13)
- Base for **awareness of socially important issues**. (13)
- Access to **different perspectives and collaborative opportunities** to find and work on solutions of complex issues. (13)
- **News using enhanced thinking**. (13)
- Value in the **exchange of ideas**, learning new things. (13)

- The **network**. (13)
- (The partnership is...) Not about me! (It's about/...) **for others!** (13)
- See **new places**. (13)
- Fabulous **interdisciplinary science**. (13)
- **Credible science**. (13)
- **Wealth of interdisciplinary knowledge** is inspiring. (13)
- **Long history of work and wisdom to leverage and improve** our success in the face of present and future challenges. (13)

### 1.3 How would you make the Partnership more valuable to all communities? (EC Charge #7, #8, #9)

#### Increased Effort

- **Do more** to protect waters before impairment, focus on conservation (1)

#### Broaden Perspectives

- Terminology can divide people. Need **broader perspective when communicating**. (1)
- Need **holistic perspective**, not just focus on things in isolation. (1)
- Representation. (13)
- **Define "all" and "community"**. (13)

#### Outreach & Communications

- So much data (is it being used and shared effectively?), we are in "collection mode" we need to **tailor outreach** after hearing what is important to people and communities. (1)
- Analysis paralysis: so much talk about **data, not being translated** to public audiences (1)
- CBP should not communicate/engage with general public, we should **rely on trusted sources working at the local level**. (1)
- **Trusted sources to understand and communicate** use data based on needs (1)
- Haven't looked at **how our data/info can be used with various audiences and to be relevant** to each audience. More just dump of data without strategic connections. (1)
- **Small group connection** opportunities (1)
- Approach outcomes with **people-centered social science**. (13)
- Be intentional about **time for public participation**, not instant checking-a-box (13)
- We can expand our value to the people in the watershed if we **expand our views** of what we think will lead to a healthy environment. (9)
- Ask communities, stakeholders **what is actually needed**. (1)
- Spend more time getting to know others motivations/ways of thinking. (13)
- Let them tell the partnership to **understand what communities want**. (13)
- More time for **building and maintaining relationships**. (13)
- **New approach-ideas and outreach**. (13)

#### Partnership & Collaboration

- Work on **consensus building** – using areas where there is already agreement first (1)
- Workgroups / leadership or GIT leadership should be worked into job descriptions so that partners working within the partnership are not "volunteers." **Partnership work should be part of job description** within the state or whatever home agency/organization. (1)

- Get potential litigants in the room before a next lawsuit, to get them to **partner and problem-solve**. (5)
- Partnership will change. Need to take advantage of turnover to **bring new perspectives** and integrate more partners. (9) (13) ★
- Bring **more diverse staff into the partnership** at all levels; broader perspective and representation of those who live in the watershed. (5)
- It's not enough to invite to the dance, we have to ask him/her/them to dance (i.e., the **partnership/engagement**). (5) ★
- **Stronger partnerships to leverage resource** to implement projects that meet multiple objectives. (5)
- A **broader group and more engaged stewards** in every neighborhood. (5)
- Willingness of partnership to **increase flexibility of rules** (e.g., TMDL). (5)
- More **safe space for collaboration**. ★
- Requires **engaging stakeholders as equal partners** and developing watershed "principles" for local implementation, fostering **collaborative learning**. (9)

Focus of Our Work

- **Not focus solely on BMPs** and feeding the model but on all of the outcomes (1)
- Focus on **land/forest conservation** (1)

Funding & Resources

- **More jurisdictional discretion** on how and where funds can be implemented. (5)
- **Trust-based grant making**. (13)
- **Stratified resource allocation** across goal and outcome areas to provide more equitable and inclusive management; better represent allocations across the spectrum of "communities" (e.g., based on race, socio-economic gradient, interest group character, etc.). (13)

General

- **Manage expectations**. (13)
- The **whole is greater** than the sum of its parts. (13)

Specific Recommendations

- We need "**coordinators**" (**not GIT coordinators**) in **both worlds, technical / public** – one foot in each world. Information specialists, liaisons, circuit riders, connectors, translators at the local level. (1)
- There is significant **concern/fear that anything new (2025 work) will require regulated/unregulated communities to do more**. (1)
- **Stop the data collection on a specific date**. (5)
- Potential to **reduce transaction costs for implementation** at the local scale. (9)
- Creating space for **qualitative information to inform adaptive management**. (13)
- Listen to the **advice of your Advisory Committees** – they are telling you (how to) define who your target audience is. (13)
- **Breaking down hierarchy**. (13)
- **New on the ground practices** that are supported at the ground level. (13)

**1.3 What is at risk without having the Partnership? (EC Charge #8, #9)**

Funding & Resources

- **Funding** (1) (5) (9) (13) ★

- Threat and tensions around **money** (1)
- **Resources and power** which we can leverage to fulfill our vision if we listen and put our resources behind POC lead groups who have been doing environmental work in the Bay for a long time (9)
- Headwater states would **lose resources and motivation**. (9) ★

#### Cooperation, Collaboration & Coordination

- Interstate **conflict** – with jurisdictions only focusing on themselves (1)
- Interstate **cooperation** with regulatory components makes us stronger (1)
- **Cooperation** among jurisdictions (1)
- **Uncoordinated attempts at conservation/restoration** (13)
- **Connection** with others (legislature, NGOs, etc.) (5)
- **Collaboration** (9) (13) ★

#### Perspectives

- **Differing perspectives** on topics – leads to better solutions (1)
- **Different voices** at the table (1)

#### Learning & Knowledge

- Multijurisdictional **learning and approaches** (13)
- Opportunities for **learning** (5)
- Institutional **knowledge** and history of the Bay (5) ★
- **Innovation, Creativity** (1) (5) ★

#### Accountability

- **Legitimacy** (1)
- **Accountability** for our work, we have accountability (for TMDL, WQ) to produce and do things (BMPs) but not to produce outcomes (WQ) (5) (1) ★
- **Lack of defensible science** to drive policy (13)

#### Leadership & Partnership

- A lack of an **example to other watershed partnerships** around the country and world (1)
- Without **partnership**, we lose! (5)
- Harmful impacts from **wrong decision makers** (13)
- Bad or no **leadership** (13)
- **Unified voice** (1)

#### Other

- Mobilized **science** (1)
- **Data** related to wildlife, water quality, land use, etc. would be lost. (9)
- **Technical assistance** (9)
- **Motivation** to enact collective change (13) ★
- **Congressional justification** (9)
- Without **stakeholders** we ultimately lose the Bay and watershed. (5)
- **Environmentally and socio-economically enhanced** Bay and watershed (13) ★
- **Back-sliding**, especially given climate change and socio/demographic/economic trends in the region. (9)
- Increased **impacts** of a growing population and its lifestyle effects without any management or acknowledgement to living resources and human health (13) ★

**Chesapeake Bay Program  
2023 Strategy Review System (SRS) Biennial Meeting**

Charlottesville, VA  
May 11-12, 2023

Appendix C: Chesapeake Bay Café Day 2, Question 2 Summary –  
Stakeholder Engagement



★ Denotes multiple tables or persons at the same table repeating or prioritizing the same item.

(#) Denotes the table number(s) that addressed that question.

**Stakeholder Engagement (EC Charge #7, #8, #9)**

**Key Takeaways**

- **Stakeholder engagement needs to go both ways.** In addition to inviting them to our meetings, we need to extend efforts to go to them for collaboration beyond just “listening”. There should be a **communication flow path both to and from stakeholders** that feeds back to the partnership through trusted sources. (2) (6) ★

- Our **outreach to stakeholders isn't enough**; not broad enough, not targeted enough, not outside our usual paths, not active enough, (passive), not diverse enough. But we don't seem to have the capacity to do more. (14)
- **Connect our partnership to the existing networks** to move information in both directions and become the feedback loops to inform our work. (10)
- Acknowledge that **larger corporations are stakeholders** as well, and they have varying levels of interest in engagement depending on their relationship with members of the CBP. Maybe taking initiative to hear their perspectives to understand. (2)
- **Marginalized communities look different in different places.** How we engage with them should be location dependent. (2)
- **More resources are needed for communication and engagement of our stakeholders** – both to gather and process that information. (6)
- We **don't have enough trained communicators, trusted sources, or translators.** (14)
- **Go into community with authentic engagement and LISTEN** to their needs, not with our list. (10)
- **Get beyond our traditional sphere** to include watershed organizations, community organizers and advocates, conservation districts and volunteer groups. (10)
- **Communication to the public at large should run through trusted sources** versus coming from the Bay office. (6)
- If you aren't **geared up for a good engagement strategy**, don't do it. It's hard to undo badcomms/engagement. (6)
- There was an overarching theme of frustration and acknowledgement of the **lack of authentic engagement.** However, the majority of comments were suggestions in how it could be improved. Authentic relationships, going to practitioners and those on the ground implementing efforts, and thoughtful mitigation of bureaucratic processes. (virtual 2)
- Consider **making Choose Clean Water Coalition a signatory** on behalf of stakeholders, practitioners and NGO community. (10)
- Need to **engage the Ag Industry.** Biggest focus for needed nutrient reductions. (6)
- **Urban sector should have a technical assistance mechanism** similar to Ag. Ag extension offices are an example of this. Will require training and development of staff. (6)
- **Co-develop actions, plans, agreements when in community and invest in and recruit community organizers** to bridge to hyper local community level. (10)
- Need **better branding for CBP.** (14)
- Need to **manage expectations more.** (14)
- Need to do a better job of **flipping the narrative** in our favor. (14)
- We should have a **full-on partnership conference about our goals** (and outcomes). (14)
- **Increased clarity in roles of Advisory Committee members** would increase efficiency when communicating needs to MB and this may not even be the correct channel for addressing the identified needs. Maybe a dedicated facilitator between these groups could address this challenge. (2)
- Have **authentic engagement with our own Advisory Committees** throughout the year and show action that directly correlates to their recommendations. (10)



- We should **recognize the strengths of Advisory Committees** and how to leverage them better. We should bring them more into our regular work (brief them more; seek advice more), provide more briefings to them. (14)
- We need to **educate partners about who and what the Advisory Committees are** and how they can help us. Integrate them into the feedback/learning loops. (14)

