



# Habitat GIT Workgroup Office Hours

For the purpose of reviewing the  
Outcome Assessment request from  
the Management Board

December 20, 2024

# Partnership Structure



## EXERPT FROM THE EC CHARGE (signed December 10, 2024):

Therefore, let it be resolved that we, the Chesapeake Executive Council, in recognition of the consensus-based work of the Beyond 2025 Steering Committee, guided by the findings of their “A Critical Path Forward for the Chesapeake Bay Program Partnership Beyond 2025” report and our continued commitment to meet the goals of the 2014 Chesapeake Bay Watershed Agreement, hereby direct the Principals’ Staff Committee to complete the following by **December 31, 2025**:

1. Revisions to the 2014 Chesapeake Bay Watershed Agreement, not a new Agreement. **Revisions to outcomes** should be executed pursuant to the Governance and Management Framework for the Chesapeake Bay Program. While not all outcomes will need revision, some **reviews will likely result in consolidating, reducing, updating, removing, replacing, or adding new outcomes.**

Proposed revisions should be considered as they are being reviewed, with every effort to complete most reviews and revisions by the end of calendar year 2025. Furthermore, it is the intent of the Chesapeake Executive Council, **that these changes reflect:**

- A renewed and greater emphasis on **engaging all communities** of the watershed as active stewards of a healthy and resilient Chesapeake Bay and its watershed;
- Our mandate to address water quality **and living resources** throughout the Bay and watershed;
- **Elevating conservation** as a key pillar of the Chesapeake Bay Program, alongside science, restoration, and partnership;
- A grounding in the most recent scientific understandings and issues that have emerged since the current Chesapeake Bay Watershed Agreement was signed in 2014;
- Goals and outcomes that are **measurable and time bound**. Time frames should be sufficient to accomplish the outcomes as quickly as possible. In particular, our regulated nutrient and sediment load reductions, especially those within non-point sources;
- Acknowledgement that our scientific understanding is continuously evolving and that our efforts need to constantly adapt accordingly; and
- The fact that while each partner shares a common goal, we are all approaching this goal from different perspectives, challenges, and opportunities.

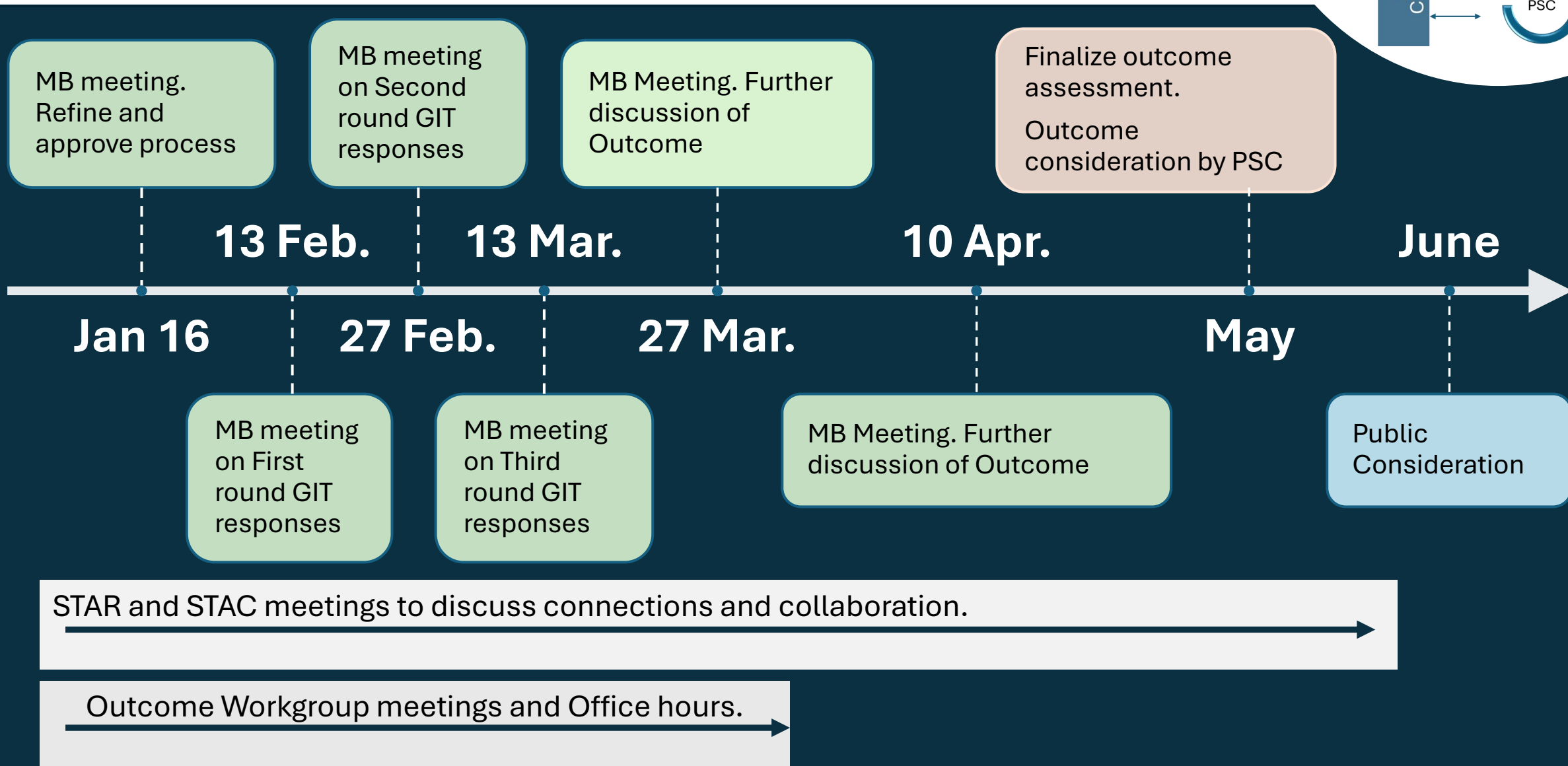
Why an  
Outcome  
Assessment?



