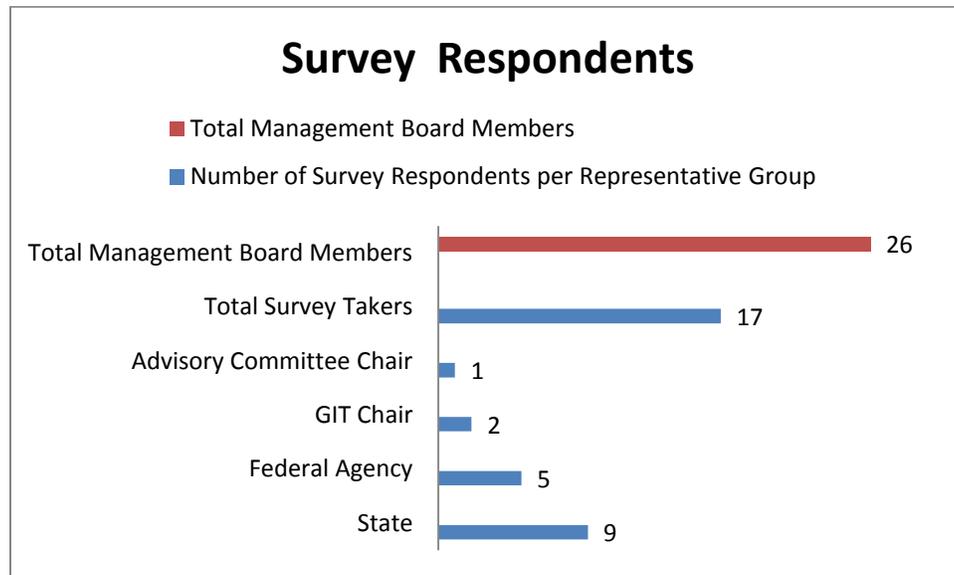


Management Board Mission Survey

Compilation of Comments

1) Management Board Representation



Effectiveness (2) and Appropriateness (3) of the Nine Objectives Listed in the Chesapeake Bay Program Governance Document:

a) Translating the directions of the Executive Council and Principals' Staff Committee into specific Chesapeake Bay Program actions

2. Effective

- There is not a great deal of direction coming from the EC or PSC at this time, so it is difficult for the MB to translate direction but the MB has done more related to coordinating and communicating TMDL related issues over the past 2 years.
- There is a good deal of "translation" of EC actions by the management board. However, the cumbersome nature and the many participating parties can sometimes confuse issues.
- If explicit direction is given, the mgmt board almost always executes the request. However, we rarely have the sequel conversations to determine what action should take place next.
- The last EC meeting may have helped to begin to change this (because of specific requests made to the EC by the advisory committees, that are now being handed down through the PSC to the MB), but there seems to be a fairly significant disconnect between the EC, PSC and MB.

- Not really sure there is that much of a relationship. EC has not asked us to do much more than meet the TMDL.
- I feel like the Management Board members are tasked with sending important CBP action needs from the CBP up the chain to PSC and down the chain to the GITs and to staff at the state level. I am not sure of the effectiveness of this message transfer due to the overlap of members on MB, GITs and state and federal staff. Maybe the message is just being repeated to the same audience.
- I think the CBP staff does a good job of keeping the MB on task to do what the EC and PSC have asked.
- The Management Board is too large. There are never votes on issues, sometimes there is consensus, many times the CBPO staff drive issues.
- Effective would be my choice. Somewhat effective is closer than very effective
- Until the most recent two meetings, no specific actions had been defined by the Management Board, per se. The actions are customarily defined by the FOD and presented to the MB, which generally provides a rubber stamp.
- Very disappointed in results of some work groups. I feel that some are frequently unable to move past political interests to focus on the Bay.

