



Chesapeake Bay Program

Science. Restoration. Partnership.

Chesapeake Bay Program Accountability Through the Strategy Management System (aka. *Strategy Review System*)

Objectives:

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



19 years ago, 2005/2006 ...

The Office of Management and Budget Performance Assessment Rating Tool

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

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

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

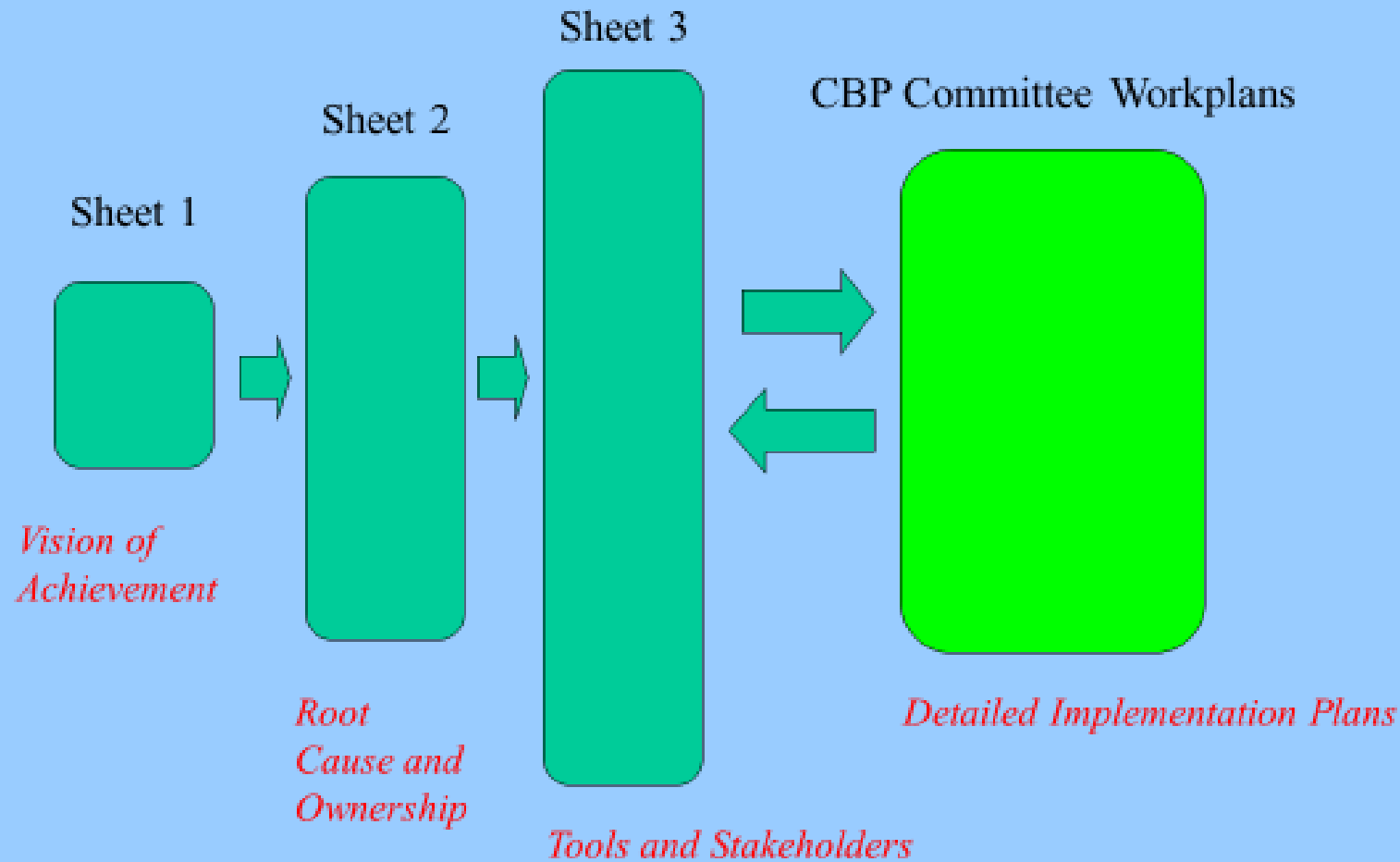
Benefits of Logic Models¹

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

Appreciation
for the best-
practice
benefits in
operating
complex
programs

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

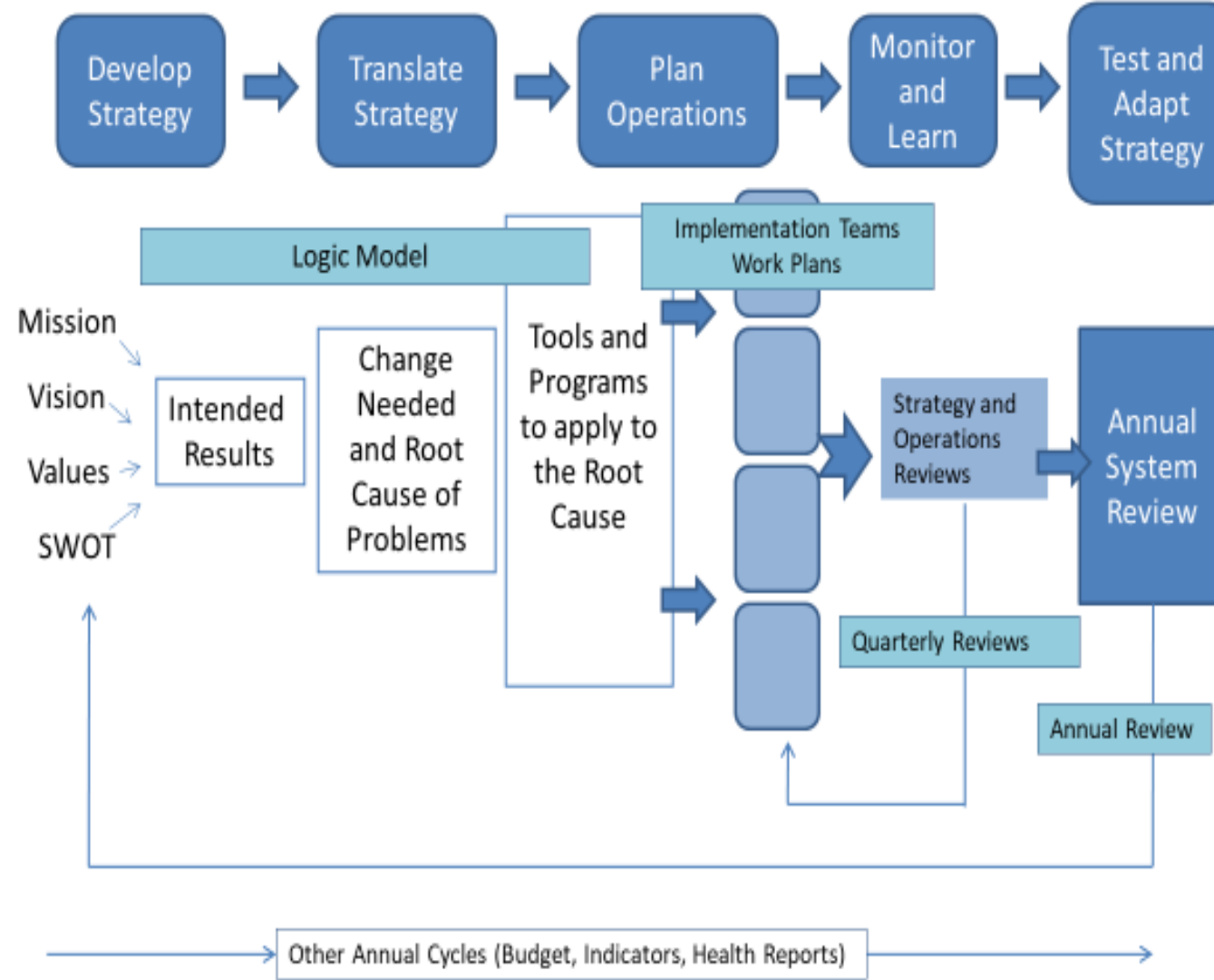
Overview of Bay Program Implementation Logic Model



2006

We started
envisioning
what it
might look
like ...