# Management Board

- The PSC has asked the Management Board to recommend, and for the PSC to approve, a process that is as straight-forward, simple, and Charge-focused as possible.
- The Management Board will start the Outcome Assessment by asking the Goal Teams/ Outcome leads for their advice on each outcome (Big Question).

# Draft Outcome Review Process



# Outcomes and Management Board Meeting Schedule

<b>First Meeting - Feb 13<sup>th</sup></b> <b>Jan 30 1st round documents</b>	<b>Second Meeting - Feb 27<sup>th</sup></b> <b>Feb 13<sup>th</sup> 2nd round documents</b>	<b>Third Meeting - March 13<sup>th</sup></b> <b>Feb 27<sup>th</sup> 3rd round documents</b>
Monitoring and Assessment Outcome: (STAR)	Brook Trout: (GIT 2)	Toxic Contaminants Research Outcome: (GIT 3)
Adaptation Outcome: (STAR)	Diversity Outcome: (GIT 5)	Toxic Contaminants Policy and Prevention Outcome: (GIT 3)
Local Leadership Outcome (GIT 6)	Stewardship Outcome: (GIT 5)	Wetlands Outcome: (GIT 2)
Blue Crab Abundance Outcome: (GIT 1)	Stream Health Outcome: (GIT 2)	Black Duck: (GIT 2)
Oyster Outcome (GIT 1)	Forest Buffer Outcome: (GIT 3)	Environmental Literacy Planning Outcome: (GIT 5)
Forage Fish Outcome (GIT 1)	Tree Canopy Outcome: (GIT 3)	Student Outcome: (GIT 5)
Fish Habitat Outcome: (GIT 1)	Water Quality Standards Attainment and Monitoring Outcome (GIT 3)	Sustainable Schools Outcome: (GIT 5)
Fish Passage Outcome: (GIT 2)	2025 WIP Outcome: (GIT 3)	Protected Lands Outcome: (GIT 5)
	Healthy Watersheds Outcome: (GIT 4)	Public Access Site Development Outcome: (GIT 5)
	Land Use Methods and Metrics Development Outcome: (GIT 4)	Submerged Aquatic Vegetation Outcome: (GIT 2)
	Land Use Options Evaluation Outcome: (GIT 4)	





# Big Question: What advice do you have for the Management Board on how to consolidate, reduce, update, remove, replace or add new outcomes within your GIT?