3. Appropriate

- This needs to be a charge of the MB but requires some partnership rebuilding to get there.
- Implementing the alignment proposal to better position federal and state program goals and objectives will only make this program more effective.
- Why is another level needed? If the PSC or EC comes to decisions then it should be up to each agency to enact those decisions. If coordinated action or further planning or study is needed, then agency reps can come together around those needs.
- Seems logical that there would be a tight fit between priorities and needs identified by EC, response to those priorities and needs by PSC through assignment and vetting via the MB.
- Who would do this if not the MD?
- The MB role should be to guide the process of defining actions. MB members don't have the necessary expertise to actually develop the actions, but should translate the direction of the EC and PSC to guide and inform the development of actions by the relevant GITs and ACs.

b) Ensuring that critical data, information, options, and analyses are performed to support effective decisions by the Principals' Staff Committee / Executive Council

2. Effective

- This link between CBPO staff and the states, partners and GITs is an important one that the MB can play well by allowing the MB members to make requests to STAR and others for support
- Proposed alignment is still not moving forward within the schedule prescribed.
- The PSC and EC rarely make independent decisions. They are advised by staff who serve on the committees and much information provided to the principals is done "in house" at the jurisdictional level. As a result, what the management board "thinks" the EC may want, may not always be what each principal needs.

- The management board does not represent the breadth of interests represented in the C2K or the EO Strategy.
- Mostly limited and/or focused on model runs, load allocations, and water quality emphasis of the program. Not holistic in approach or teeing up all relevant information of interest to broad range of partners.
- With the limited number of actions the PSC is making this is being done.
- I feel like the work of the GIT's, STAC and CBP program staff is always brought to the attention of the MB discussed to work out any kinks and then effectively passed on the PSC/EC
- I think the CBP staff does a good job of keeping the MB on task to do what the EC and PSC have asked (Ditto)
- Information is not provided to Management Board in a timely fashion. Ground rules state that agenda and decision documents are circulated at least 14 days before meeting. At one PSC meeting documents were distributed on Friday evening before a Monday meeting.
- Again, until the recent past, the MB seemed to defer this role to GITs and Advisory Committees, infrequently providing tacit approval for decision on such matters.

3. Appropriate

- Technical staff resources should also be used to help incentivize priority efforts and win/win opportunities.
- Appropriate to a limited degree. However, each agency will ensure that its PSC and EC members are briefed and supplied with data.
- This seems to be the principal role of the MB to me, or it should be.

c) Driving implementation through the Goal Implementation Teams

2. Effective

- With the exception of the WQ GIT the other GITs have been functioning with limited guidance and support. However this is beginning to change as the MB and CBPO staff have reached out to the GITs through the Decision Framework. This is a good place to start to rebuild a partnership that was somewhat fractured during the TMDL process
- Still not as inclusive as the framework is intended to be
- The GITs don't implement, agencies implement.
- Little implementation is coming out of the GITs except for the WQGIT which is very active and organized because of the TMDL. Without clear goals that have been adopted by the full partnership, implementation activities will continue to be difficult to pursue. The GITs need to hear clear direction from the Mgmt board and the PSC to feel empowered.
- This isn't an appropriate objective.
- Would rephrase to say "enabling implementation through the GITs" and then would score "somewhat effective."
- Seems to working ok so far. I think it is a little bit early to tell.
- Again I feel like with the overlap of members on the GITs makes this a bit ineffective. For the most part I feel like the states are driving implementation with the assistance of the GITs via WIPs and CBP requirements. Does the Management Board really add a whole lot here?
- I believe the GITs are adequately motivated to focus on implementation.

- Agenda is driven by CBPO staff, Advisory Committees, and GITs instead of MB down to GITs.
- Process takes too much time to reach a conscious decision
- GITs are justifiably self-driven. The MB did agree to that degree of latitude and authority, which is good. Little direct guidance is provided to the GITs.
- Not sure the board drives implementation, but left alone, the GITs appear to make progress.

3. Appropriate

- Crucial if you want to build capacity and know how to support Bay restoration beyond a regulatory only approach
- Implementation coordination can happen through the Goal Implementation Teams along with the development of general guidelines. Ultimately, implementation will occur at a state or local scale.
- Why isn't this simply a function of the PSC? Not sure the GITs are necessary even. Certainly collaborations are essential, but not sure this is an effective means of same. And certainly that is not an appropriate function of the MB
- Perhaps "facilitating" or "supporting" implementation...
- I believe that management should support the work of the GITs by eliminating barriers and providing resources and coordination when necessary.
- If this means providing policy guidance and support for the generally self-selected action priorities of the GITs, then yes.

