



2021 Strategy Review System (SRS)

Biennial Meeting

May 12-13, 2021

Summary Document

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Where is the Learning Happening?

A brief overview of some of the top-tier partnership successes and advancements since our last Biennial meeting and a constructive discussion about what the partnership is learning from its adaptive management framework.

Goal: Identification of constructive, contributory lessons and applications of the SRS process which we can now use to help accelerate progress on our Watershed Agreement Outcomes.

Identifying the Learning

Questions:

- What have you learned **from** the SRS process and what actions have resulted from those lessons? Discuss what you have learned from past implementation and how those lessons might improve future progress in our efforts to meet our Watershed Agreement Outcomes.
- What have you learned **about** the SRS process and how has it helped? Which steps in the process have resulted in the most learning, and how has that learning been applied?

What have you learned *from* the SRS process and what actions have resulted from those lessons? Discuss what you have learned from past implementation and how those lessons might improve future progress in our efforts to meet our Watershed Agreement Outcomes.

Main summary points*:

- Allow Workgroups to FOCUS and ORGANIZE
- See that Management Strategies and Workplans are complementary
- As workplans are reported up can become larger/more complicated to view at MB level
- Consensus that more resources are needed
- Helped ID gaps and limitations
- Many of the actions that are needed are viewed as outside of the GIT, MB and greater partnerships ability.
- Folks at MB level would benefit from detailed actionable requests
- Details of how to fill that need
- Value in Cross Outcome Work
- Outcome achievement is not the responsibility of one workgroup. Need support from partnership
- Disconnect about MB being able to respond to asks
- Great process for understanding stakeholder needs and scale of decision making
- Identifies many evolving science needs
- Is the Management Board the right group to bring all this to?
- MB needs to translate to PSC, and needs the info that MB needs inform the PSC of proper policy actions
- Is it time to think about prioritizing Outcomes?

- Successes: learning from MB process. Specific achievements for outcomes.
- LAP is useful for evaluating where we are making progress.
- Good for understanding what other members of the partnership are doing
- Ability for MB to take actions and follow up lags behind ability for outcomes to learn from process
- Useful if MB can clarify what they CAN do

*Detailed responses by breakout room in appendix

What have you learned *about* the SRS process and how has it helped? Which steps in the process have resulted in the most learning, and how has that learning been applied?

Main summary points*:

- Identify similar needs among different outcomes
- Learned to draw connections
- Difficult to measure progress for qualitative measures against quantitative
- Disconnect between the SRS process and how it translates to efforts to address identified hurdles
- Trouble spots
 - Getting feedback from colleagues on SRS Materials
 - Volume of work related to SRS
 - Coordinators and staffers shoulder outsized amount of work related to SRS
- Less is more in LAP
- MB doesn't write checks
- Tedious, takes too much time.
- Too much time is dedicated on preparing materials instead of discussing solutions
- Balance the reflection component with finding solutions.
- Need to narrow down actions in LAP
- Overwhelming process
- Public feedback period is a misnomer
- LAP may not capture state-level priorities
- Structure helps in organizing work
 - Not losing learning across multiple years
 - Institutional memory
- Could benefit from being able to connect SRS process investments, not just identifying needs.

*Detailed responses by breakout room in appendix

Our Roles in Achieving the Agreement Outcomes

An overview and discussion about how individual roles in the partnership contribute to its collective success.

Goal: Reach a collective understanding and embrace each other's roles in meeting our Watershed Agreement Outcomes.

Defining our roles

Questions:

- What is your role in achieving Watershed Agreement Outcomes? Has your experience aligned with the description of your role in the governance document?
- If your role and experience do not align, what changes would you make to close that gap?
- What is your understanding and expectation of Chesapeake Bay Program office staff (inclusive of all staff including all coordinators, staffers, etc.) in meeting the Watershed Agreement Outcomes?

What is your role in achieving Watershed Agreement Outcomes? Has your experience aligned with the description of your role in the governance document?