**Guidelines: You do not have to answer all these questions, but the first two are necessary.**

1. In reviewing your outcome, provide advice to the Management Board on whether "to consolidate, reduce, update, remove, replace or add new outcomes".
  - a. Don't need to provide updated Outcome language at this point in the process.
  - b. If consolidation is recommended, which outcome(s) do you advise combining with?
  - c. Should the outcome be moved or restructured?
2. Consider if the Outcome is SMART, and specifically, whether the current outcome meets the definition of an outcome, as described in the 2014 Chesapeake Bay Watershed Agreement ("Agreement"), or if that outcome is an output or indicator.
  - a. Review ERG's Beyond 2025 Report for existing assessment of **S**pecific, **M**easurement, and **T**imebound.
  - b. Consider the Secret Sauce
3. Consider the challenges to and opportunities for achieving the outcome. You are encouraged to leverage past documentation and learnings from the Strategy Review System process, as well as **Charting a Course to 2025 report and Beyond 2025 Small Group recommendations** as they pertain to the outcome.
4. Consider how the outcome relates or could relate to the Bay Agreement mission, vision, and themes/pillars

**Big Question:**  
What advice do you have for the Management Board on how to consolidate, reduce, update, remove, replace or add new outcomes within your GIT?

**Guidelines: You do not have to answer all these questions, but the first two are necessary.**

5. Consider the timescale for completing the outcome (5, 10, 15 years). Determine if achieving the outcome is an incremental step or is it a final outcome.
6. Consider resource needs and availability (high, medium, low).
7. Consider the risk or unintended consequences of removing the Outcome.
8. What value is added by having the Chesapeake Bay Program work on the outcome?
9. Consider how the Outcome, as written, benefits the public. Does the outcome reflect public input already received and have the potential to galvanize public support/engagement?
10. We will provide links to the supplemental information, including:
  - a. 2014 Chesapeake Bay Watershed Agreement
  - b. Secret Sauce
  - c. Beyond 2025 Recommendations
  - d. Charting a Course to 2025 report



# Second Consideration- The secret sauce of a good outcome

Excerpt from *Retrospective on Lessons Learned from the Chesapeake Bay Program Strategy Review System's 3rd Cycle with Suggested Adaptations to Address the Issues*

## A good outcome is: (Secret Sauce)

- Clear in its objective
- Measurable
- Has a monitoring program that supports and reinforces the outcome
- Has partner commitment
- Resources identified and/or available to support the efforts necessary to achieve the outcome.
- Centering the work on benefits to people and living resources, not solely water quality.



## Third Consideration -

“...Consider Charting a Course to 2025 report and Beyond 2025 Small Group recommendations”  
= consideration of Climate Change

### Why we have to consider it:

- 2021 EC Directive directs climate to be in outcomes & structure
  - This is both parts of Beyond 2025 Phase 2
- Principle of 2014 Agreement (p. 2)
  - “Anticipate changing conditions, including long-term trends in sea level, temperature, precipitation, land use and other variables.”

### Why we should consider it:

- Beyond 2025 Phase 1 Report: Climate small group recommendations
- SMART
  - Outcome can't be “achievable” or “relevant” without consideration of climate impacts
  - An outcome's logic model “theory of change” doesn't make sense without climate

### Example:

- Brook trout WG asked to work with local government to protect strongholds as a backstop against climate change

Third Consideration -  
Consider Charting a  
Course to 2025  
report and Beyond  
2025 Small Group  
recommendations =  
consideration of  
Diversity Equity  
Inclusion and Justice

**DEIJ Considerations while reviewing your outcome:**

1. Currently most outcomes do not reflect on the people that the outcome serves and a stakeholder priority. Can it be rewritten in a way that will reflect stakeholder priority ?
2. Does the outcome promote a sense of diversity and inclusion if not can it be written in a way that provides a sense of diversity and inclusion?