d) Holding the Goal Implementation Team leadership responsible and accountable

2. Effective

- The GITs have been held accountable for tracking accomplishments that they do not have the capacity, support or authority to effectively achieve. They need strategic support in partnership and capacity building. That support could be incentives such as funding, staff resources or win/win initiatives.
- Still not as inclusive as the framework is intended to be
- There is a fiction in the program that the GITs are independent bodies making decisions. The most reasonable explanation is that they are forums for the discussion of policy and technical issues. I'm not sure what "accountable" means, but I would argue we need to recognize their true function and use is to the full extent possible.
- Mgmt Board doesn't really do this at all
- This is not an appropriate objective.
- There are structural and representation/attendance problems associated with this objective as currently written. GITs and their members may or may not always be accountable to the members of the MB with respect to either chains of command within represented organizations and/or the focus of the GITs. By the way - GIT chairs are still not official members of the MB.
- Again to early to tell
- GIT leadership should be responsible to the CBP requirements.
- The GITs appear to be self-motivated.
- GITs drive the agenda instead of MB.

- Seem that timelines are easily pushed toward and not met. What' the real consequence of not holding the GITs accountable?
- The GITs hold themselves accountable out of a sense of professional responsibility and dedication to Bay Program goals.
- At times, I wonder if the board members know what some GITs are doing.

3. Appropriate

- I agree in a perfect world but currently the GIT Chairs have no clear goals, no authority, no capacity, no budget and no vote at the MB to adequately address let alone achieve these complex tasks.
- See above. (Not an appropriate objective)
- Structure is not designed to do this as it currently stands. Or at least we would need to better develop and set the expectations for what this means.
- Not sure how effective MB can be at this task. If not MB, who?
- How? They're self-directed and the MB doesn't determine their budget. This would be an important role if there was a discretionary budget allocated by the MB to address action priorities proposed by the GITs. The old Budget Steering Committee was very influential in this way.

e) Assuring that resources of the Chesapeake Bay Program are aligned with strategic priorities

2. Effective

- The MB has been effective in this when the strategic priorities have been related to the TMDL but the other priorities have not been clearly articulated or supported. Once again this important process has begun but has a long way to go to get full buy in by the PSC and EC
- Proposed alignment is still not moving forward within the schedule prescribed.
- In recent years, the Mgmt Board has not had much to do with budgeting. The old Budget Steering committee, when funds were available, played an important strategic role. The mgmt board might be able to do a better job coordinating the many federal budgets.
- If this means assuring the EPA obligates its funding and staffing resources in accordance with the EO or other goals and objectives, then this could be an appropriate objective for the MB. However, this is not nor has it been a topic for discussion at the MB mtgs.
- Depends on your point of view. If water quality is THE priority of the Program, then resources are trending to be very aligned with that priority. With respect to allocating resources more equitably across other priorities and needs, no.
- Still haven't resolved the executive order priorities with the bay agreement.
- This is an area where the MB could focus. I think we do a pretty good job with the guidance of the CBP staff but maybe we could improve in this area.
- The MB has very little knowledge regarding the resources being applied to the strategic priorities nor resources that may be available.
- Governance Document states "resources of the partnership are aligned with strategic priorities to the greatest extent possible without infringing on the sovereign budgets and programmatic authorities of the partnership organizations." EPA cannot infringe on the sovereign authorities of the partners. Also, EPA should align grant programs to coordinate better with goals of the jurisdiction's WIP. NFWF grants are often awarded to projects that

do not align with the most effective pollution reduction goals of the jurisdictions. More emphasis should be placed on helping the jurisdictions to meet the goals of the WIPs instead of administrative cost.

- Until recently the resources of the Bay Program have been devoted to TMDL needs with no balance to support other priorities of the partnership. The mind set has clearly changed for the better, now deeds must back up words to demonstrate commitment to other priorities.