## 2.0 Stakeholder Engagement (EC Charge #7, #8, #9)

### 2.1 What concerns do you have with stakeholder engagement? (EC Charge #7, #8, #9)

- Starting at **making restoration relevant to all communities is presumptive**. (2)
- **Stakeholders may have different priorities**. Need to know how to engage the information properly. "Bait the hook to the fish you want to catch." (virtual 2) ★
- Stakeholders are **interested in taking action**. They may not even bother reading a report card. (virtual 2) ★
- **Human health is a major concern** for stakeholders that is under-discussed. (virtual 2)
- **Incorporation often disingenuous**. (2)
- **If it's not in the regulations, they won't do it**. Need a carrot or a stick for local officials. (2)
- Stakeholder engagement **takes funding/resources**. (2)
- **Always need more capacity** – to both engage and process the information once obtained. (6)
- **Capacity to effectively engage stakeholder groups**. (6)
- **Stakeholder engagement costs them money and time**. Do we pay them? (2) ★
- **Invest in boots on the ground**. Skillset needed for cold calling, use wetlands as an example that had a steering committee comprised of fed agencies and grantee, where not enough other folks being engaged. Had to cold call many people. (6)
- **Use the word "engagement" pretty literally**. What does that mean to each of us? Defining that looks different for different stakeholder groups. (2)
- As EPA say "come to the table" to stakeholders, but **often they are working people who can't afford to come to the table during the day**. (2)
- **Listening before speaking**. (virtual 2)
- **Just listening isn't collaborative**. (2) ★
- If consistently running against deadlines, it's **tough to allow for adequate time for hearing feedback**. (2)
- Always feels like a **transactional conversation**. (2)
- Never seems to be any **conversation around participatory decision making**. (2)
- Old school **social science** where it is very one-way. (2) ★
- **Became more involved in CBP meetings during covid** because it finally leveled the virtual field. Always had virtual call-in option, but the callers were the "out-crowd". Game changer. (2)
- **Meeting technology needs to enable equal hearing of voices** who call in. (2)
- **Biases are carried forward** in work. (2)
- There should be **negative BMP credits**. (2)
- **Stakeholder engagement needs to have infrastructure** built before shifting focus from water quality. (2)
- **Question being asked determines who the stakeholders are**. How do you engage stakeholders that **don't know they are stakeholders?** (2) (6) ★

- **Need diversity** – not just racial diversity. Be aware of the audience. (6)
- It's clear we are not engaging ALL **RELEVANT stakeholders**. (10)
- Do all of us agree on **who our stakeholders are** and who they should be and that ALL stakeholders have been identified? (10) (virtual 2) ★
- **Engage them sooner** in the process and move toward co-production of plans and implementation. (10)
- **Talk to the jurisdiction about who their stakeholders**, engage communities at that level. Not sure at what level. Need to have this at certain scope. Need to have town hall meetings throughout the watershed when rolling things out to get input. (6)
- Ability to **manage stakeholder concerns in an equitable manner** – tradeoffs – how do you reconcile opposing viewpoints. (6)
- **Structured decision making**. (6)
- **Determine what the cutoff is for too much input** – meaning we can't handle all the input and become paralyzed. (6)
- **Not everyone should be communicating with certain stakeholders**. What level of entities should be engaging with what stakeholders? What is the division of labor and Expectations/roles for stakeholder engagement. Make sure everyone understands the roles and we don't duplicate efforts. (6)
- **If much of the implementation is LOCAL, need to engage at a LOCAL LEVEL** (over 2,000+ communities) to reach local elected officials, planners, volunteer groups, watershed organizations, community advocates, community organizers, conservation districts) and acknowledge this is really hard but if we use our network of networks, it is possible! (10)
- We are set up now mostly to interact with state or goal implementation team/workgroup level and some local leaders – **need to evolve so information flows down** to the hyper local level and back up the chain to create better feedback loops (and clarify who does this, not just the highest level Chesapeake Bay Program staff). (10)
- Reaching out to some **stakeholder groups in our individual silos**. (14)
- **Total number of stakeholder** and capacity to reach them. (14)
- Some local governments are **defensive when Chesapeake is the topic**. (14)
- **Confusing CBP with CBS**. (14)
- **Confusing VIMS with VMRC or VMI**. (14)
- **Lack of trust** in government results in who is interested (and engaged). (14)
- Acknowledge **we may not have all the expertise** in our staffing or goal teams and leverage expertise from those already engaged – connect to the networks. (10)
- **Trained communicators are lacking** (i.e., we don't have enough). (14)
- **Translator communicators are lacking**. (14)
- **Scientists are not necessarily trained in stakeholder engagement**. (14)
- **Passive not active or intentional advertising** [to stakeholders]. (14)
- **Personal/citizen experience versus science observation**. (14)
- **Managing expectations**. (14)
- **Time commitment conflicts**. (14)
- Lack of time commitment but **unwilling to give up control or authority**; we are not always right. (14)

- When performing engagement, still feel **challenged in getting back the information learned** to the top of the beast. (virtual 2)
- **Bureaucracy can severely limit engagement** - extensive review requirements. (virtual 2) ★

## 2.2 What excites you about stakeholder engagement? (EC Charge #7, #8, #9)

- **Funding** for community organizations. (2)
- **Be holistic** when working with local and state governments. (2)
- **Involvement of larger corporations** that are providing the financial incentives for local planners to make decisions. (2)
- **Effective stakeholder engagement.** CBP connects with organizations that are connected with stakeholders. Should be an engagement line – flow path – decision tree. CBP need to get info to trusted sources who are the feedback loop to the CBP. (6)
- Consider **regional listening sessions** as part of existing meetings but do them IN COMMUNITY. (10)
- **Model of bussing local officials** from one part of the partnership to another. Allows for individual, human perspectives. CBP needs to have more direct outreach to get these perspectives, between CBP staff and stakeholders. (2)
- Opportunity to **link to existing Partnerships and communities** that have a pulse on needs. (virtual 2)
- Establish a **team travel to communities and conduct roundtable discussions** to gather input to envision goals reflective of community interests. (virtual 2)
- **Get out there more.** Speakers Bureau in Communications Office. Send people out with canned presentations and meet the people. (virtual 2)
- **Working directly with community organizations.** Let them do what they're best at. (2)
- **Inside versus outside voices:** CAC versus Diversity workgroup. Revise diversity outcome to account for stakeholder engagement beyond staff representation. Go out to the community. (2)
- In outreach work for citizen science on SAV, the some felt there were larger fish to fry for the organization he is representing (and we agreed). **Have an understanding of the priorities** of these organizations when working with them. (2)
- Work with **trusted sources to develop factsheets** for the trusted sources to deliver information to the stakeholders. (6)
- Need to **tie Into the Ag industry.** Farm bureaus, producer industry, integrator – this needs to be outside the workgroups. Where does the info come from. Workgroups to - State Ag agencies – info should be run through the state ag agencies – and then to the stakeholders. Should we have an ag advisory committee? (6)
- The real **restoration/conservation/behavior change occurs at the local, parcel, stream reach scale** where people have a passion, care about results and action. (10)
- **Go to where these passionate and engaged stakeholders** are located and LISTEN. (10)
- **Partner with existing networks and community organizations,** be inspired and grow our perspectives. (10)
- **Get new and different ideas** (you don't know what you don't know). Receive **diverse perspectives.** (10) (14) ★
- Bring new stakeholders in early to **envision/refine new goals.** (virtual 2) ★

- Can/should **Choose Clean Water Coalition** become an EC signatory on behalf of NGO/practitioners? (10)
- Ask **Choose Clean Water Coalition and riverkeeper network** along with other watershed organizations how we can connect these networks to create the continuum of engagement and expand our Bay Program reach. (10)
- All meetings are **open to the public**. (14)
- **Learning where your message doesn't resonate** to adapt your message. (14)
- Learning how to **flip the narrative**. (14)
- **Listen to create action at local level**. (14)
- **Hearing and learning from others**. (14)
- Full on the **Chesapeake partnership conference on Goals**. (14)
- **Stop justifying bad policies**. (14)
- **Building trust to get honest feedback** during stakeholder feedback takes a lot of time and often requires traveling to communities. (virtual 2) ★
- **Use the breadth of EPA to better communicate** (public affairs, etc. - and money in those offices). (virtual 2)
- Integrate engagement with work plans to **have accountability of the action**. (virtual 2)
- Potential for **reorganizing the way the CBP is setup**. Stakeholders should have input in how the Bay Program is structured - operationally, how can we better serve. (virtual 2) ★

### 2.3 Consider the stakeholders represented on the three Advisory Committees, what does "effectively hearing from and listening to" them look like? (EC Charge #8)

- Our **marginalized communities look different in different locations**. Advisory Committees may be a better place to tackle that. (2)
- **Lack of clarity amongst members of CAC and LGAC** about what their role is. (2)
- **Recognizing strengths of Advisory Committees** and how to leverage them. (14)
- More people in the partnership should **know who and what the Advisory Committees are**. (14)
- **Reorganize how Advisory Committees provide recommendations**, engage throughout the year, make sure the recommendations are actionable, and that time is spent considering, discussing and workshopping the recommendations as they arise rather than being relegated to a letter and response. (10)
- We are in love with talking, but **not as much action. Show the response in action and change** (actions speak louder than words on a paper). (2) (10) ★
- When called by representative **asking MB member what it is they need to do, they don't know** either. (2)
- **Purpose-driven work**. Expected outcomes. (2)
- **Using facilitator** between Advisory Committees and MB. (2)
- **Everyone (Advisory Committee) needs a CESR report**. (6)
- Need to have **entities working in the urban sector** like the Ag extension offices. (6)
  - Heat islands, stormwater
  - Need workforce development for this activity
  - How do we get to the developers and have them go green/resilient
  - Need to show them how it makes things better/save money

- Need to be able to translate your message into something that they care about (reduce flooding, going green can be cost effective.)
- **Bay Commission could help** with that (i.e., funding). (6)
- **Local Gov Advisory Committee** could play a role in this (6)
- How do we **make CAC that is truly representative of the people in the watershed.** (6)
- **CAC could work through local churches** – faith-based tradition to care for the earth (6)
- Need to **go to the Advisory Committees to gather information** on how we should be changing our goals. Need to gather that input so we can provide input back to the CBP. (6)
- Need to **train/employ people** to be translators and gatherers of information. (6)
- **Don't need to have everyone understand the science**, just want a happy healthy existence, and to protect their family. (6)
- Need to **develop a meaningful strategy to get to know the Advisory Committee members**, who they are and how they work as well as what they prioritize (don't assume) (10)
- **Engage in meaningful discussion**, not check the box responses to letters once a year. Consider new ways for Advisory Committees to provide advice beyond their annual letter to Executive Council, e.g., using special reports on topics or quarterly meeting report outs that lead to a discussion throughout the year with the partners on priority key topics. (10)
- **More time to understand and discuss** advice. (14)
- Going to them (repetitively), instead of requesting their input. **Authentic engagement.** (virtual 2)  
★
- Bring **GIT and workgroup presentations to the Advisory Committee meetings.** (14)
- Some partners don't know who, how what the Advisory Committees are. **Allow time for learning** the basics about them. (14)
- **Include Advisory Committees** in the same briefings that the jurisdictions/CBC get one-on-one. (14)
- **Integrate the Advisory Committee's into the feedback loop** as we are developing draft ideas. (14)
- **Showing up in stakeholder conversations** rather than assuming they want to be engaged in ours. (virtual 2)
- **Look for shared priorities** rather than figuring out how they can support ours. (virtual 2)

Chesapeake Bay Program  
2023 Strategy Review System (SRS) Biennial Meeting

Charlottesville, VA  
May 11-12, 2023

Appendix D: Chesapeake Bay Café Day 2, Question 3 Summary –  
Refining the Agreement



★ Denotes multiple tables or persons at the same table repeating or prioritizing the same item.