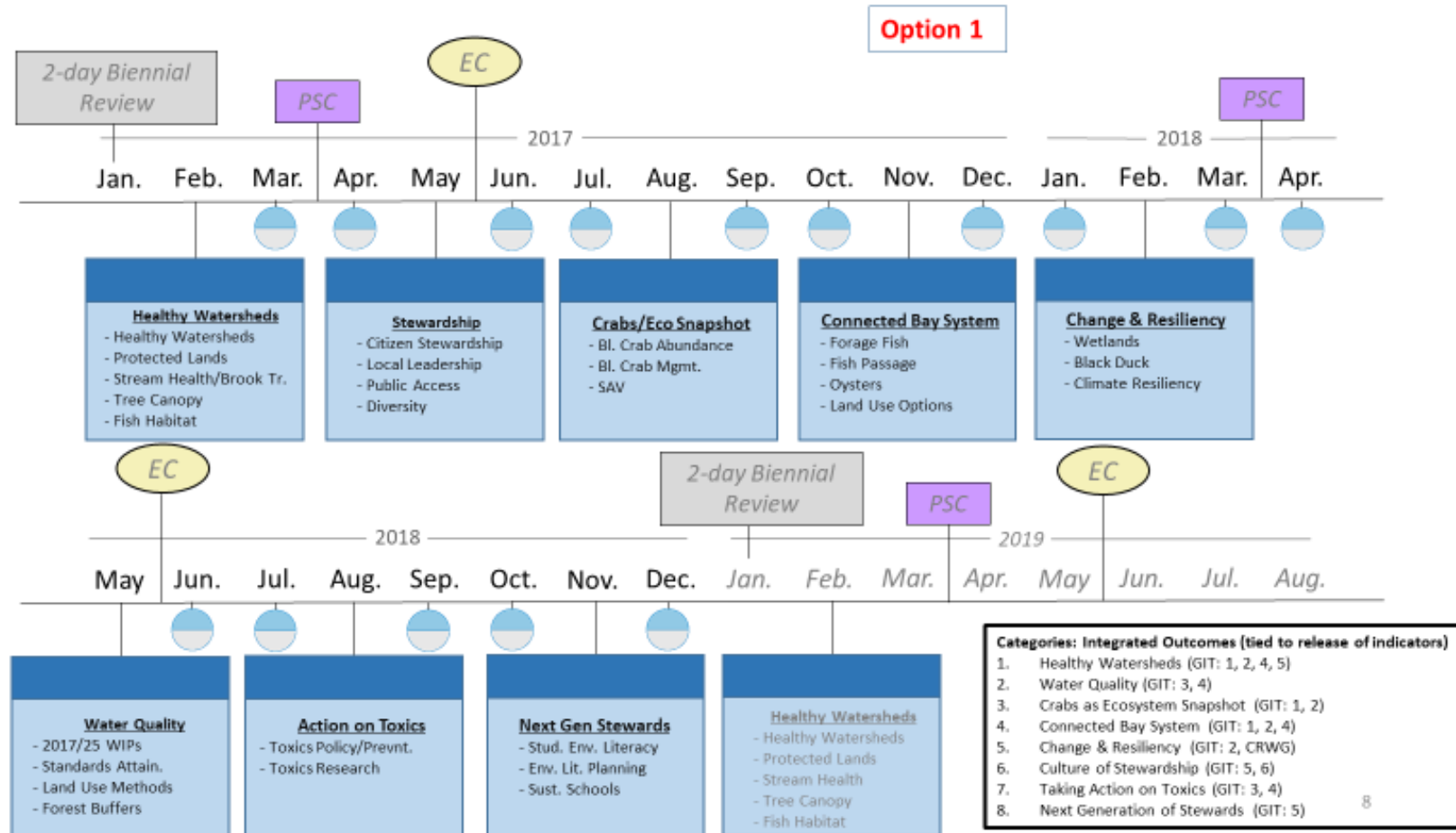
CBP Adaptation of Kaplan and Norton's (2008) Management System Model