Main summary points*:

- Wondering if there is a perceived disconnect
- Group 2 felt roles were described accurately
- Staffer roles are not well defined
- Roles can be blurry
- Some folks were unsure if they were members of the MB
- Advisory Committees advise, matches governance document.
- Chairs oversee workgroup development
- Roles in GDOC are subject to varying interpretations
- Governance doc barely mentions CRC, despite CRC providing a huge amount of coordination, facilitation, and strategy
- MB member felt they fill space instead of addressing priorities
- Chairs and Outcome groups felt they are more committed to meeting goals and outcomes than jurisdictions are.

*Detailed responses by breakout room in appendix

If your role and experience do not align, what changes would you make to close that gap?

Main summary points*:

- There are not roles for many of the groups that do the implementing.

- Determine what is feasible
- Structure needs to be addressed
- Aligning efforts would be useful to solving problems for each outcome
- Role of MB is not aligned with capacity or power to make policy decisions
 - Could modify MB composition to raise the authority of the body.

*Detailed responses by breakout room in appendix

What is your understanding and expectation of Chesapeake Bay Program office staff (inclusive of all staff including all coordinators, staffers, etc.) in meeting the Watershed Agreement Outcomes?

Main summary points*:

- Staff spends too much time on process, not a lot on implementation
- Facilitation and coordination. All of the work
- Staff have a greater influence on work than their titles imply
- Staff are in a great position to coordinate the work that is agreed to by the program.
- Staffers pulled in too many directions
- Staff understand process better than members of workgroups
- Inconsistent across GITs and workgroups
- Staffers often take on a majority of work related to SRS process

*Detailed responses by breakout room in appendix

Refining our roles

- What specific tasks should each of those groups be implementing?
- Which of those tasks are unique to that group vs. shared with another group(s)?
- Are there any gaps (missing tasks) that don't fit under one of these 3 groups and where should they be assigned?

Main summary points*:

- MB members are coming informed, and so are other members who come to the meetings
- Dialogue needs to occur before the QPM.
- Engagement needs to be addressed
- Internal breakdown between GITs and workgroups and MB
- May be related to volunteers aspect of bay program

*Detailed responses by breakout room in appendix

Opportunities for Accelerating Progress in Outcomes

This session was designed to engage positive, constructive and creative thinking to accelerate the progress of our Outcomes. Breakout groups focused on a single Outcome (Forest Buffers, Tidal Wetlands, or Non-tidal Wetlands) and considered the following questions:

- Which solutions and/or best practices from successful Outcomes can be applied to Forest Buffers/Tidal Wetlands/Non-tidal Wetlands? How and why?
- What new, creative and/or big ideas should we consider for Forest Buffers/Tidal Wetlands/Non-tidal Wetlands that could significantly change the rate of trajectory in the short term?

Forest Buffers

Main summary points*:

- Developing Workforce Capacity, particularly amongst black and brown communities. Community engagement, understanding the wants and needs of community members
- How best to stack co-benefits. Help us offer good incentives to land owner. Bay program can act as a bank for carbon credits to achieve scale of carbon market.
- Economic incentives, learning from oysters. Finding incentives to increase conservation. Enforcing existing regulations such as riparian buffers on riverfront property. Framing conservation efforts in a way that's attractive to farmers

*Detailed responses by breakout room in appendix

Tidal Wetlands

Main summary points*:

- Leverage different groups and partnerships for tidal wetlands. Similar to wetland mitigation banks, apply to tidal wetlands. Possible applications of the farm bill. How do we sustain long term viability for farmers who receive up front incentives to conserve land.
- Resilience. Look at large scale tidal wetland restorations using the same strategy as oyster restoration. Make wetland restoration less patchy. Financial incentives for people on the coasts to allow marshes to migrate. Expanding on VIMs living shoreline.
- Effect that federal leadership or champion has in success. Champion issues instead of standing in a regulatory role. How to credit mitigation.