(#) Denotes the table number(s) that addressed that question.

**Refining the Agreement (EC Charge #3, #4)**

**Key Takeaways**

- **Building trust and credibility** is very important, especially at the federal government level. (3)
- Use language and communication strategies that **resonate with your targeted audiences**. (3)

- **Bring in the people element** when considering updating or revising the Watershed Agreement goals and outcomes. (3)
- **Meet people where they are;** don't impose your priorities – hear from local communities what their priorities are and go from there. (3)
- General need for **more public involvement and input and integration of social science concepts** and practices. (7)
- Complex problems will require complex solutions across the Bay and the greater watershed. **Change is needed,** as doing the same things that aren't working will not lead to reaching our goals. (virtual 3)
- **Focus on what's realistic to accomplish** – incorporate more S.M.A.R.T. goals. (3)
- **Emphasize and account for the interconnectedness of outcomes in management/funding/policy decisions.** This will lead to more effective administration and restoration/protection and help communicate complexity and uncertainty (multiple factors at play) of efforts, which affects accountability (i.e., focused on outcomes and learning not counting). (7)
- Find the commonalities amongst outcomes – how can they benefit each other? Do more **cross-pollinating across the outcomes** (and GITs/workgroups) and look for those intersectionalities. (3)
- **Cross-collaboration between workgroup GITs** may be a way for the Partnership to become much nimbler is how we solve problems. (virtual 3)
- **Look at the return on investment and equity when it comes to meeting the goals and outcomes.** Understand how we got to where we are today (e.g., what was the driver in committing to a specific outcome) but **realize that today's priorities may be different.** (3)
- The current goal of “restoration” sets us up to fail, as highlighted by the CESR report. The Bay of the future will never be of the Bay of the past. We need to find common ground on **reasonable and achievable goals that protect all resources,** living and otherwise. (virtual 3)
- **Practical approaches to indicators that account for a holistic view** were seen as a path forward to assess multiple goals at once. (virtual 3)
- CBP and the Watershed Agreement provide for critical needs of focused action and shared vision, but the **size/complexity of agreement and partnership lead to silos, myopic approaches** (i.e., approaches that lack systems perspective and don't connect outcomes), and competition for resources (which leads to less effective management). (7)
- More **power-sharing across additional dimensions** (e.g., other than water quality, younger generation) was strongly advocated; possible organizational scheme that incorporates connection between traditional hierarchy and innovators was drawn, with bottom-up approach. (11)
- One emerging theme revolved around the idea we can't apply one tool or solution across the watershed, as the various regions differ in terms of environmental, social, and economic factors. **Smaller, focused action teams from across the Partnership** were seen as a potential way to tackle local problems in a focused way. (virtual 3)
- A proposed idea to **form an action team that concentrates on a specific area** was well received in the group. (virtual 3)
- The current structure (SRS and decision making) is burdensome and ineffective. Adaptive management is important, but SRS and workgroup/GIT structure could be revised and streamlined to **be less burdensome, more integrated, and more effective...**adaptation timelines

should be extended and “paperwork” should be minimized so more time can be spent on implementation and doing the work. (7)

- Limitations on time and resources point to **more efficient ways of monitoring** (and verification) as possible solutions. (virtual 3)

### 3.0 Refining the Agreement (EC Charge #3, #4)

#### 3.1 What is working well with the Watershed Agreement? What is not working well? (EC Charge #3)

##### What is working well

- The Agreement is very all encompassing. It **accounts for most needs with exception of addressing climate DEIJ needs.** (7) ★
- **Framing Bay Program Focus.** (7)
- Offers a **shared vision to focus action.** (7)
- Provides a mechanism that **brings together relevant partners** to address watershed scale issues. (but not all partners). (7)
- Set of **shared commitments.** (11)
- Partners bring **diverse set of expertise.** (11)
- Good first steps for **climate change and DEIJ.** (virtual 3)
- Partnership is still **willing to move forward.** (virtual 3)
- The **Agreement continues to invite strong partnership.** Since the start of the CBP, Agreements and their language drive folks to come to the table, break bread, work together, share resources-wisdom-insights. (virtual 3)
- **Option to revise outcome** language. (virtual 3)
- **Shared priorities and public accountability.** (virtual 3)
- **Platform to highlight needs, court advocacy, and express needs.** (virtual 3)
- Watershed Agreement is a document but also the **Partnership** (virtual 3)
- The SRS process and Chesapeake Progress has given **consistency and structure** to the work of the CBP. (virtual 3)
- **Science needs database** – long needed to consolidate and track community needs in one place, this has been a very productive development and effective use of our time. (virtual 3)
- **Quantitative outcomes** – most of the quantitative outcomes have indicators, monitoring support, and associated management actions that generate measurable, reportable results by which to judge progress. (virtual 3)
- **Raised awareness on diverse issues**, more than water quality targets, including stewardship, leadership, and climate change. (virtual 3)
- **Inspiring innovation** – as a function of addressing measurement of status and progress tracking needs, we have seen significant advances in land use land change monitoring (hyperspectral), satellite-based SAV assessment, continuous monitoring sensor arrays useful in evaluating offshore habitats, 4-dimensional interpolator, and more. (virtual 3)
- **GIT funding in support of science needs** – the annual funding has helped answer many science needs outlined by the GITs and STAR, generating teamwork, review-revision-understanding of information needs at a workgroup, GIT and cross-GIT level. This collaborative body of work



generates partnership relationships and is worth much more to the CBP than the dollars alone. (virtual 3)

- **Limited Goals and Outcomes.** This is an improvement over the >100 commitments that were established in the Chesapeake 2000 which gave us a more manageable organization structure. (virtual 3)

#### What is not working well

- There's no insight into **what the "Bay Plan" actually means.** People associate it with water quality. (3)
- What is communicated in the actual Agreement is **not necessarily communicated to the public.** People working on the Agreement speak in the terms of the Bay Agreement. (3)
- The leadership around that is absent. (e.g., GIT chairs, etc.). **Stronger leadership** will help. (3)
- The Bay Program and Agreement doesn't break through all of the chatter at the local level and conversations. **Local communities and stakeholders need to hear about progress,** what we're doing that's worth time and money, and it needs to be engaging enough. (3)
- **Not using social-economic modelling** expertise to adjust goals/outcomes. (11)
- Outcomes as written **do not incentivize right things/behaviors.** (11)
- **Not spatially targeting actions** for goals/outcomes. (11)
- Agreement **does not consider all the parties that are outlined in the executive order.** (virtual 3)
- Too much emphasis on water quality and **not enough on the human dimension.** (virtual 3)
- **Management Board members** don't represent most of the outcomes. (virtual 3)
- **Lack of diversity** in all conversations. (virtual 3)
- Various technical **issues with CAST.** (virtual 3)
- Hard deadlines, that are not reachable from the start. They set up public perception for failure. Need to make the science case. ★ (virtual 3)
- Making everything about the Bay **limits connections to stakeholders.** There is more to the Bay than just water quality. We should go to places where we want to meet goals. (virtual 3)
- Current EC charge and 2025 and beyond are way too limited and focused on restoration, which the group sees as limiting (virtual 3)
  - Proposed protection on the same level
- No incentive as written for cross-collaboration between workgroup GITs (virtual 3)

#### Recommendations for improvement

- Maybe we need to consolidate some things to ensure people have a stronger voice. How can we combine things, in terms of **cross coordination across the goals and outcomes?** (3)
- **Trusted source of knowledge on the Bay** makes us generate a lot of data. (7)
- Need **more balance in voices** to meet Agreement, e.g., water quality versus others. (11) ★
- **Reach people where they are** (virtual 3)
- Get rid of restore/restoration → set up to fail. Recovery was seen as much better than restoration. (virtual 3)
- Complex problems require **complex solutions.** We should be wary of simple solutions. Need to create solutions through standardization. (virtual 3)
- Need to **tie into CCSR recommendations** (e.g., shallow waters). (virtual 3)
- **Climate resiliency** needs to be built into the next Watershed Agreement. (3)

#### What is working well, but there are challenges

- The Agreement does a nice job talking about the specific issues, but we have **trouble connecting the Agreement with the priorities of the communities**. Finding ways to communicate the Agreement that would resonate with difference audiences would be good. (3)
- Transparency is a strength but creates a **messaging challenge**. (7)
- **Compelling organizational framework but implementation too hierarchical** and not collaborative enough. (7)
- Have **recognized DEIJ and Climate outcomes** BUT they are siloed. (11)
- The Agreement is able to be adapted BUT **need a people indicator** (in many of the current goals people are the vehicle for achieving the goal, not the goal itself) (11) ★

#### Water quality/clean water considerations

- Communities outside of us primarily want clean water. **Things that they care about directly impact them day to day**. (3)
- Water quality is **clean water** – the latter is what resonates with people. (3)
- We **don't talk about the Bay in PA, we talk about local waters**. Clean for the Bay, good for PA. (3)
- The water quality discussion here is demonized. **We view water quality from a clean water lens**. (3)
- **Water quality will help all of the outcomes** – water quality is the heart of all the outcomes. Not just in the context of the Bay Program. It's broader on how we message it out. The big holistic picture is clean water. This feeds into wetlands and species programs. It all connects. (3)
- Common theme – whatever stakeholder group you're leaning into, the **point of consensus they understand is clean water**. (3)
- **Management Board representation for each jurisdiction should be multidimensional**, not just water quality related. (11) ★

### **3.2 If we were going to refine the Watershed Agreement, what would those things be (i.e., vision, principles, goals, and/or outcomes)? (EC Charge #4)**

#### Vision

- Like the vision. (11)
- If you don't have a **vision of what is long term resiliency**, you are not building towards anything. (3)

#### New Outcomes

- Synthesize an **outcome for shoreline Integrity** which is a keystone, cross cutting habitat challenge that forms the nexus of habitat management needs for the better of multiple, if not many of our outcomes. This outcome can be established for management units of sub-estuaries in the bay. Managing to limit sub-estuaries developing beyond thresholds of hardening and phragmites have scientific foundations behind them for waterbird management, SAV recovery potential (such as fish forage, water clarity, and fish community integrity). (virtual 3)
- **If you want to add a Goal/Outcome to the Agreement**, it needs to be approved as a package deal – Clear, explainable, understandable statement of goal/outcome, full protocol on what will be measured and how will it be assessed, show explicitly its method of measurement, show explicitly its measure of change over time/progress toward goal. Otherwise, it can be put in the parking lot for future goal/outcomes to be approved when the full package of needs is ready for presentation and review.