Concepts evolved...

16 – 8 years ago ... 2007 to 2016

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



8 YEARS
AGO, ...

NOVEMBER
2016

Calendar of Cohorts: Annual/Biennial Schedule with 4 Cohorts

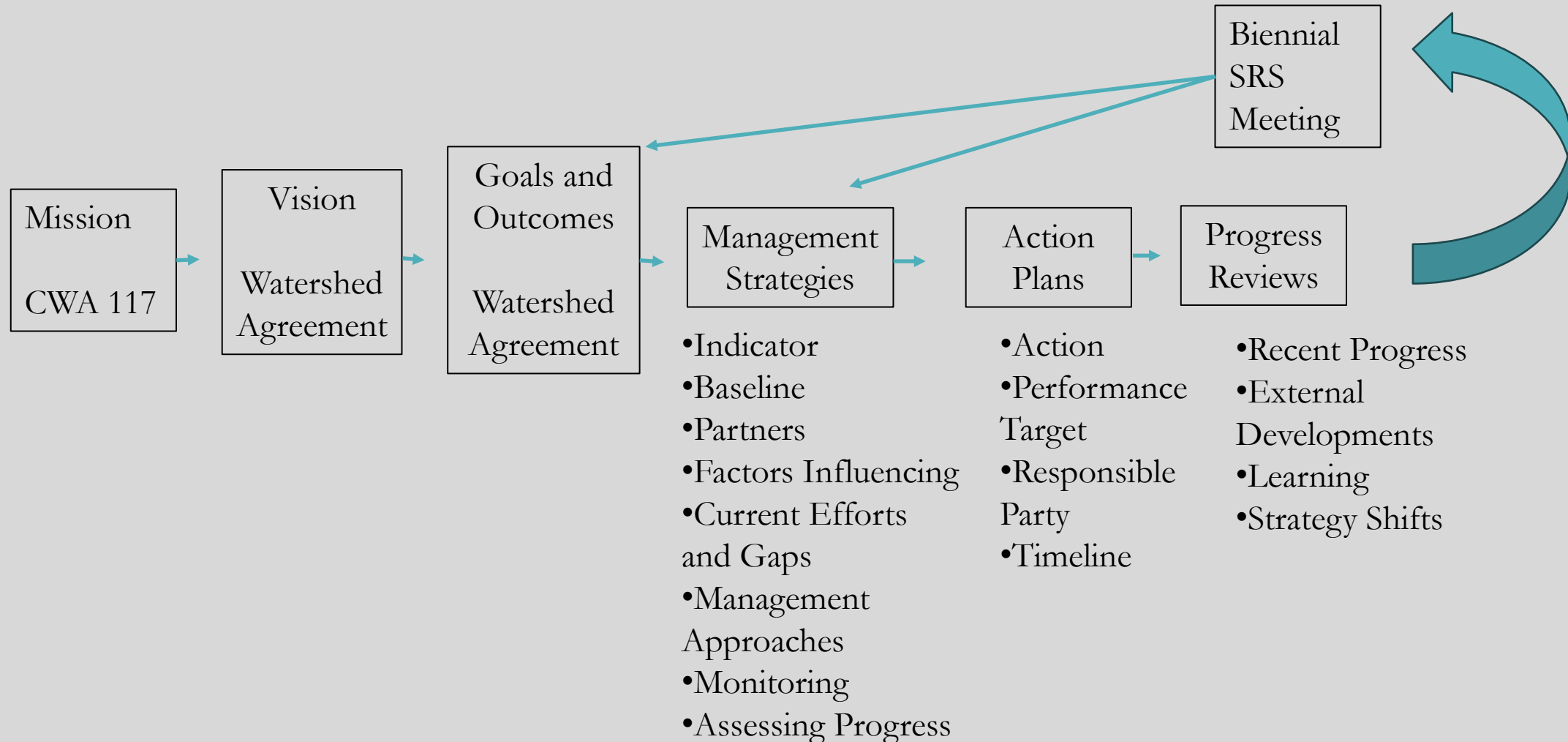
- Outlook Uncertain
- Outlook Off Track

2023	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
					Biennial Meeting			4 th Cycle Starts			Living Resources	
											<ul style="list-style-type: none">• SAV• Wetlands• Brook Trout• Black Duck• Oysters	<ul style="list-style-type: none">• Bl. Crab Abundance• Fish Passage• Fish Habitat• Forage Fish
2024	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
		People			Watersheds			Clean Water			Living Resources	
		<ul style="list-style-type: none">• Stewardship• Diversity• Stud. Env. Lit.• Env. Lit. Planning	<ul style="list-style-type: none">• Sust. Schools• Public Access• Local Leadership		<ul style="list-style-type: none">• Healthy Watersheds• Tree Canopy• Forest Buffers• Climate Adaptn• Climate Mntr	<ul style="list-style-type: none">• Stream Health• Protected Lands• Land Use• Meth./Metr. & Opt. Eval.		<ul style="list-style-type: none">• Toxics Policy/Prevention• Toxics Research	<ul style="list-style-type: none">• 2025 WIPs• WQ Stnds Attain/Mon.		<ul style="list-style-type: none">• SAV• Wetlands• Brook Trout• Black Duck• Oysters	<ul style="list-style-type: none">• Bl. Crab Abundance• Fish Passage• Fish Habitat• Forage Fish
2025	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