*Detailed responses by breakout room in appendix

Non-tidal Wetlands

Main summary points*:

- Bringing FEMA into the program. Incorporating non tidal wetlands programs into their recovery projects. Green trading: knit together private landowners to achieve co-benefits. Could the Bay Program become a blue tech incubator? Ensuring that DEI is woven into 30 by 30 goals.
- Allay people's fear of risk when installing green vs grey? Is there a way to insure green infrastructure? Could we increase mitigation requirements?
- "Fundable bundables" need to package large scale investments to target private investment. Create a clearinghouse for potential investors.

*Detailed responses by breakout room in appendix

Mentimeter Questions

What is one thing you are going to do differently that will move the bar of progress farther?

- Look more closely at the successful models for ideas going forward
- Build stronger networks including outside the watershed
- Look for wetlands opportunities in Biden's Climate and infrastructure packages
- Improve collaboration/connectivity
- Think more creatively and deeply about our outcomes, what success looks like, and engaging most effectively with our partners
- Stay open to innovation
- Push harder to integrate social science into the partnership to help achieve our outcomes
- Think about how we can better define our different roles in achieving the Agreement
- Try to enact collective action
- Not be afraid to think outside of the box. What got us here, won't take us there!
- Faster better connections
- Ask for help! So many brilliant and smart minds across the Partnerships. Take advantage of that!
- Think outside of the box and share big ideas
- Get out of my comfort zone and start acting as if my children's future depends on our success
- Create innovative opportunities to engage locally!
- Pursue partnerships with an establishment of trust at the forefront
- Support Capacity building
- Look for ways to replicate the secret sauce
- I will do more to reach out of my silo to learn from and build up the other members of the partnership
- Model effective community engagement and communication
- Connect more with communities about power of nature to our well being.
- Consider opportunities for advancing the conversation.

- Better narrate the story of what and why we do what we do
- Use existing models of success!
- Volunteer to help organize the next SRS meeting
- Spend more time on consensus building before larger meetings.
- Just say it
- Go sailing with the crew and the Pacific!
- Create networks to leverage resources and create synergy.
- Reach out to stakeholders and communities that have not been traditionally involved in restoration.
- Remember we are working TOGETHER!
- Better incorporate DEI, and social science into activities
- help to streamline needs
- Engage more deeply and communicate more clearly with others.
- Work smarter, fund better projects, work together.
- Apply the secret ingredients used in land conservation and oysters to stand up forestry and wetland efforts.
- Keep faith that the small contributions I can create are significant.
- Don't wait for data to be perfect to take action.
- Clear communication targeted to the right audiences able to act on them, and building collaborative relationships between experts and communities.
- Ensure that all partners are receiving value from their participation.
- Identify some non traditional avenues for partnerships and implementation.
- Develop expectations/guidelines for various roles within the CBP structure that don't currently have them
- Focus more on building relationships, understanding, and trust.
- Keep pushing for social science expertise and application.
- Less talk, more action
- Provide opportunities for the community, staff, and local elected to learn about what are issues, and ways that we can do our part to help
- Communicate more strategically
- Build stronger coalitions to move ahead as the oyster example shows is critical.
- As a MB member come more prepared to each meeting to respond to asks, identify responsible pathways for solution, and be 100% responsible for ensuring actions in my governance area are acted on
- Lean in to see the possibilities. Find the creative energy.
- Manage with acceptance of levels of uncertainty in our knowledge.
- Make better connections.
- Remember, the world is watching to see how we succeed
- Improve science to management, translation
- Don't just work hard on plans to take on hurdles, attack the hurdles with solutions and get beyond them faster to foster success that continues to build on successes
- to remember that the storm is the opportunity and to be open to the process of change.
- THINK BIG: Suggest to the MB and PSC to focus on actions to better utilize the \$1.5B of current State/Federal Chesapeake funding and opportunities for additional funding

- Huge potential in carbon credit markets
- It is an honor to be a part of the CBP family.
- There is great momentum.