### Reducing or Restructuring Outcomes

- **Fewer outcomes. Can't have 31 outcomes!** All compete for same pool of resources. (3) (7) ★
- **Intersectional outcomes.** (3)
- **Reconfigure how the outcomes are written to reduce the silos** and to get more at the heart (root?) or the goals themselves. For example, wetland restoration should be in same grouping as wetland protection. (7)
- Goals were broad enough to be easily connected, but **outcomes created silos.** (11) ★
- Give a deadline to taking any remaining qualitative outcomes for **translating the outcome into a meaningful quantitative outcome.** (virtual 3)
- **Reinforce interconnectedness and relationship of goals and outcomes** to the people who use/rely on and live in the resource (7)
- Most people can't identify a black duck. Whose idea was it to have black ducks included in the Watershed Agreement? Need to **go back to the past to understand** why we're here. There's a subsection of the population that found black duck and brook trout important enough to incorporate into the Agreement. (3)
- **Brook Trout** needs to commit to an outcome and monitoring program or be removed as an outcome. Brook trout populations continue to decline while 15 years has gone by without adopting the outcome, the monitoring program, or modification of both to move beyond the holding pattern it is in. Brook Trout had a viable outcome that was open to tweaking. The target gain expected was made to counter the century-plus trend of declining Eastern brook trout populations. Brook trout had a published recommended monitoring program 15 years ago. (virtual 3)
- Need to **connect outcomes in a better way** and consolidate (e.g., connecting water quality to Living Resources) (11)
- For the diversity outcome as an example, perhaps we need to **revisit how goals were written to assess: is how we wrote it getting to where we need to be?** (3)
- Include **consideration of tradeoffs and net benefits across all outcomes** early in process (11) ★
- Manage expectations from the start - We could improve our lives going forward with either a more equitable distribution of resources (time and money) across the 10 goals and 31 outcomes, or, reduce the number of goals and outcomes to **create a stronger focus with fewer goals/outcomes going forward.** (virtual 3)
- A rule should be put in place beyond 2025 – any residual goal/outcomes that have not been clarified by, say Dec 31, 2027, will **be demoted or removed from the Agreement until they have matured to have clear statements of goal, a viable method of status evaluation** (indicator, census, population estimate, etc.), a monitoring program that is supported –accepting the uncertainties, a means of tracking change over time, and a reporting method.

### People

- Strategic imperative to bring in the people element. If you keep asking why, eventually someone is going to say something about people. Come up with **succinct statements about people.** (3)
- **More public involvement**—does the public know there is opportunity to refine agreement? (7)
- **Weaving in people-centered approach** across all goals versus only in climate and DEIJ (11) ★
- Our vision anticipates bay and watershed health will include for humans. Our agreement needs some clear **human health outcomes** – across the watershed our stakeholders use bacteria results

to consider swimmability and fishability. We should consider bacteria goals and bacteria management targets. (virtual 3)

#### Focus

- When you only focus on the Bay part, you're leaving out a huge chunk of people. **Keep it a watershed focused.** Kept hearing "the Bay" – does that mean we're abandoning the watershed? Does that mean we focus only on tidal waters? Is the **role of the Bay Program** in the watershed? (3)

#### Staffing

- Create the **network of translators and technical folks** to serve as bridges to CBP. (7)
- Need an employed **position that understands structure/org planning and social science** (consultant brought in might be too short-term, may need long term, continual support). (7) ★

#### General considerations for change

- Don't burn down **existing Agreement.** (11)
- Consider when perfect is the enemy of good. (11)
- **Don't rush** to have a new Agreement. Good collaboration process takes many years. Take time to think about where there's **true intersections in the work.** Frankly we know a lot about this. Have lock step meetings - perhaps they should be together in the first place. Already have a lot to pull from. (3)
- **Be very strategic** about the degree of revision – not too much or too little. There are pros and cons and many unintended consequences to change. (11)
- Really big ideas can be **broken down into smaller things.** (3)
- Need to **make sure what we're doing is realistic and achievable.** Specific Measurable Achievable Realistic Time bound (SMART) goals. (3)
- Really need to look at the **return on investment** and equity – both from audience and impact perspectives. Who are the people, what are the size of those audiences – **think about return on investment.** Are we spending a ton of money and time on less than 1% of the population that hunts duck? What about 30% of the population that has access to green space? (3)
- Looking at the CESR report, what's the **return on our investment?** Is it more about our approach and to demonstrate progress? It's especially difficult to talk to stormwater folks who are investing BMPs over the years and it's not really improving water quality. Need some consistency. (3)
- **What's relevant and why were some things picked?** In 2023, we're thinking about different things and have different priorities. Be really cognizant of what we're picking. (3)
- Healthy watersheds are resilient watersheds. Don't make a vague vision – can't go back to pre-colonization; **what can we do to ensure we're doing the best for the Bay and watershed?** (3)
- Need to **tie the tools to incentives and policies to it** – give people a financial reason. How do we **create that incentive?** Crediting land conservation under the Bay TMDL? (3)
- What are the **policy levers to affect change** for a goal and outcome? We can't expect to have influence in all the spaces. Need to reign ourselves in. (3)
- The basic goal of the CWA is to preserve and maintain the biological and physical integrity of a watershed / waterway. **Organize our science** around this. (3)
- Recognize the interdependence of outcomes, for example, new features on CAST to connect WQ w/ other outcomes. BUT more **needs to be done to emphasize the connections.** (7)

- One way to group things is tidal and watershed. What are those actions that have multiple benefits – what are the keystone features? If one of those commitments only had one benefit, it was low priority. Look for **ways to group the commitments** by mutually reinforcing elements. (3)
- **Consider tradeoffs** between silos versus teams versus synthesis of goals. (11)
- Perhaps our environmental management efforts are built around the co-benefits of **managing for cultural and heritage considerations**. Can we use our landscape management designs to consider how to co-design with mutual consideration for living resource and heritage resources? (virtual 3)
- There remains an ongoing **uncertainty about what an indicator is**. We spend so much time trying to design the perfect indicator. Indicators are meant to indicate, provide guidance. If people want a full accounting, that is a census, a huge resource suck. An indicator comes with error bars, it is meant to be a quick-ish way to evaluate if work is going in the right direction, be affordable, cost effective. As we consider revisions, we need everyone to consider if they really need every bean to be counted for some reason, or, do we need a sense about progress that allows for error bars on how we are doing. (virtual 3)

#### Communication

- **Emphasize the progress made since 1983** and how these refinements build on/learn from, move beyond our efforts to date. (7)
- **Articulate benefits of management actions** across all outcomes (11)

### **3.3 Does our governance structure and process need to be changed? Why? (EC Charge #3, #4)**

#### Issues with SRS

- It takes two years to get through the full SRS process. The **length of meetings** it takes to get through this is divided too much. (3)
- In practice, each outcome only has 9 months between finishing the previous cycle and starting prep for the new one. This **doesn't give much time for implementation**. (7)
- So much to do in terms of connecting with all of the parts and reporting and coordinating that we **don't have enough time to actually do the things in our action plans!** (7)
- Feels like we are **spinning our wheels** and work is unnoticed (7) ★
- **Not focused enough on evolving/refining our targets and strategies** to advance goals more effectively. (7)
- Strategies with longer time horizons—**if you're materials are good, only then change a little**. (7)
- **SRS materials** are not thoughtfully reviewed or considered. (7)
- **SRS needs to change** (7) ★
- Reliance on volunteers can create or increase **potential for bias**. (e.g., lack of focus on nontidal climate impacts in climate resiliency workgroup) (7)
- **Innovations not easily scaled up**. (11)
- **No adaptive management/decision-making processes at higher levels of hierarchy**. (11)

#### Governance Structure

- Some **confusion** about which part of the governance structure. (virtual 3)
- So complicated! GITs, WGs, Cohorts, Action Teams, MB...oh MY! (7)

#### Management Board

- Management Board **does not respond**. One rep only represents one agency and not interested in many other outcomes. (7) ★

- Management Board **needs to increase effectiveness** via: 1) not only water quality representation; 2) not given agency for decision requested of it; 3) level of preparation is inadequate (11) ★
- **What is the point** of the Management Board? Are decisions being made at that level? You get lip service. Although the Management Board is supposed to speak for the Bay, some members speak for their agency. (3)

#### Structure

- Find a structure that provides a **larger voice to public and nonprofit**. (7)
- The **CBP cannot get out from under its own weight**. (7)
- EPA as a representative for all agencies and noting that **all agencies are not formally engaged in the decisions** (e.g., DHS) (virtual 3)
- **State reps** need to talk to others in their state not just their agency. (7) ★
- Get the **Workgroup Chairs together more often**. (3)
- Having less layers would probably help – **too much bureaucracy**. Don't get rid of it altogether. (3)
- How stove-piped are the WQGIT workgroups? Seems to be very model focused. Not getting **what's happening across the workgroups**. We're not there yet. (3)
- Have **more cross pollination** (e.g., SAV and WQGIT). People want to do the cross pollination, but everyone is busy doing their own thing. There's a lack of awareness of what other groups within the partnership are doing. Can't affect progress towards the GIT goals and outcomes. (3)
- **Align CBP initiatives with national initiatives** (Clean Water Act, climate). (7)

#### Process Needs

- **Reorganize GIT/workgroups** to encourage better cross outcomes collaboration. (7)
- **Creation of effective deadlines** to address elements of Agreement expectation, and if something really doesn't fit, be ok with making a decision to edit/cut/add and move on. (virtual 3)
- Explicit packaging details for **how to get approval of a new goal/outcome**. (virtual 3)
- **More power sharing of decision-making**. Implementers and beneficiaries of our plan are young, and need to be included in decision-making. Creating feedback channels on way to power-sharing (11) ★
- Rules for withdrawing ineffective, **unmeasurable goals or outcomes** until they are mature enough to have clear statements of need, explicit protocols of measurement and reporting and explicit monitoring support so there is full accountability in place upon approval. (virtual 3)
- Look at **other models in other watersheds?** (7)
- Flipping script from top down to bottom up, **creating a "customer service" mentality**. (11) ★

Chesapeake Bay Program  
2023 Strategy Review System (SRS) Biennial Meeting

Charlottesville, VA  
May 11-12, 2023

Appendix E: Chesapeake Bay Café Day 2, Question 4 Summary –  
Additional Info for Beyond 2025 SC



★ Denotes multiple tables or persons at the same table repeating or prioritizing the same item.