E.g. An expected outcome of the U.S. Fish and Wildlife Mission is “to work with others to conserve, protect, and enhance fish, wildlife, and plants and their habitats for the continuing benefit of the American people.”

This outcome has supporting metrics/outputs that make it measurable.



# Fourth Consideration - Consider how the outcome relates or could relate to the Bay Agreement mission, vision, and themes/pillars

The 2014 Chesapeake Bay Watershed Agreement is based on five themes, or pillars, that guide the restoration of the Chesapeake Bay:

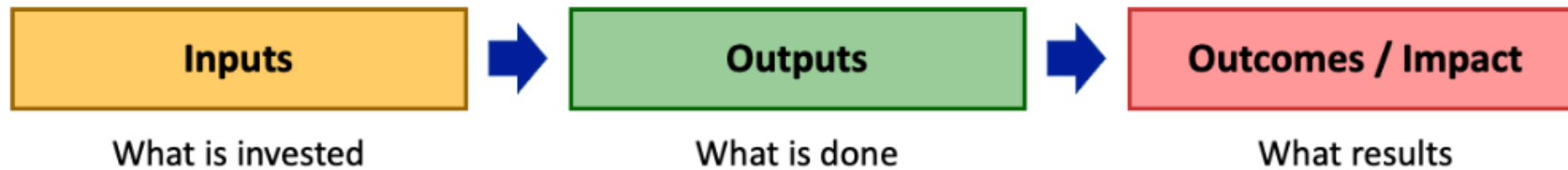
- **Abundant life:** Ensure sustainable populations of aquatic life, restore habitats, and create a balanced ecosystem
- **Clean water:** Reduce nutrient and toxic pollution to support aquatic life
- **Climate change:** Increase the Bay's ability to withstand changing weather
- **Conserved lands:** Protect working forests, farms, and other lands with ecological, historical, and community value
- **Engaged communities:** Increase public involvement in Bay stewardship, expand public access, and educate student.



# A Simple Logic Model

In its simplest form, a logic model looks like this:

This **graphic representation** shows the logical relationships between:



- The resources that go into a program
- The activities the program undertakes.
- The changes or benefits that result.

The logic model describes the **sequence of events** thought to bring about benefits or change over time. It portrays the chain of reasoning that links investments to results.

A logic model is a **systems model** that shows the connection of interdependent parts that together make up the whole. As with systems thinking, we know that a total program is greater than the sum of the individual parts.

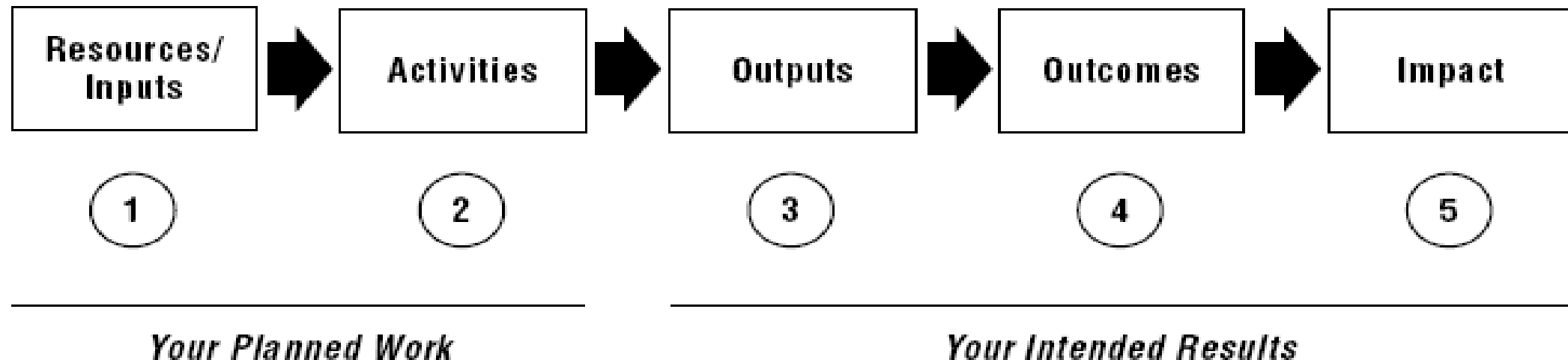


# Logic Model Definition

A systematic and visual way to present and share your understanding of the relationships (linkages) among the resources you have to operate your program, the activities you plan, and the results, outcomes or impacts you hope to achieve.