3. Appropriate

- The MB is in the best place to identify and convince the PSC and EC to support selected strategic priorities.
- Will EPA really surrender this decision to the MB? If the MB is supposed to have influence over CBP resources, then this would be a role.
- I am not sure the MB has much control over resources.

f) Acting as a coordinating and cross-program integrating body

2. Effective

- The MB has better in this role but needs to be able to play a greater role in building support and capacity for restoration across programs and GITs
- Perhaps the most valuable role.
- There is not much coordination across the GITs and direction to do so is not coming from the Mgmt. Board. Cross program integration has come when one GIT leader reaches to another.
- Collaboration occurs around specific goals, objectives, objectives and with the appropriate and program or project specific agency/stakeholder representatives. The management board is not set up to accomplish this. Some of this can happen at the Secretary level or at the program or project level.
- Getting people to the table has some effect here - people exchanging information and developing shared awareness can result in some coordination and cross-program integration. But doing this more effectively by creating a sense of shared responsibility and accountability across goal teams is just beginning - Harris Creek case study at last meeting representing a start. Also need to ask "coordinating and cross-program integration for what?" Ecosystem management or water quality management?
- Not sure what the bay program is really coordinating unless it is TMDL related...monitoring and modeling are done well the rest is being pushed through the regulatory process
- I think this was the original goal of the MB but maybe we have lost focus of simplifying the process reducing committees and reducing the layers. The states needs boil down to funding and program support to implement the WIPs. Are the federal partner needs the same? That is the starting point for setting the annual goals of the MB. I see us identifying everyone's needs prioritizing the list and filling the gaps that are not addressed by PSC, or GITs
- The MB is just beginning to dabble in this area.
- MB should be advised of decision disagreements between workgroups and GITs. Issues between particular GITs should be brought to the MB instead of CBPO staff deciding issues.
- Still missing some important decision making partners at the table.

- See answers above. Cross-coordination occurs, when it DOES occur, due to the motivation and volition of GITs and Advisory Committees

3. Appropriate

- There is enormous overlap of responsibilities, priorities and authorities among agencies, partners and GITs. The MB must play a key role in managing and supporting priority efforts.
- By reducing number of meetings and committees
- I see this as pretty important role. The GITs are making it happen some, but it needs to become more intentional.

g) Improving the performance of the program using an adaptive management system

2. Effective

- I am pleased to see that we have taken significant steps down this road with the Decision Framework but there is much work yet to be done including some overall partners agreement on program goals and how the goals will be achieved.
- I hear and see numerous presentations but have yet to see a manifestation of this system consistently in action.
- EPA seems to resist adaptive management while singing its praises.
- Getting there. Harris Creek case study/ChesapeakeStat demo shows how it can be done.
- Process is set up to do this but again it is a little early to tell. The two year milestones have been an example of adaptive management
- It seems like we have spent a great deal of time working to identify the adaptive management system. Possibly overkill?
- MB members seem to be very much willing to apply new information and adapt accordingly.
- Has not been tested yet.
- If not for the relentless profiling of the various "Stats" at the MB behest, the adaptive management decision framework would not have the traction it does, I suppose.
- May be too early to evaluate and change appears to be hard for some.

3. Appropriate

- Keep it moving!
- I think this is appropriate but think that there needs to be more accomplished utilizing this system.
- If this means holding EPA accountable, then the MB is not the appropriate body. Why isn't this a function of EPA management and the PSC?
- Without being overly prescriptive or adding too much in the way of information demands to support this objective - that will render the GITs paralyzed with administrative requirements vs. doing real work.
- The system itself should lead to improved performance.

h) Commissioning Action Teams when needed

2. Effective

- The MB has done this well, recognizing when Action Teams need to be formed, defining their task and providing metrics and timelines (including sunseting) to guide the completion of their work.
- More than with the GITs (WQ excluded) most of the action takes place when these special groups are formed.
- Certainly some actions teams have been commissioned by the MB (really at the behest of EPA).
- Not clear that the Action Teams that have been established are really based on pressing needs and priorities. Vision seemed to be for work teams that would quickly address an urgent need, take "action" (or present alternatives to MB) and then dissolve. Seems like they're instead becoming standing groups a la workgroups.
- Creating another layer seems to be what we were trying to avoid when the MB was created.
- Again, the GITs are motivated and recommend formation of action teams when needed. Formation should be a bottom-up process.
- Done when needed.
- Again, this is largely driven by the GITs and Advisory Committees, though the recent establishment of a social science focused Action Team took some effort (arm twisting, really) and is an important step, in my view.