(#) Denotes the table number(s) that addressed that question.

**Additional Information for the Beyond 2025 Steering Committee (EC Charge #1-9)**

**Key Takeaways**

- **Goals and outcomes need to be clarified**, have less ambiguity, be measurable, and have more aggressive targets and implementation. Further, the term water quality causes a lot of divides. (4)
- Only establish **quantifiable outcomes** when we have commitments to establishing common terms and vernacular, accounting system, personnel, and funding. (virtual 1)

- Focus on **core endpoint interests**. (virtual 1)
- **Aspirational inspirational goals versus practical achievable goals** are OK but these are often best evaluated qualitatively. (virtual 1)
- **Refine outcomes outside of TMDL water quality**, if not quantifiable refine language to be more specific so that measurement of progress is more doable and practical. (virtual 1)
- **Rebuilding/reimagining the partnership**. Chesapeake Bay Program should include full-time representatives, a clear team that can represent their state. In addition, we need to be more inclusive and with a deeper reach within communities. Digging into the state and regional level with NGO's who can work with the locals will improve visibility and help with relaying messaging. (8)
- **Consider the structure of our partnership and our SRS process**. We need to be more collaborative, efficient, and less bureaucratic. (4)
- Restructure the **Management Board**. (virtual 1)
- **Ensure the organizations members reflect the demographics** of the watershed. (virtual 1)
- Different structure that includes **more representative leadership voices**. (virtual 1)
- We need **different voices in the conversation**. (12)
- **Expand adaptive management**. (virtual 1)
- Push the **SRS system** down into the GITs and use summary stats for the Management Board. (virtual 1)
- Focus on **integrating more local partnerships and community organizations** (e.g., children, families, women, men, recreational users, hunters, fishermen, those with historical knowledge). (virtual 1)
- **Convey are work and progress in plain language** and look at ways to **increase accessibility** for things that matter. (4)
- **Better communication and collaboration among the partnership**. Siloed groups, not moving in the same direction. (8)
- Address **how what we do impacts communities**. This includes knowing where the neighborhoods are located and mapping spending on projects to where jobs are created. (8)
- Provide **the same weight to people** as is given to the environment. (virtual 1)
- Create **authentic partnerships**. (virtual 1)
- Evaluate and consider **breaking the TMDL out from the CBP daily management**. (virtual 1)
- **More transparency on where funding goes and opportunities to provide input on targeting resources**. (12)
- **Include stressors not limited to N, P, sediment**. A prioritized group of **toxic contaminants** should be considered. (virtual 1)

#### 4.0 Additional Information for the Beyond 2025 Steering Committee (EC Charge #1-9)

##### 4.1 What do you care most about that you want the Beyond 2025 Steering Committee to know, focus on, or include in the planning for their work? (EC Charge #1-9)

###### Research & Focus

- Valuable to research and have cutting-edge technologies but **pursuing research for the sake of research** should not be the goal of the Chesapeake Bay Program. We don't always need to be on the cutting edge – there are efficiencies in established technologies. (4) ★



- More **focus on adult literacy**. This is equally as important, if not more so than student literacy, because adults are landowners and make decisions about property. (4)
- Continue to **shift our focus more toward monitoring actual results**. Make sure we're focusing on on-the-ground impacts. (4)

#### Collaboration and Partnership

- Need **more intra-CBP collaboration across outcomes** (which we termed “cross-GIT pollination”). (4) ★
- **How do we create a more inclusive partnership that uplifts stakeholders?** Bring partners in from NGOs that can form stakeholder advisory committees (more granular than LGAC, CAC). Create inclusivity will bring in new ideas. (8)
- **Partners working in parallel of each with other**, not connected should be wheel and spokes two-way communication channels. Connects to inclusivity and deeper dive of conversations/knowledge. CBP should feel more like a water-shed wide organization. Make the CBP something Governors/Mayors are proud to be of, asking partners what the CBP can do for them. Supporting our partners work instead of creating duplicate positions. How does our work impact people and communities? Learn from each other, build on our expertise. (8)
- **More collaboration:** A partnership office that has dedicated full-time jurisdictional representatives/staff. Maybe an employee exchange. Separate CBP staff from EPA Region 3, so the focus is on partnership, not on regulation. ★ (4)
- Ensure the **organizations members reflect numerically the demographics of the watershed** call it. (virtual 1)
- Create **authentic partnerships** so we aren't just communicating with folks but working to understand shared priorities. (virtual 1)
- Establish a **road team to travel the watershed and participate in community visioning discussions** to evaluate current and suggest new goals to focus on. (virtual 1)
- There should be a **focus on integrating more local partnerships and community organizations** to make our work more relevant. (virtual 1) ★
- Read the document “Retrospective on Lessons Learned from the Chesapeake Bay Program Strategy Review System’s 3<sup>rd</sup> Cycle with Suggested Adaptations to Address Issues” shared with Biennial Meeting attendees. It has lessons learned from the Coordinators, Staffers, and SRS Planning Team and suggestions to consider the “**secret sauce**” for the partnerships success. (8)

#### Communication

- **Keep sharing success stories**. Need a communication machine that can push these out regularly. Make sure this is a consistent thing, not just around anniversaries. Pushes the value of what we're doing. (4)

#### General Recommendations

- **Don't be afraid to change directions**. (4)
- **Focus on incremental and thoughtful change**. Rapid change may not be digestible. (4)
- Goal: **Build trust**. (4)
- We are **stronger together**. ★ (12)

#### Specific Recommendations

- **Establish carbon sequestration targets** and then figure out how to measure progress. (4)

- Some participants felt there was a need for **finer scale models**, so we can better track impact. Disagreement on this at the table. (4)
- Scheduling **voluntary trainings is not going to get us there** with DEIJ goals. (4)
- 2025 deadline is arbitrary. We've done this for 40 years, **let's plan for the next 40**. (4)
- **Streamline grant processes** to be more accessible. (4)
- Focus on how to **reduce land use change**. (8)
- **Credit conservation/protection**. (8) ★
- **Credit maintenance and protection**. (8) ★
- **Staffer representation or early career representation in the Beyond 2023 Steering Committee**. They are the ones that will be carrying through this next Agreement. Staffers shouldn't be the ones writing the minutes for this group. (12)
- **Incorporate DEIJ and Climate Change** into the soul of Beyond 2025 and not as an add on and intentionally build trust among steering committee members. (12) ★
- Restoration of the Bay beyond 2025 should include stressors **not limited to N, P, sediment**. A prioritized group of toxic contaminants should be considered. (virtual 1)

#### Governance

- **Make the Executive Council less opaque and un-engaged**. (8) ★
- **Restructure the Management Board** to have deputy secretary level representatives who can speak across multiple issues. (virtual 1)
- **Revisit the structure of the partnership**. We've done a lot of splitting, which makes it easy to get in silos. It also makes it hard to explain CBP to the public. Need to pull some things back together. One example given was GIT6 as one workgroup that reports to the MB. (4) ★
- **Restructure silos** now. We don't need to restructure completely to break down silos. (12)

#### People Focused

- We need to have **aggressive targets and implementation** which is necessary because of climate change. (4) ★
- **Why are we not focused on protecting people first?** All aspects of Chesapeake Bay Agreement should be more people focused. For example, operationalize DEIJ plan more, have greater reliance on social science, and have social scientists on CBPO staff. (8) ★
- **Consider human indicators**. (12)
- Providing the **same weight to people as is given to the environment**. (virtual 1)
- **Prioritizing community** (children, families, women, men, recreational users, hunters, fishermen, those with historical knowledge) as key stakeholders. (virtual 1) ★
- Consider different structure that includes **more representative leadership voices** for each outcome, different leaders are assigned different outcomes. (virtual 1)
- **Rethink our "iconic species" to speak more broadly to people** throughout the entirety of the watershed. Dairy farmers, for example, may not be connected to oysters. Use the social science resources to better help determine what resonates with people. (4)
- **Climate mitigation as an engine of support for people centered outcomes**, e.g., EPA ORD project in Crisfield, MD using blue carbon to support erosion control mechanisms. (8)

#### Process

- **Expanded adaptive management**. (virtual 1)

- Push the **SRS system down into the GITs** and use summary stats for the Management Board. (virtual 1) ★

Vision, Goals & Outcomes

- **Create shared vision and challenges.** To create that challenge, we need to include those who work in the field of ag, aquaculture, etc., local leaders, youth (i.e. early career, junior level), diverse and vulnerable communities. Including these groups that are normally not included will help make one integrated system. Throughout the process of this shared vision beyond 2025 we need transparency and accountability and engagement; systems approach; communication. Target not just water quality but leverage with other outcomes. ★ (12)
- **Expand sustainable fisheries beyond oysters** to focus more broadly on mussels, clams, and scallops. Mussels in particular are an untapped resource. Doing this in the future would build on the success we've had with oysters. (4)
- Goals based on what is needed not was is easy, but **informed by the changing realities** of the future Bay. (8)
- **Focus on core endpoint** interests when setting goals and building outcomes to achieve them. Often these are related to health, prosperity, jobs, income, recreation, etcetera: a focus on more collaboration between work groups as needed. (virtual 1)
- **Aspirational inspirational goals versus practical achievable goals** are OK but these are often best evaluated qualitatively. (virtual 1) ★
- Only establish **quantifiable outcomes when we have commitments** to establishing common terms and vernacular, accounting system, personnel, and funding. (virtual 1) ★
- **Refine outcomes outside of TMDL water quality**, if not quantifiable refine language to be more specific so that measurement of progress is more doable and practical. (virtual 1)
- Seriously evaluate and consider **breaking the TMDL out from the CBP daily management.** The regulatory versus non regulatory split is a tough balance and adequate staff support is not apparent. (virtual 1)
- **Rethink goals in terms of climate change.** We don't have 40 more years to make another shift. Can also include it in ways that relates to other priorities such as flooding and urban heat.