It relies on a “**Theory of Change**” as a gut check that the resources, activities and outputs are likely to result in the desired outcomes and impact.

Theory of Change: Describes why the program's collective resources, activities, and outputs will lead to achieve its collective outcomes.



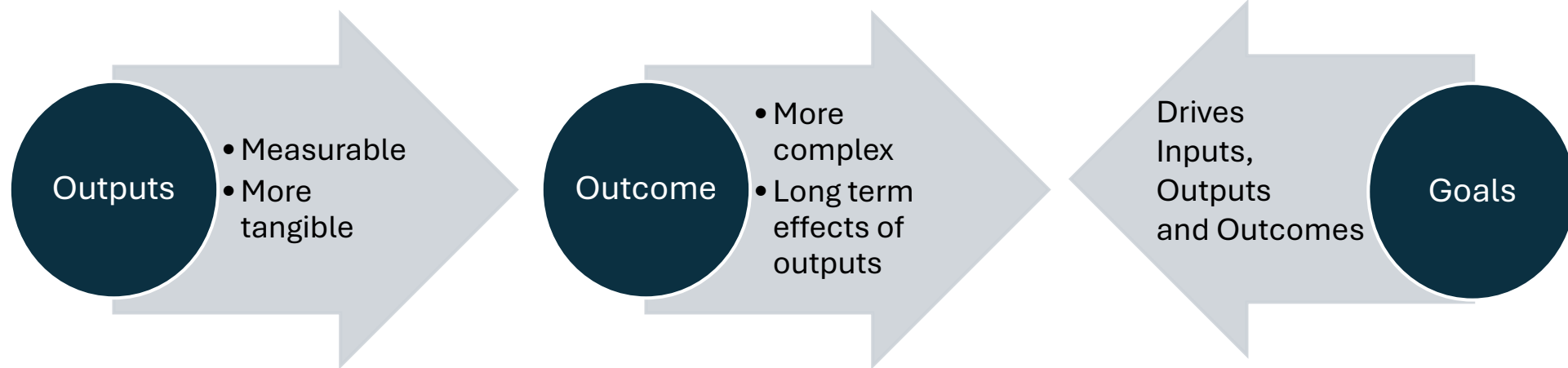
# Logic Model format (modified from Kellogg Foundation)

A logic model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve.

<b>Baseline</b> <i>What is the condition of the things we care about?</i>	<b>Stressors</b> <i>In order of importance what are the stressors and causes of stressors and where are they most prevalent?</i>	<b>Resources/Inputs</b> <i>In order to accomplish our set of activities we will need the following</i>	<b>Activities (Inputs)</b> <i>In order to address our problems or asset we will accomplish the following activities</i>	<b>Outputs</b> <i>We expect that once accomplished these activities will produce the following evidence or service delivery.</i>	<b>Short Term Outcomes</b> <i>We expect that if accomplished these activities will lead to the following changes in 1-5 years</i>	<b>Long Term Outcomes - Impacts</b> <i>We expect that if accomplished these activities will lead to the following changes in 6+ years</i>
Indicator(s)	Indicator(s)	Indicator(s)	Indicator(s)	Indicator(s)	Indicator(s)	Indicator(s)
Data Source(s)	Data Source(s)	Data Source(s)	Data Source(s)	Data Source(s)	Data Source(s)	Data Source(s)

Use data to construct indicators

**The main difference between an output and an outcome is that an output is what is produced or accomplished, while an outcome is the effect of that output on the desired result.**



## **Outputs**

The tangible or observable results of an action, project, or process (i.e. Inputs/activities). Outputs are more immediate deliverables that can be measured and assessed. Outcomes answer the question “So what?” For example: ## of landowner contacts made through the XYZ Wetland Restoration Outreach Program (i.e. a specific action).

## **Outcomes**

Outcomes are the results of the Inputs/activities and Outputs that help achieve the desired result. For example, ## of acres of wetland will be restored across the Bay watershed by 2040 (based on the Inputs/activities and Outputs).

