

**Chesapeake Bay Program Agreement  
Management Board Discussion Draft  
(5/16/13 meeting)**

*The following is sample agreement language that helps to illustrate the recommended style of the next Chesapeake Bay Agreement. Discussion questions are also included to solicit MB feedback prior to development of a first draft of the agreement:*

**Agreement Contents**

**Proposal:** The agreement would have the following sections (example language and discussion questions for the bolded sections are found on the page noted):

Page 2:           **Section 1: Preamble**

Page 2:           **Section 2: Vision**

Page 3:           **Section 3: Mission**

Section 4: Goals and Outcomes

- Decision on identification of responsible entities for outcomes

Section 5: Membership

Page 4:           **Section 6. Principles and Operational Commitments**

Section 7: Effective Date

Section 8: Affirmation and Signatures

Supplemental Materials

Supplemental Document – Governance Document

Supplemental Document – Management Strategies

Additional Decision Points

- Treatment of TMDL issues in the partnership
- PSC Participation and Voting eligibility
- PSC/MB voting privileges

**Preamble:** An introductory or preliminary statement that sets out in detail the underlying facts and assumptions, and explains the document’s purpose, intent and objectives.

- What are the key points to include in the preamble (as opposed to the Governance Document)?
  - Importance of the ecosystem? Water quality focus?
  - History of the Partnership? Past Agreements and a statement that the new agreement supersedes previous agreements?
  - Examples of benefits of working as a partnership?
  - Acknowledgement of work done by other organizations and defining the narrower role of CBP?

**Section 1: Preamble – history, benefits and accomplishments of the 30-year Chesapeake Bay Program Partnership.**

The Chesapeake Bay - the largest estuary in the United States - is a highly complex ecosystem that includes important habitats and food webs. It is comprised of interrelated parts that interact with each other to form a whole. The Bay and its rivers, wetlands and forests provide homes, food and protection for diverse groups of animals and plants. Fish of all types and sizes either live in the Bay and its tributaries year-round or visit its waters as they migrate along the East Coast. Even the smallest creatures play an important role in this ecosystem.

Human activities affect the Chesapeake Bay ecosystem by adding pollution, using resources and changing the character of the land...

In 1983, 1987 and 2000, the states of Virginia, Maryland, Pennsylvania, the District of Columbia, the Chesapeake Bay Commission and the U.S. Environmental Protection Agency, representing the federal government, signed historic agreements that established the Chesapeake Bay Program partnership to protect and restore the Chesapeake Bay’s ecosystem.....

For almost two decades, the Chesapeake Bay Program Partners have worked together as stewards to ensure the public’s right to clean water and a healthy and productive resource.....

On this 30<sup>th</sup> anniversary of the founding of the Chesapeake Bay Program, we recognize the significant progress made to protect and restore this National treasure and by signing this agreement, we hereby reaffirm our partnership and recommit to fulfilling the public responsibility we undertook three decades ago.

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**Vision** – A *vision* is a concise statement that defines the mid- to long-term goals of the organization.<sup>1</sup> (It is intended to serve as a clear guide for choosing current and future courses of action.)

- Is the scope of the vision appropriate to provide guidance for goal setting?
- What is the most important part of the vision for your jurisdiction/organization?
- Does the vision mission provide the basis for appropriate goals and outcomes?
- Should the vision articulate what we think we will achieve by meeting the outcomes in 2025 or when we are “done”? Are they the same thing?

<http://www.ascd.org/publications/books/107042/chapters/developing-a-vision-and-a-mission.aspx>

**Section 2: Vision** – The Chesapeake Bay Program Partners envision a Chesapeake watershed with:

- clean water that is swimmable and fishable in streams, rivers and the Bay
- sustainable, healthy populations of blue crabs, oysters, fish and other wildlife
- a broad network of land and water habitats that support life and are resilient to the impacts of development
- abundant forests and thriving farms that benefit both the economy and environment
- extensive areas of conserved lands that protect nature and the region’s heritage
- ample access to provide for public enjoyment
- cities, towns and neighborhoods where citizens are stewards of nature

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**Mission** – A *mission* is a brief statement, typically one or two sentences, that defines why the organization exists.<sup>2</sup> (It identifies its core purpose and focus that normally remains unchanged over time. a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment.)

- Is the mission too broad, too narrow?
- Does the mission provide the basis for appropriate goals and outcomes?
- Should the mission reference or acknowledge work that is needed beyond that of the partnership?

**Section 3: Mission** – The Partners agree to work together to restore and protect the Chesapeake Bay ecosystem and the living resources of the Chesapeake Bay through a coordinated, cooperative approach. We agree to provide for continuity of management efforts and perpetuation of commitments necessary to ensure long-term results.

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<sup>1</sup> Kaplan and Norton (2008), *Mastering the management system*, *Harvard Business Review* p. 2

<sup>2</sup> Kaplan and Norton (2008), *Mastering the management system*, *Harvard Business Review*. p.2

**Principles** – The principles (*values*, often called core values) prescribe the attitude, behavior, and character of an organization. Value statements, which are often lengthy, describe the desirable attitudes and behavior the organization wants to promote as well as the forbidden conduct.<sup>3</sup>

- Are there key principles or operational commitments that your organization would like to have mentioned in the new Agreement that are not yet listed (e.g. decision making, accountability, resource limitations)?
- Do the current principles cover what is needed to understand the nature of commitment and the operational basis of the partnership? Are there any principles that need to be deleted that might be problematic for EC members?
- Limitations and acknowledgements?
- Should this section discuss how to address revision of goals and outcomes in the future?

## Section 6: Principles and Operational Commitments

The Partners agree to the following Principles:

1. Work together to improve the environment in communities throughout the entire watershed and in its thousands of streams, creeks and rivers.
2. Coordinate and strategically manage water quality and ecosystem restoration efforts across the program in cooperation with the Federal Leadership Committee for the Chesapeake Bay and other non-governmental partners.
3. Use best efforts to accomplish the goals of the partnership outlined in Section 4 of this Agreement.
4. Use science-based decision-making and adaptive management principles
5. Commit to being transparent with the public on progress in meeting goals and outcomes, or any changes, additions or revisions to the goals, outcomes, or strategies of the partnership.

The Partners agree to the following Operational Commitments:

1. Implement an **adaptive management** system that ensures continual improvement of our ability to achieve goals, outcomes, and strategies including implementation of a tracking and accountability framework.
2. **Delegate** responsibilities for periodic review and necessary revisions of outcomes (based on adaptive management principles) to the **Principals' Staff Committee**
3. Demonstrate strong, regional leadership by convening an annual public meeting of the Chesapeake Executive Council.
4. Implement a coordinated Bay-wide monitoring system and research program.
5. Develop **management strategies** for each outcome, approved by the **Management Board**, that would include jurisdictions and federal agencies who commit to supporting the achievement of that outcome. Management Strategies, outcomes and goals will be reevaluated every two years by the Management Board with recommended changes going to the PSC.

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<sup>3</sup> Kaplan and Norton (2008), *Mastering the management system*, *Harvard Business Review*. p.3

6. Develop “**governance guidelines**” to identify the roles, responsibilities and working relationships of and between all the CBP members, clearly articulate the roles and responsibilities of the federal agencies, and differentiation the role of EPA in oversight of the TMDL vs. partnership decisions.