**4.2 Where are some areas for meaningful change that need to occur? (EC Charge #1-9)**

Goals & Outcomes

- **Be realistic in what goals we are setting** and whether its manageable with the capacity we have. (4)
- **Need clarification of outcomes and goals.** Goals we are working with leave much ambiguity and can't be measured. This is causing lagging outcomes to occur. (4) ★
- Who would be opposed to **having clean water as a goal?** This is something people can visualize whereas water quality sounds like a technical term. (4)
- Ensure we **have baselines if we are going to set quantifiable goals.** If we don't, we're setting ourselves up to fail. (4)
- Size versus effectiveness. The larger you get, the less effective you become. **Need to scale back/consolidate outcomes.** (4)
- **Consolidate outcomes** – find the median between minor tinker and fundamental change. (8)

Governance

- **The PSC and MB are too heavy of an emphasis on water quality.** Need for non-WQ representation on these groups. (4)
- Some felt that the **Management Board is non-responsive and that workgroups don't receive sufficient time to bring issues in front of the Management Board for discussion.** Trying to boil complex issues down into 15-minute presentations when people have invested hundreds of hours isn't helpful. (4)
- Many workgroup members **don't know who their Management Board representative is.** (4)
- Some felt that we need more staffers while others felt that we need to combine workgroups to **ensure we have adequate staffing capacity.** (4)
- Rethink and connect the **governance leadership structure.** Our priorities won't change if what and who we are are held accountable don't change. (8)
- Streamline organization and processes to free us up to actually focus on getting the work done (what we identified in our action plans). (8)

#### Process

- SRS is a very bureaucratic process. As a result, the bureaucracy overwhelms the intended impact. **Restructuring of SRS for allowing space to implement CAPs.** (4) ★

#### Engagement & Communications

- Need to **listening sessions that include current stakeholders, GITs and workgroups, and communities.** Feedback is coming in from workgroups that their outcomes don't relate to the work they are doing, so they aren't invested. The outcomes were handed down from a high level. Go down to a lower level (GITs, communities) and hear what they want. We don't yet seem to have them integrated into the process. (4)
- Encourage **more engagement** than communication. Engagement is 2-way vs communication 1-way. Empower people again. (12)
- **Two-way communications and collaborative conversations.** (8)
- Clarify, but **broaden communications,** as well as the role of the central communications office which needs more engagement. We need science and tools communicators and more communication bodies. (8)
- Start thinking about words we use to describe things - **plain language.** (4) ★
- Build **networks of translators to help convey connections and help locals understand** meaning as it relates to them. (8)
- **Thoughtful representation based on needed perspectives,** not checklist representation. Not the same old voices. (12)

#### Funding & Resources

- Time to **rethink distribution of funding** and base budget and time for staff to provide input. There used to be a CBP budget steering committee that would discuss where the funding is going and discussion on where other funding should go. Need transparency! (12) ★
- **Make sure resources can be accessed by those that need it.** There are steps we can take to remove barriers. Example is that we've done presentations in equitable grantmaking. Our processes should come to meet people where they are at. (4)

#### Partnership & Stakeholders

- **Partnership power dynamics/hierarchies** and who is getting paid to do what work and who the decision makers are. (8) ★

- Go from current **watershed wide perspective to local perspective** – consider stakeholders values. Remember we are stakeholders too (12) ★

DEIJ and Climate Change

- Need for a **new coalition/nonprofit/NGO designed to meet DEIJ needs** in Chesapeake (CCWC for DEIJ). (8)
- **Incorporate climate and DEIJ across our work**, not siloed alone (12)
- Why are we **not focused on protecting people first**? All aspects of Chesapeake Bay Agreement should be more people focused. For example, operationalize DEIJ plan more, greater reliance on social science, have socials on CBPO staff. (8) ★

General Recommendations

- **Be thoughtful and intentional** – needed if you amend or start fresh. Most think that we should start fresh with a new agreement – more refine and amend. (12) Specific Recommendations
- **Focus on needs first** – let drive the action (12)
- **Allow multiple reasons** for our WHY. (12)
- Consider **what we can do and where we can add value** in addition to just what we'd like to do and see. (12)
- Hearing a lot about needing to **increase accessibility for things that matter**. (4) ★

Specific Recommendations

- The **term water quality is causing a lot of divides**. It would be better to use the term clean water. (4) ★
- **Rethink indicator species** currently used, why are other not considered? We have built up monitoring to have all these indicators, are we using them to the best of our ability in the CBWA? (8)
- **Use the system to change** (where needed) the system. The 2014 Agreement foresaw this moment. Governance allows us to edit and keep to agreement (even large changes). Agreement has been modified since 2014 multiple times, half of outcomes do not have a 2025 deadline. (8)
- **Suggest name change “Chesapeake Watershed Trust or Partnership.”** (8)

# Chesapeake Bay Program 2023 Strategy Review System (SRS) Biennial Meeting

Charlottesville, VA  
May 11-12, 2023

## Appendix F: List of Gallery Walk Posters

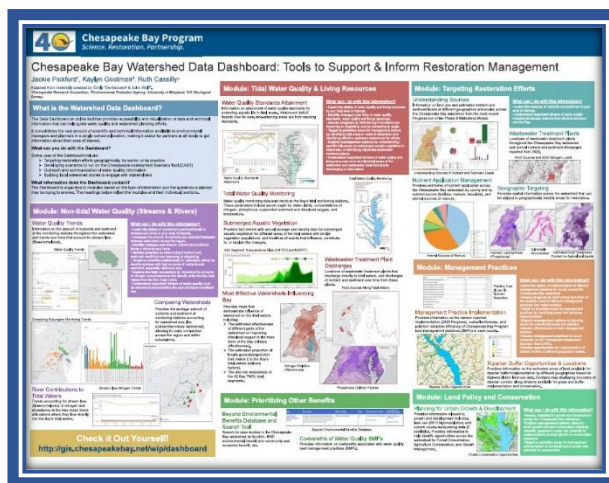


Please download the separate [Gallery Walk Posters document, available here](#), to view the posters described below.

### Gallery Walk Poster List


1. Restoring Wetlands of the Chesapeake Bay Watershed, *Authors: Katlyn Fuentes, CRC; Dede Lawal, CRC; Chris Guy, USFWS; Alisa Wilson, Skeo Solutions; Briana Yancy, EPA*
2. Targeted Outreach for Green Infrastructure (TOGI), *Authors: Katlyn Fuentes, CRC; Chris Guy, US FWS,*
3. Community Engagement through Three-dimensional Mapping: Part 1 – Introduction, *Author: John Wolf, USGS*
4. Chesapeake Tree Cover Status & Change Fact Sheets, *Author: Marie G. Bouffard, UVM Spatial Analysis Lab, in collaboration with EPA Chesapeake Bay Program, Chesapeake Conservancy, USGS, US Forest Service, ChesapeakeTrees.net*
5. Rising Water Temperatures in Chesapeake Bay and Watershed, *Authors: Jamileh Soueidan, NOAA; Julie Reichert-Nguyen, NOAA; STAC Workshop Steering Committee*
6. Plastic Pollution: An Emerging Issue that should be Considered by the Chesapeake Bay Program for 2025 and Beyond, *Authors: Kelly Somers, EPA; Kristi Saunders, UMCES; Matt Robinson, EPA; Bob Murphy, Tetra Tech*
7. Chesapeake Bay Watershed Data Dashboard: Tools to Support and Inform Restoration Management, *Authors: Jackie Pickford, CRC; Kaylan Gootman, EPA; and Ruth Cassilly, University of Maryland*
8. The Journey to World-Class Strategy Management- the Strategy Review System (SRS), *Authors: Cara Johnson, CRC; Greg Allen, EPA*
9. Chesapeake Bay Segment Explorer, *Authors: Zhaoyin (Angie) Wei, UMCES; John Wolfk USGS*
10. Chesapeake Bay Watershed Most Effective Basins and Disadvantaged Communities, *Authors: John Wolf, USGS; Lee McDonnell, EPA; Autumn Rose, EPA, Bailey Bosley, USGS*

11. Web-based Spatio-temporal Visualization of Water Quality and Habitat Status and Change in Chesapeake Bay, *Authors: Zhaoying (Angie) Wei, UMCES; Qian Zhang, UMCES; Emily Trentacoste, EPA; Richard Tian, UMCES; and Peter Tango, USGS*
12. High-resolution Mapping Across the Chesapeake Bay Watershed, *Authors: Sarah McDonald, USGS; Labeeb Ahmed, USGS; Matthew Baker, University of Maryland; Peter Claggett, USGS; Jacob Czawlytko, Chesapeake Conservancy; Elliott Kurtz, Chesapeake Conservancy; Sean MacFaden, University of Vermont; Patrick McCabe, Chesapeake Conservancy; Emily Mills, Chesapeake Conservancy; Jarlath O'Neill-Dunn, University of Vermont; David Saaverde, Chesapeake Conservancy; Kelly Schulze, University of Vermont; Rachel Sobitsky, Chesapeake Conservancy; Katie Walker, Chesapeake Conservancy*
13. Habitat Tracker, *Authors: Olivia Devereux, Devereux Consulting; Helen Golimowski, Devereux Consulting*
14. Fostering Chesapeake Stewardship Goal Implementation Team (GIT 5): Environmental Literacy, Stewardship, Protected Lands, Public Access, and Diversity, *Authors: Britt Slattery, NPS; Wendy O'Sullivan, NPS; Aurelia Gracia, NPS; Brittany Omoleye-Hall, NPS; Amanda Knobloch, Morgan State University; Wuillam Urvina, Chesapeake Research Consortium; Jimmy Looper, Chesapeake Research Consortium*
15. Chesapeake Bay Open Water Response to Geographic Nutrient Loads, *Authors: Gary Shenk, USGS; Emily Trentacoste, EPA; Richard Tian, UMCES; John Wolf, USGS*
16. Using Geomorphic Characteristics to Inform Reach-Scale Stream and Floodplain Restoration Opportunities, *Authors: Labeeb Ahmed, USGS; Marina Metes, USGS; Peter Claggett, USGS; Krissy Hopkins, USGS; Michelle Katoski, USGS; Sam Lamont, USGS; Tristan Mohs, USGS; Greg Noe, USGS*
17. Development and Applications of the Chesapeake Healthy Watersheds Assessment, *Author: Renee Thompson, USGS*
18. The Chessie BIBI: An Index Twenty Years in the Making Now Supports CPB Stream Health Outcome Assessments, *Authors: Claire Buchanan, ICPBR; Rikke Jepsen, ICPBR; Michael Mallonee, ICPBR/CBPO; Andrea Nagel, ICPBR; Zachary Smith, ICPBR; Adam Griggs, ICPBR; Jacqueline Johnson, ICPBR/CBPO; Katherine Foreman, UMCES/CBPO*
19. (CESR Report) Achieving Water Quality Goals in the Chesapeake Bay: A Comprehensive Evaluation of System Response, *Authors: Bill Dennison, UMCES; Zachary Easton, Virginia Tech; Mark Monaco, NOAA National Centers for Coastal Ocean Science; Kenneth Rose, UMCES; Leonard Shabman,*