		People			Watersheds			Clean Water		Biennial Meeting	Living Resources	
		<ul style="list-style-type: none">• Stewardship• Diversity• Stud. Env. Lit.• Env. Lit. Planning	<ul style="list-style-type: none">• Sust. Schools• Public Access• Local Leadership		<ul style="list-style-type: none">• Healthy Watersheds• Tree Canopy• Forest Buffers• Climate Adaptn• Climate Mntr	<ul style="list-style-type: none">• Stream Health• Protected Lands• Land Use• Meth./Metr. & Opt. Eval.		<ul style="list-style-type: none">• Toxics Policy/Prevention• Toxics Research	<ul style="list-style-type: none">• 2025 WIPs• WQ Stnds Attain/Mon.	5 th Cycle Starts	<ul style="list-style-type: none">• SAV• Wetlands• Brook Trout• Black Duck• Oysters	<ul style="list-style-type: none">• Bl. Crab Abundance• Fish Passage• Fish Habitat• Forage Fish
2026	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
		People			Watersheds			Clean Water				
		<ul style="list-style-type: none">• Stewardship• Diversity• Stud. Env. Lit.• Env. Lit. Planning	<ul style="list-style-type: none">• Sust. Schools• Public Access• Local Leadership		<ul style="list-style-type: none">• Healthy Watersheds• Tree Canopy• Forest Buffers• Climate Adaptn• Climate Mntr	<ul style="list-style-type: none">• Stream Health• Protected Lands• Land Use• Meth./Metr. & Opt. Eval.		<ul style="list-style-type: none">• Toxics Policy/Prevention• Toxics Research	<ul style="list-style-type: none">• 2025 WIPs• WQ Stnds Attain/Mon.			