What will stick with you from this meeting? What are you going to do with that?

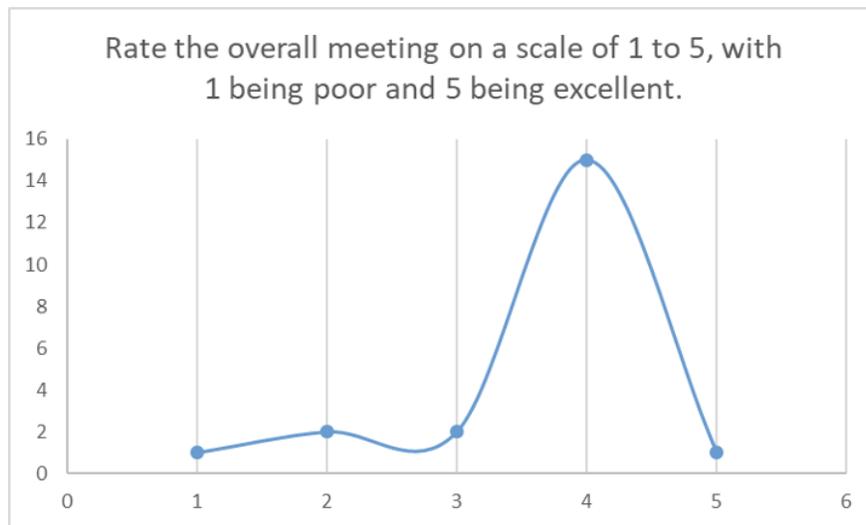
- Frustration...Drink
- Each of us matters. We can contribute. This work is important!
- That we have a tremendous number of dedicated and smart people all working for the same goal
- I need to learn more about the roles under the Ches Bay agreement and major overall goals/projects
- Partners recognize where they need to grow and it's up to each of us commit to the actions needed to meet our goals
- SRS may deserve some tweaks, we need translation from the trenches through to the PSC for actionable items and enhanced progress
- Project/activity success is greatly enhanced with a champion to see it through
- The power of the SRS process to illuminate what is needed to accelerate. I'm going to work to inspire confidence in the process and to improve it.
- Staffers are an incredible resource and their role within the program needs to be clarified. Happy to help do that!
- There are a lot of committed individuals that want to create substantial collective change!
- Spirit of inclusiveness and belonging which makes us stronger
- Get a new chair for long meetings
- It is really neat to have all together! Loved the networking, we should do this more than once every two years
- My thoughts about challenges of CBP are not wrong. There are many people available that I can work with to help find solutions and ideas for increased success
- There are a lot of innovative approaches that can apply to the last push toward 2025. Getting clarity on roles and accountability will help us tap into them
- Give staffers the flowers they deserve!
- Jurisdictions are not all provided the same support from their leadership and we have to consider that. Not get frustrated by this, understand it and work with it.
- Grateful for this checkpoint.
- SRS is working, it is a good structure. We need some bulleted summaries to serve audiences with short time available to spend on finding the messages of importance.
- Acknowledging the current state of outcomes.
- There are no mistakes, only opportunities to learn
- Will take a fresh look at indicators within our workgroups
- That there are so many people truly devoted and passionate about restoring the Bay. I want to make sure I continue their efforts.
- Figure out how to remove the frown face from qualitative outcomes!
- It's equally important to understand what's NOT working. It's where the learning happens