Resources for the Future; Kurt Stephenson, Virginia Tech; Jeremy Testa, UMCES; Denice Wardrop, Chesapeake Research Consortium/Pennsylvania State University


20. Chesapeake Assessment Scenario Tool, Authors: Olivia Devereux, Devereux Consulting; Helen Golimowski, Devereux Consulting
21. 40 Years of Monitoring and Analysis in the Chesapeake Bay Program Partnership: Insights on Ecosystem Change and New Monitoring Investments for Improved Decision Support, Author: Peter Tango, USGS
22. A Local Government Guide to the Chesapeake Bay, Authors: Cara Johnson, CRC; Laura Catell Noll, Alliance for the Bay
23. Tools and Resources for Planning in the Chesapeake, Author: Sophie Waterman, CRC
24. Enhancing the Chesapeake Bay Program Monitoring Networks: CBP Enters a New Phase of Monitoring Thanks to Partnership Investment; Authors: August Goldfischer, CRS; Breck Sullivan, USGS; Peter Tango, USGS; Scott Phillips, USGS; Denice Wardrop, Penn State; Lee McDonnell, EPA; Kaylyn Gootman, EPA
25. Strategic Science and Research Framework (SSRF): Leveraging Science to Progress Chesapeake Bay Restoration, Authors: Alexander Gunnerson, CRC; August Goldfischer, CRC; Breck Sullivan, USGS



## Web-based Spatio-temporal Visualization of Water Quality and Habitat Status and Change in Chesapeake Bay

Zhaoying (Angle) Wei<sup>1</sup>, Qian Zhang<sup>1</sup>, John Wolf<sup>2</sup>, Emily Trentacosta<sup>3</sup>, Richard Tian<sup>1</sup>, Peter Tango<sup>4</sup>

<sup>1</sup>University of Maryland Center for Environmental Science, <sup>2</sup>USGS - Lower Mississippi-Gulf Water Science Center, <sup>3</sup>USEPA, <sup>4</sup>USGS - MD-DE-DC Water Science Center




### Introduction

Spatio-temporal visualization of water quality and living resources data in the Chesapeake Bay has gained popularity in recent years. This web-based 4-dimensional visualization approach provides a good example of utilizing next-generation tools for water quality and habitat depiction and assessments. It shows us how to better integrate, illustrate, and communicate decision-support information from spatio-temporal data.


#### Chesapeake Bay Monitoring

- Since 1984, MD and VA routinely monitor 19 measured water quality parameters at 49 stations in the Bay's main stem.
- Cruises are conducted monthly, except 2 cruises per month in June to September.
- Measurements are taken at one-meter intervals, but every 2 meters below 10 meters.
- These data are used as input in Chesapeake Bay interpolator.



#### Chesapeake Bay Interpolator


- Cell based interpolator (VOLSD)-current version in use since 2006.
- Computes water quality concentrations from monitoring data.
- Cell size: 1km x 1km horizontal by 1 m vertical from surface to bottom, in shallow area cell size is 50m x 50m.
- About 37,000 cells at multiple depths for all 77 segments of the Bay and tributaries. Due to stratification, water quality varies much more vertically than horizontally.



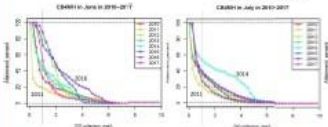
### Methodology

In this 4-dimensional visualization for the entire bay, interpolation results from the Chesapeake Bay and Tidal Tributary Interpolator developed by NOAA are utilized as input. We leverage Esri ArcGIS ArcPy 3D mapping capability and open source Python libraries to

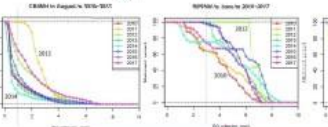
- (1) restructure the interpolator data
- (2) map the data for all depths as 3D scenes at various time steps
- (3) generate shareable web scenes and web applications



#### Deep Channel




#### Deep Water



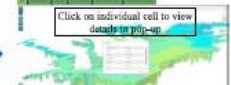
### Visualization

We also assess changes in dissolved oxygen violations by comparison to the respective criteria for each designated use of the bay.




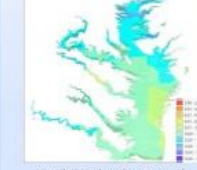

Scan the QR code to launch the web app. It may take a few seconds when first-time launching.

Click on individual cell to view data in pop-up.



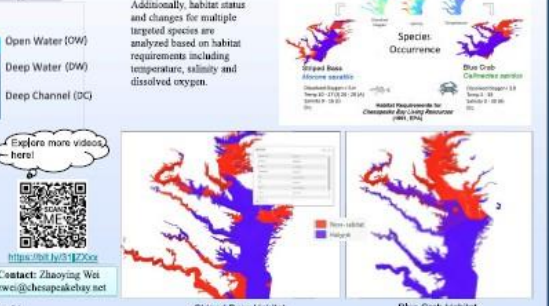
#### Water Quality

Designated Use	Season	Threshold	Criteria	Applicable Segments
OW	Year-round	3-day mean	3 mg L <sup>-1</sup>	42
DW	June 1 - Sept. 30	10-day mean	3 mg L <sup>-1</sup>	18
DC	June 1 - Sept. 30	10-weekly mean	3 mg L <sup>-1</sup>	10

#### Living Resource Habitat

Additionally, habitat status and changes for multiple targeted species are analyzed based on habitat requirements including temperature, salinity and dissolved oxygen.



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# Chesapeake Bay Program 2023 Strategy Review System (SRS) Biennial Meeting

Charlottesville, VA  
May 11-12, 2023

## Appendix G: Follow-Up Resources



**Purpose:** Convene the Chesapeake Bay Program partnership to fully **integrate learnings** into the charting of a course to 2025 and beyond 2025 for all outcomes so that the response to the Executive Council (EC) charge is **representative of the full spectrum partnership**.

**Objectives:**

1. **Science:** Determine opportunities to leverage action for existing science challenges and identify emerging issues.
2. **Restoration:** Address outcome attainability (and non-attainment) by identifying priorities and formulating strategies to address critical knowledge gaps, and develop a communication strategy for communicating progress and challenges.
3. **Partnership:** Assess our partnership for where we have gaps and how we can ensure a diverse and robust partnership moving forward.

## Biennial Meeting - Day 1

### **Related Session: Reporting on Attainability of Watershed Agreement Outcomes**

To access outcome progress tracking for the Chesapeake Bay Program, please visit [ChesapeakeProgress.com](https://ChesapeakeProgress.com)

### **Related Session: Learning Forward: Lessons for the Future**

[Achieving Water Quality Goals in the Chesapeake Bay: A Comprehensive Evaluation of System Response \(CESR\) Executive Summary](#)

An Independent Report from the Scientific and Technical Advisory Committee (STAC) for the Chesapeake Bay Program, published in May 2023

The CESR Report, introduced to Biennial Meeting attendees by Kurt Stephenson and Denice Wardrop during their “Learning Forward: Lessons for the Future” session, includes an evaluation of why progress toward meeting the TMDL and water quality standards has been slower than expected and offers options for how progress can be accelerated. This report is a summation of a three-year investigation into the 40-year effort to reduce nutrient loads to Chesapeake Bay. [View the full CESR Report here.](#)

### **Related Session: Defining the Existing & Emerging Challenges to Accomplishing Our Goals**

[Retrospective on Lessons Learned from the Chesapeake Bay Program Strategy Review System’s 3rd Cycle with Suggested Adaptations to Address the Issues](#)

Published by Keith Bollt (US EPA), Breck Sullivan (USGS), and Kristin Saunders (UMCES) in May 2023

This document, described by Breck Sullivan in the “Defining the Existing & Emerging Challenges to Accomplishing Our Goals” session, identifies ten lessons learned, and associated adaptations, to consider about the Chesapeake Bay Program partnership’s activities and efforts to address outcome achievement.

[Enhancing the Chesapeake Bay Program Monitoring Networks: A Report to the Principal’s Staff Committee](#)

An overview was provided to the Principal Staff Committee (PSC) at their March 2, 2021 meeting about the status of, and potential reductions to, the current Chesapeake Bay Program (CBP) monitoring networks. The CBP monitoring programs presented included the nontidal nutrient and sediment network, tidal water-quality monitoring network, submerged aquatic vegetation (SAV), tidal benthic monitoring network, and Citizen Science monitoring. The reduction of stations and data in the CBP monitoring networks is mostly due to inflation in the cost of monitoring over the past 5 years, while funding for the networks has been held constant. The Scientific Technical Assessment and Reporting Team (STAR) listed the condition of the networks as “fair” during August 2020 SRS quarterly review to the Management Board. The PSC recognizes that monitoring is foundational to the CBP’s ability to assess progress toward its goals and outcomes and utilizing adaptive-management principles. In response to the status report, they requested information be provided on what is needed to improve the CBP monitoring networks, including: (1) an overview of current status and threats to the networks, and (2) what is needed to address the monitoring networks capacity shortfalls.

### [The Strategic Science and Research Framework for the Chesapeake Bay Program](#)

The GITs, STAR and STAC have worked together to develop an approach that will identify, and help prioritize, both short- and longer-term science needs. The approach will result in a Strategic Science and Research Framework that will be an on-going, repeatable process that supports the SRS decision framework. The results will be used to help focus existing science resources, and leverage the research enterprise, to more effectively provide science to advance Chesapeake restoration and conservation efforts and decision making. All science needs are available on the [CBP Science Needs Database](#).

### [Chesapeake Healthy Watershed Assessment](#)

In 2017, the EPA's Healthy Watersheds Program published the results of their [Preliminary Healthy Watersheds Assessments](#) (PHWA), a project that brought together nationally consistent data to assess watershed health and vulnerability. The HWGIT agreed that a similar regional assessment utilizing jurisdiction specific data could address major gaps identified in the Healthy Watershed's Management Strategy. Building on the PHWA framework, HWGIT contracted Tetra Tech to complete a Chesapeake Healthy Watersheds Assessment (CHWA) to help partners identify "signals of change" in vulnerable or resilient healthy waters and watersheds. The final report was published in 2019 and is available below. In order to visualize the results, Innovate!, Inc. developed an application to facilitate exploration of the data. The readily available online, geospatial tool supports and informs management related to watershed health and vulnerability at the catchment scale. See the flyer [here](#).