PRESENT
CONTINUING TO
EVOLVE
LEARN THROUGH
EXPERIMENTATION
AND LEAN THE
SYSTEM

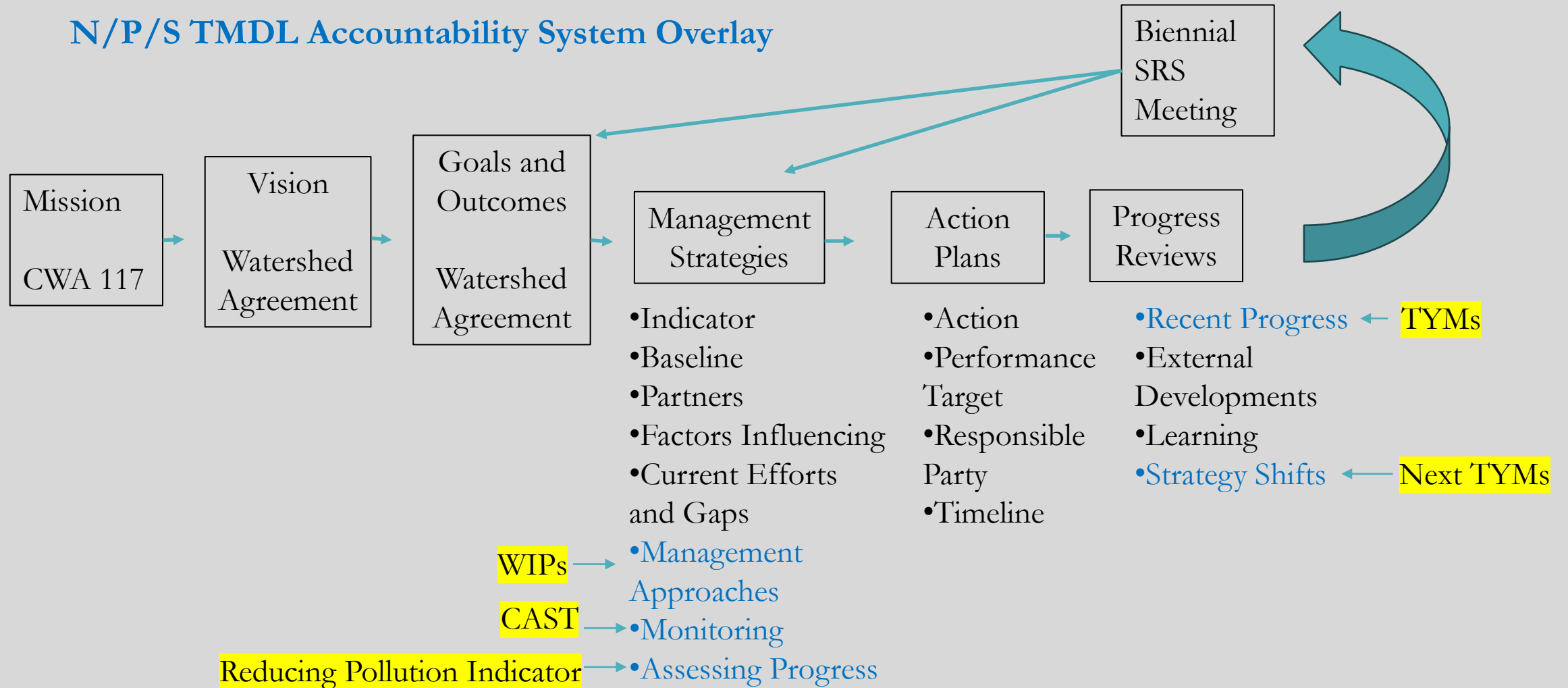
2024 -2025

CBP Logic-Based Strategy Management System



CBP Logic-Based Strategy Management System

N/P/S TMDL Accountability System Overlay



“Culture eats strategy
for breakfast.”



Peter Drucker/Mark Fields,
2006