- Staffers are rockstars! They have stepped up and stepped into roles of all magnitudes and our partnership would not operate so successfully without them!
- How humbling it is to be a part of this awesome program with this phenomenal group of people - remember that every day
- A lot of successes have come out of the SRS process
- Staffers ARE amazing!
- Responsibilities need to be further assigned and clarified for meeting the various outcomes
- The collective power and partners
- Bringing 'asks' to Management Board is tricky, they can be perceived as 'problems', what MB wants/needs are proposed solutions. We need to work at all levels to find solutions!
- The pause to reflect on progress and adaptation is a critical responsibility for the partnership
- The importance of seizing these opportunities
- Social science is key to our success. Incorporate it!
- Need more support to incorporate social science, local engagement, DEIJ in our work
- We are all working towards a huge effort and the restoration of the Bay has the potential to inspire others
- We can't manage what we can't measure - collective effort towards that for all our outcomes is important
- Staffers are the glue that keeps the process moving forward!
- We should think hard about whether the SRS process is appropriate for all of the outcomes - there may be other less cumbersome processes for outcomes that aren't well-suited for an adaptive management approach
- Focus matters as does priority. Also it's ok to have diverse goals because opportunities are often unpredictable. I will continue to watch for opportunity to restore and protect Chesapeake Bay

Post-event Survey Results

Participants were asked to complete the survey at the end of Day 2 of the meeting and the link was provided in the chat. There were 21 survey recipients.

1. **Rate the overall meeting on a scale of 1 to 5, with 1 being poor and 5 being excellent.** (1-1; 2-2; 3-2; 4-15; 5-1):



2. What worked well?

- Very well run, efficient and engaging
- Mix of presentations and interactive sessions
- Well organized coverage of the work we do and engaging breakouts
- Great overview of where we are with the goals and outcomes, great review of success in land conservation and oysters
- Focus on roles was important conversation and one that should continue so that we can improve effectiveness. Need to update the governance document, should include all relevant players. Lightning talks were great, wish there was more time to ask questions and dig into the information. Blended breakout groups were also great. Having people at all program levels in each group was important to the conversations as we all have different perspectives.
- Breakouts
- Variety of presentations and breakout groups, but did feel the breakouts could have been better executed
- Technology and facilitation
- Having an outside facilitator was key to keeping the meeting on time and planning the sessions. Meeting worked very well as a virtual gathering.
- Random breakouts, chat function and jamboard – more thoughts were captured
- Lightning presentations were really helpful.

- Menti, Jamboard, chat function in zoom
- Breakout groups were productive
- Extremely organized, stayed on time for the most part, great speakers, opportunity to discuss in breakouts, very interactive.
- Big picture thinking and inspiration, technology and breakout rooms
- Breakout sessions made a lot more people participate
- The breakout groups seemed to generate good feedback
- Despite leaving the first day feeling depressed over the conversations, I think it was powerful for everyone to share their honest opinions and feelings about where we are as a partnership. I also always enjoy the policy, science and fiscal updates.

3. What could be improved?

- A little more guidance for breakouts is always good
- Too long, not enough breaks
- I am not sure we committed to choices and actions. For me, starting the meeting with challenges to commit to choices and actions by the end is something I would like to see
- Need to focus on why we are not making progress – there was nothing that focused participants on this piece and actual problem solving. A lot of the recommendations that were made for buffers and wetlands have already been done over and over again, we need to stop rehashing and truly dig in
- As always, we need more time for question and discussion, perhaps a larger group discussion (hard to do with 80+ people) after the group report outs to share reactions or build on ideas. Sometimes ideas are iterative and benefit from group think. While I enjoy the breakout discussions, by the end of Day 1, my group was tapped out. The Day 2 breakouts were challenging if you did not have background knowledge of the subject. I know we were going for big picture thinking but many of us did not even have the context to frame the questions. The presentations were supposed to help do that but it is also a bit of information overload and the presentation for my group was cut short due to time so it went by very quickly.
- More time in Day 1 breakouts
- For the break out groups, I feel it works better to have a designated facilitator (decided on before the meeting) who has more insight on what the meeting planners are trying to achieve and has agreed to facilitate. For all the break out groups I was assigned to, there were 5 minutes of awkward silence and people avoiding being the self-assigned facilitator. I ended up being volunteered by others to be the facilitator for each session (I did convince someone else to take on one of the sessions). This was a bit exhausting for me, since I was not prepared to play this role. While I was ok with facilitating one session, I would have liked to just be a participant for some of the other sessions. I also felt there were too many questions in the break out sessions for the time allotted. It may have been more beneficial to focus on one key question and allow time for networking.
- Aside from technology and facilitation – everything else
- More breaks on Day 2
- Designated time for introductions or icebreakers