### [Rising Water Temperatures in Chesapeake Bay and Watershed flyer](#)

The Chesapeake Bay Program's (CBP) management strategies and action plans to meet goals set by the 2014 Watershed Agreement need to take account of a critical, basic condition— water temperature— that has been changing and will continue to do so. The Scientific and Technical Advisory Committee (STAC) workshop was structured to initiate full consideration of rising water temperatures in nearly every restoration, conservation, education and public communication decision—made individually as well as collectively—by the CBP partners. The recommendations include many actions which can be initiated now, as well as actions in science, monitoring, modeling and program implementation which will help guide the Program in setting future goals.

### [Chesapeake Behavior Change](#)

In 2017, the [Chesapeake Bay Program](#) conducted the Stewardship Index Survey, its first comprehensive survey of people's actions and attitudes in the Chesapeake Bay Watershed. The survey was developed and conducted by [OpinionWorks, LLC](#) on behalf of the Chesapeake Bay Program. The data was collected through mobile and landline phone interviews with 5,212 randomly selected watershed residents between March 14 and June 13, 2017. The Chesapeake Bay Program intends to repeat the survey every five years.

### [Fish Consumption Advisory Project](#)

The Chesapeake Bay Program developed the Fish Consumption Advisory (FCA) infographic and an accompanying user guide (below) in order to better communicate the dangers of toxic contaminants in locally caught fish and the subsequent risks to human health. The FCA infographic is intended to raise awareness about the risks of consuming contaminated fish by highlighting safe angling and cooking practices in a simple, easy-to-understand and relevant fashion. The infographic features four panels that collectively promote the safe catching, sharing, preparing and consumption of fish.

### [Marsh Resilience Summit 2019](#)

In 2018, the CBSSC management team recognized the need for a multi-faceted, regional discussion on marsh resilience in relation to sea-level rise in the Chesapeake Bay. To address this, the CBSSC proposed holding a Marsh Resilience Summit (Summit) with the following goals: 1. Present the latest science on the current and anticipated status of coastal Maryland and Virginia marshes and the associated human dimensions of marsh change. 2. Use feedback from attendees to identify priorities and next steps to improve marsh and coastal community resilience. 3. Strengthen the CBSSC network to effectively collaborate and implement marsh and coastal community resilience needs identified at the Summit. In addition, the Summit would advance the work of the CBSSC by: 1. Attracting a broad, multi-disciplinary audience who would become more aware of the CBSSC's mission and current efforts to understand marsh resilience across the Bay. 2. Strengthening existing relationships and developing new partnerships to increase the CBSSC's network connections and resources. 3. Identifying potential new topics for the CBSSC to pursue in coastal resilience.

### [Chesapeake Bay Environmental Justice and Equity Dashboard](#)

The Chesapeake Executive Council's Diversity, Equity, Inclusion and Justice (DEIJ) Statement commits to including DEIJ in all areas of Chesapeake Bay restoration and conservation. To help workgroup leaders identify opportunities to implement DEIJ into their work, we have developed the Chesapeake Environmental Justice and Equity Dashboard, a web application that integrates data from multiple sources to convey demographic, socioeconomic, environmental, and programmatic topics connected to the Chesapeake Bay Watershed Agreement and Chesapeake specific DEIJ initiatives.

#### **Related Session: Gallery Walks**

##### [Gallery Walk Posters Combined PDF](#)

This document, prepared by Gallery Walk coordinator Keith Bolt (US EPA) is a combined PDF of all the posters on display throughout the 2-day Biennial meeting and showcased during the gallery walks by the authors of the posters.

## Biennial Meeting - Day 2

#### **Related Session: Stakeholders' Perspectives on Community Input Beyond 2025**

##### [Why are so many trees falling in this Baltimore forest?](#)

By Clara Longo de Freitas, published in *The Baltimore Banner* on May 12, 2023

This article, referenced by "Stakeholders' Perspectives on Community Input Beyond 2025" panelist Julie Patton Lawson, describes a community-tended meadow in Frankford in East Baltimore where an unusually large number trees have fallen. Since taking guardianship of the once abandoned lot in 2019, the environmental community organization Backyard Basecamp has created a thriving meadow, community garden and trails, which it uses to reconnect Black people to land and nature in Baltimore. Falling trees and the effects of climate change may place this nature-based community stronghold at risk.

#### **Related Session: Screening of *Eroding History* with filmmaker Rona Kobell**

[Commentary: Documenting what remains of Deal Island’s Black communities](#)

By Rona Kobell, published in *The Baltimore Banner* on May 08, 2023

This article, shared by Rona Kobell, a Banner contributor and the co-founder of the Environmental Justice Journalism Initiative, which produced “Eroding History,” describes how the peninsula’s residents endure hardships from racism, poverty and climate change as they cling to land where enslaved ancestors once lived. It also challenges state and federal governments to develop policies that protect Black lands and Black lives.

## Additional Resources

### **Executive Council Charge to the Principals’ Staff Committee: Charting a Course to 2025 and Beyond**

As the Chesapeake Bay Program (CBP) partnership nears the 2025 date that the partnership set for several of the goals and outcomes under the *Chesapeake Bay Watershed Agreement* (Watershed Agreement), there are many successes to celebrate. At the same time, emerging issues and changing conditions (e.g., climate change, growth, new scientific data) have impacted the levels of effort needed to meet our collective restoration priorities. We, as a partnership, remain committed to using the best available science in restoring the Chesapeake Bay as we accelerate toward the deadline and anticipate continued progress post-2025.

Thus, this Executive Council charges the Principals’ Staff Committee (PSC) in recommending a critical path forward that prioritizes and outlines the next steps for meeting the goals and outcomes of the *Watershed Agreement* leading up to and beyond 2025. The PSC is to report back to the Executive Council at our 2023 annual meeting with recommendations on how to best address and integrate new science and restoration strategies leading up to 2025. At our 2024 annual meeting, the PSC is to prepare recommendations that continue to address new advances in science and restoration, along with a focus on our partnership for going beyond 2025.

In undertaking such a process, the PSC should address the following considerations:

#### **Science**

1. Identify new and emerging scientific data and studies which could modify our progress reporting and adaptive management approach, as well as the goals and outcomes under the *Watershed Agreement*.
2. Enhance our monitoring and reporting capabilities to improve our understanding of existing conditions and trends.
3. Define the existing and emerging challenges (e.g., climate change conditions, increasing growth, diversity, equity, inclusion and justice considerations) to accomplishing the partnership’s work under the *Watershed Agreement*, and how addressing those challenges might alter our collective restoration priorities, including the possibility of extending the target date for completing restoration of water quality beyond 2025.
4. Identify opportunities to leverage action across multiple goals and outcomes of the *Watershed Agreement*.

### **Restoration**

5. Develop and begin to implement a communication strategy that identifies key partnership successes, associated ecosystem improvements and areas where more effort is needed.
6. Provide snapshots of outcome attainability under the Agreement (e.g., which outcomes are likely to be met by the date(s) set by the partnership, which won't, and why) and options for communicating these snapshots to demonstrate progress in achieving our outcomes and the remaining work to be done, including gaps to be addressed.

### **Partnership**

7. Focus on moving beyond 2025 by seeking ways in which restoration can be relevant to all communities within the watershed.
8. Assess the overall partnership to determine whether we
  - a. Are effectively hearing from and listening to all stakeholders, and
  - b. Have systems of evaluation and decision-making to enable meaningful action and allocation of partnership resources.
9. Based on this assessment, develop recommendations for potential improvement.

### **Chesapeake Bay Café Questions**

A “World Café” style collaborative process is being used at the Biennial Meeting to explore questions that matter to our work and provide input on the Executive Council charge. This process includes 20-minute conversations as groups move table to table (or virtual breakouts). Participants weigh in on three different topics or questions per day. Participants will be randomly assigned to groups. All topics and questions are provided below.

#### **Day 1: Opportunities to Leverage Action Across Multiple Goals & Outcomes of the Watershed Agreement through the Application of Available Tools**

For each challenge topic, three questions are being asked:

1. What tools and resources do we currently have that can be applied?
2. What might we need to address the challenge that we do not have?
3. What is the next step we can take in implementing recommendations we already have on these topics?

Challenge Topics:

1. To be more effective at centering people in Bay conservation/restoration efforts for the future.
2. To develop and apply the necessary decision-science tools to allow effective and appropriate assessment of tradeoffs.
3. To express and illustrate the benefits to society of watershed and Bay conditions at a relevant spatial scale and how human activities, interventions, and climate change affect it.
4. To estimate what the future Bay and its watershed will look like under different scenarios of management.
5. To craft approaches to balance attention and efforts across all outcomes in the Watershed Agreement.

6. To efficiently monitor to assess progress on all ten goals of the Watershed Agreement.
7. To develop and implement approaches accounting for the interactions of climate change with other issues (vulnerability to communities, increasing resiliency, land use/land change).
8. To maximize the impact of water quality management efforts for living resource response.
9. To incorporate learnings effectively and efficiently into all levels of decision-making across the partnership.
10. To develop and apply the necessary social science tools to effectively involve and serve communities in ways that are equitable, fair, and just for all.

Day 2: Adapting our Agreement Outcomes to Reflect New & Emerging Science & Make Them Relevant to All Communities Beyond 2025

1. Value of the Partnership
  - a. What is the value of the Partnership to you in restoring the Bay? What would make it more valuable to you? What would add more value?
  - b. How would you make the Partnership more valuable to all communities?
  - c. What is at risk without having the Partnership?
2. Stakeholder Engagement
  - a. What concerns do you have with stakeholder engagement?
  - b. What excites you about stakeholder engagement?
  - c. Consider the stakeholders represented on the three Advisory Committees, what does “effectively hearing from and listening to” them look like?
3. Refining the Agreement
  - a. What is working well with the Watershed Agreement? What is not working well?
  - b. If we were going to refine the Watershed Agreement, what would those things be (i.e., vision, principles, goals, and/or outcomes)?
  - c. Does our governance structure and process need to be changed? Why?
4. Additional Information for the Beyond 2025 Steering Committee
  - a. What do you care most about that you want the Beyond 2025 Steering Committee to know, focus on, or include in the planning for their work?
  - b. Where are some areas for meaningful change that need to occur?