3. Appropriate

- Doing this well now and the MB realizes having more teams isn't necessarily better.
- It is through these special action teams that I have seen much of the mgmt board's work get done.
- In consultation with GITs.
- There are too many teams already. Notwithstanding the support indicated above for the social science team, there should be a moratorium on the establishment of any new teams.

i) Providing input and guidance on the EPA Chesapeake Bay Program Office budget and identifying gaps in resources needs to achieve priority actions

2. Effective

- It seems like the partners and the MB have had limited input into program budget decisions since the Budget Committee was retired. EPA has however worked hard to make additional monies available to state partners through CBWRAP and through effective grant programs like the NFWF managed SWG and INSR grants.
- My experience working amongst the CBPO that there is a prevalence of a clique and those that do not work within the office complex are often not held in the same regard whether by agency or by person. I think the office needs to do a much better job of outreaching to all agencies and all members of the MB and not just those located within the Annapolis CBPO complex.
- This has not really happened in the recent past.
- See my response above re CBP resources.
- Not really a means for doing this anymore. Budget Steering Committee gone. If there's some other process that replaced it (e.g., assessment of needs by CBP staff/leadership), it's not clear or apparent to others.

- Don't really see that happening now that we have gotten rid of the budget steering committee. I really don't know how EPA decides how to spend its money...
- This seems to be an area where we could focus. The tough part would be to realistically prioritize where the funding resources need to go. How do you decide to reduce federal program support to increase state implementation dollars?
- EPA has made it clear that it does not want input on the budget.
- I have never been part of such a discussion at the MB.

3. Appropriate

- You may want to a subset to tee up and frame the issues but budget decisions should be made at the MB. I suspect this would serve as a significant sweetener as you are trying to rebuild a functioning partnership.
- This is appropriate but does not happen to the degree that it should; the mgmt board also never has conversations about targeting funding requests.
- If this were actually a possibility, then this could happen without a standing management board, but on an annual basis as the result of representatives of the agencies coming together to review and recommending priorities for the budget.
- This is important, but a mechanism for providing structured input will be necessary. Kind of like a BUDGET STEERING COMMITTEE!
- Not aware of when we've done this lately? Maybe I missed it, but not sure we've tracked budgets since the Budget Committee?
- Through input from the GITs.

4) Areas/objectives the Management Board Should be Addressing That are Not Currently Addressed

- Helping the program and partners agree on a set of program and partner goals for now and into the future. Beyond that the list you have will be difficult enough without adding more.
- Landscape Conservation, Balancing Wild Fisheries and Aquaculture, Broad scale Development thresholds, Nutrient Reduction Innovation
- Major regulatory conflicts with TMDL related projects...stream restoration, wetlands restoration, stormwater management, even oyster restoration.
- What is missing that others are not working on? Remember the reason the MB was created and that was to simplify the process.
- Simplified governance structure; role of Federal agencies other than EPA on EC; a new Bay Agreement that reconciles EO and C2K priorities.

5) Overall Effectiveness of the Management Board in Fulfilling the Nine Objectives

If you are dissatisfied with the effectiveness of the Management Board, please suggest areas for improvement

- The MB has had a very tough task navigating us through the necessary TMDL process and now the MB has to play a crucial role in navigating us through the partnership building that will set the stage for next phase of cooperative Bay restoration.
- Recommend to hear from all agencies and not just those selected by the MB Chair and the EPA members on the Board. This will give ownership to the entire group and not merely those that are in the "inner circle."