Outcomes measure the long-term effects of a process, task or activity, such as a change in the environment or in people's behavior. Outcomes are often more complex and more difficult to measure than outputs, and can take a long time to manifest. Measures can be qualitative and overall trends.

# Management Board Outcome Meetings

- About a 6-hour meeting with 20 minutes allocated per outcome.
- Each outcome submits a 2-page explanation of outcome recommendation two weeks in advance of the meeting.
- There will be a facilitator to steer sessions and keep the Board on time. Additional time will be allocated for open comments.
- Pulse check on outcome disposition
- We are **not** recommending new language at this point.



[Theme]	[Goal title]	[Outcome name]	[Lead GIT/Workgroup]
[Current outcome language]			

## OVERALL RECOMMENDATION: [CONSOLIDATE, REDUCE, UPDATE, REMOVE, REPLACE OR ADD NEW]

The following question is to be addressed by each GIT for all Outcomes that fall within the GIT's responsibility. If a GIT feels that one of the [Outcomes](#) they are responsible for would benefit from combination with / addition to / revision with an Outcome that is the responsibility of another GIT, they are encouraged to work collaboratively with that GIT. Advisory Committees are invited to also address this question for any or all Outcomes that they wish to respond to.

**“What advice do you have for the Management Board on how to consolidate, reduce, update, remove, replace or add new outcomes within your Cohort/GIT?”**

In answering this question, [responses](#) should consider the following:

**Primary Consideration – EC Charge:** The December 10, [2024](#) Executive Council Charge is the driving document for this effort and, therefore, addressing the Charge and its intent must be the primary consideration in drafting responses to the posed question. Particular attention should be given to recommending revisions to the Outcomes that address the seven bullet points on page 2 of the Charge (see item [1] listed in the [Executive Committee Charge to the Principals' Staff Committee: Charting a Course Beyond 2025](#)).

**Guidelines:** The following guidelines are offered for consideration as you craft your answer:

You are not required to answer every question. Your response to the Management Board's "BIG Question" is limited to 2 pages.

1. In reviewing your outcome, provide advice to the Management Board on whether "to consolidate, reduce, update, remove, [replace](#) or add new outcomes".
  - a. [Don't](#) need to provide updated Outcome language at this point in the process.
  - b. If consolidation is recommended, which outcome(s) do you advise combining with?
2. Consider if the Outcome is SMART (Specific, Measurable, Achievable, Realistic, Time-bound), and specifically, whether the current outcome meets the definition of an outcome, as described in the [2014 Chesapeake Bay Watershed Agreement](#) ("Agreement"),

# Draft Management Board Process and Timeline Continued...

<b>April 10, 2025</b>	Continued discussion to consolidate, reduce, update, remove, replace or add new outcomes. Outcomes identified as being kept or combined are assigned to small teams for rewriting
<b>May 7-8, 2025</b>	Finalize outcome assessment/evaluation
<b>May 2025</b>	<ul style="list-style-type: none"><li>• PSC Check in on Draft List of Outcomes. Share approach for structure development and governance review</li><li>• Advisory Committee Presentation – all together</li></ul>
<b>June 12, 2025</b>	Work through any PSC feedback on outcomes. Prepare final outcome list for public sharing
<b>July 1, 2025</b>	Discussion of overall Partnership Structure. Includes all partnership Goal Teams/workgroups/action teams
<b>August 14, 2025</b>	Continue Grouping /Structure Development/ Governance
<b>August 2025</b>	PSC Check-in Grouping /Structure Development/ Governance
<b>September 11, 2025</b>	Continue work on Structure/ Governance and draft list of outcomes
<b>October 9, 2025</b>	Finalize outcomes and Complete Draft of New Structure
<b>October 2025</b>	Presentation of Final Draft to PSC
<b>November 2025</b>	Preparation of Final Package Based on PSC feedback



# Summary / Questions

- Your workgroup will have a meeting in the next two months to go through the guidelines and answer the Big Question.
- Consider what you have heard and come prepared to the meeting to share ideas and discussion.