- I am concerned about the governance of the program. In the "old days" the states and EPA were the key players and important decisions were left to the "gang of six" to resolve. The program has many more players and voices now and the critical implementation role of the states and DC is lost among the sometimes competing voices of other federal agencies and nongovernmental organizations. There is some expectation that the GITS speak independently of the agencies that compose them. We need a clear governance structure so it is clear who makes decisions.
- The agendas are not action oriented which, in turn, does not attract the leaders. Without the leaders, the conversations cannot be robust and productive.
- I don't believe the MB is necessary. Just another layer without clear purpose or effect.
- More focused agendas - 2 or (maybe) 3 key topics for focus - cut way down on the "tell" and "inform" aspects of the agenda - folks can read or get background in advance - focus on the discussion, debate, resolution and decision.
- Management board needs to develop a list of priorities and implement them....and they should be separate from the TMDL which is being handled through region 3.
- Focus on identifying gaps in resources to implement program goals (WIPS).
- MB meetings are good for getting updates on key projects. This should give members a good foundation for discussing potential bigger picture initiatives. However, this is where the MB has been weak.
- The MB is too large. The jurisdictions vote is often diluted by the federal members. A system should be developed to provide the jurisdictions with an equal voice in development of policy and implementation decisions.
- Hold to timelines.
- First create a Bay Program budget advisory function for the MB. The adaptive management framework could also function as a performance accountability tool. With funding dedicated to support GIT implementation priorities, performance could be incentivized through advisory and funding (the dedicated funding, could be relatively small amount) decisions. Consider the GAO report from 2 years ago HONESTLY. The raw data provided to the analysts covers what is requested by this survey.
- need to define its role a bit more clearly...sometimes seems it is lost during the meetings, with some members taking the lead and others not even participating. Needs to be more democratic, maybe even take votes when needed on thorny issues?
- Disappointed in MB ability to work together to resolve problems.

6) Areas/objectives with which the Management Board has been Most Successful

- Coordinating TMDL related activities and communication. Establishing technical teams to evaluate complex issues.
- Representing interests of federal and state agencies utilizing the work of the GITs to make management decisions
- Developing technical information through the use of action teams.
- Bringing the partners in the Bay states together; collecting and analyzing data
- None.
- Setting up a better bay program organization.
- Program updates, bringing everyone together but lost participation due to lack of focus. Program updates do not usually create sustainable organizations/committees.

- Have regular meetings
- Open discussion of issues?
- Holding meetings and creating administrivia. This question is unfair. The MB was not in a position to operate constructively while TMDL angst dominated every interaction. With that in the rear view (sort of), and with new leadership, let's give it an honest shot before answering this.

7) Areas/objectives with which the Management Board has been Least Successful

- Aiding Goal setting and agreeing on important decisions have been most difficult in a fractured partnership.
- Including all agencies and stakeholders in the work being accomplished. Many are asked to be at the table but not all are asked to be active participants of the MB through participation in meetings.
- Clearly defining the roles of signatory states in the governance of the program.
- Coordinating strategic budgeting Developing shared goals raising policy issues necessary to ensure implementation in the current climate Exposing the Mgmt Board members to innovations that are applicable to our region
- All.
- Taking the new organization and have it result in changes in policy and rates of implementation.
- Streamlining the CBP to focus efforts on tributary strategy / now WIP implementation
- Focusing on efficient use of limited funding to meet water quality goals.
- Direct support of GITs resource needs to be effective and timely.
- Remote participation by members, providing coffee at meetings, diffusing the regulatory tension between the Feds and the jurisdictions by clearly distinguishing between EPA the regulator, and EPA the partner/facilitator/capacity builder.
- Organizing itself to agree on how to move forward. It lets certain agencies run the meetings and dominate the discussions and they only represent a small portion of the watershed! Please make sure that certain agencies are not given predominance by virtue of being more outspoken. The quieter states, members need equal input also.
- Integration of Exec Order and Partnership Goals.

8) Comments or suggestions to improve the direction of the Management Board

- Step up the activities to reach agreement on program and partner goals. The Decision Framework can help but right now the content of the 30 or so goals are uneven. Keep moving on building capacity by providing more direct staff and funding support to the GITs.
- Occasionally move meetings to different locations similar to the PSC and EC meetings.
- MB could vote to focus on three priority areas. My suggestions would be: funding priorities, providing technical resources for GITS and states, tracking and reporting CBP progress to the public.
- A system should be developed to provide the jurisdictions with an equal voice in development of policy and implementation decisions.
- Eliminate redundancies like this. The text box for 5 above asks the same thing.

- Make sure all members have opportunity for equal input. See #7, loudest members very often dominate and squash more quiet members, who then cannot provide their input. Certain members can stop good discussions in their tracks. Necessary to find a way around this dulling, unhelpful effect.