- With so much focus on the MB role and expectations for its value in the SRS process, what feedback are GITs and WGs going to get on this?
- Breakout groups should have a pre-designated leader, it took half the time to figure out who that person was or it wasn't done and then the report outs were awkward
- spread session into shorter virtual meetings spread over more days (or hopefully we can do in person!!)
- I know the planning team was super busy and showed a very draft agenda to the MB for their input but I wonder if it would have been helpful to gauge all meeting participants in a "pre survey" of sorts to see what they would like to see discussed during the meeting. Then the results of that survey could help shape the agenda.
- Aligning on next actions to improve the process.
- There were topics not covered such as the strategic science and research strategy which was addressed at the last meeting. There was a lot of brainstorming and dumping ideas on JamBoard, but I would like to see actionable items from the meeting. A lot of times people forget about what they talked about, but this is our adaptive management strategy so we need to see change.
- The Tech connection with Hawaii got lost, but so great to have at all!
- The breakout sessions the second day were awkward. People were placed into groups with no knowledge of the outcomes, so it was hard to contribute to brainstorming about how they could be improved. It would have been better to have an expert in the group to at least answer questions and help facilitate the conversation.
- The breakouts weren't set up to solicit useful feedback. The day 1 questions were too similar and process-oriented. For people who don't work on CBP full time, was tedious. Day 2 questions felt unreasonable to think in 10 min of brainstorming, groups would be able to come up with answers that would be valuable to staff who've been working on wetlands and buffers for decades. JamBoards work well when the goal of the session is targeted and the audience has the right context and amount of time to provide meaningful input
- Spread the breakout sessions around more

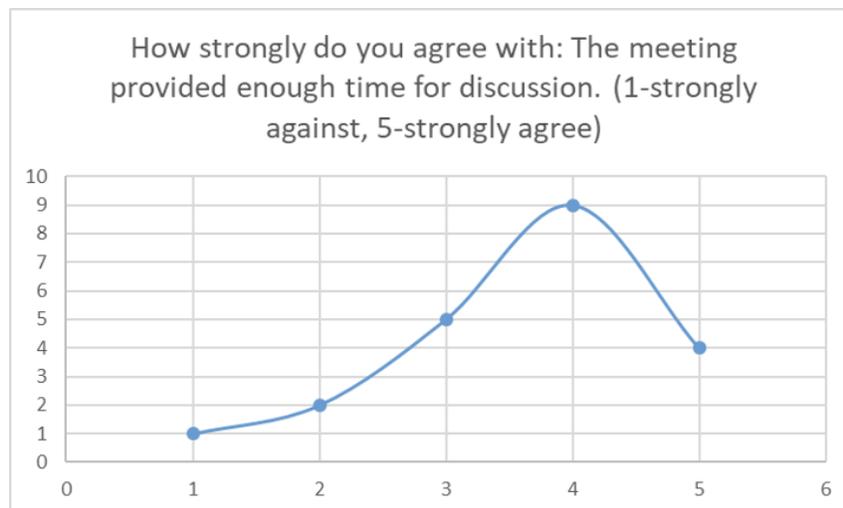
4. What topics do you recommend for the next Biennial Meeting?

- Participation and engagement at the workgroup level
- Explicit statements of adaptation in our efforts. We have moved through the adaptive management cycle, what are the key examples of adaptation as a function of SRS #3 to SRS #4. Can we show any examples from SRS #1 to SRS #4 tracking the story through time?
- Ditch the fluff, get down to work. This could have been one day.
- Perhaps how we incorporate or collaborate on cross cutting themes like DEI, climate, social science across the process.
- Social science; DEI
- Capacity-building to achieve restoration goals and strategic collaborations between policy-makers and practitioners to get support for restoration initiatives.

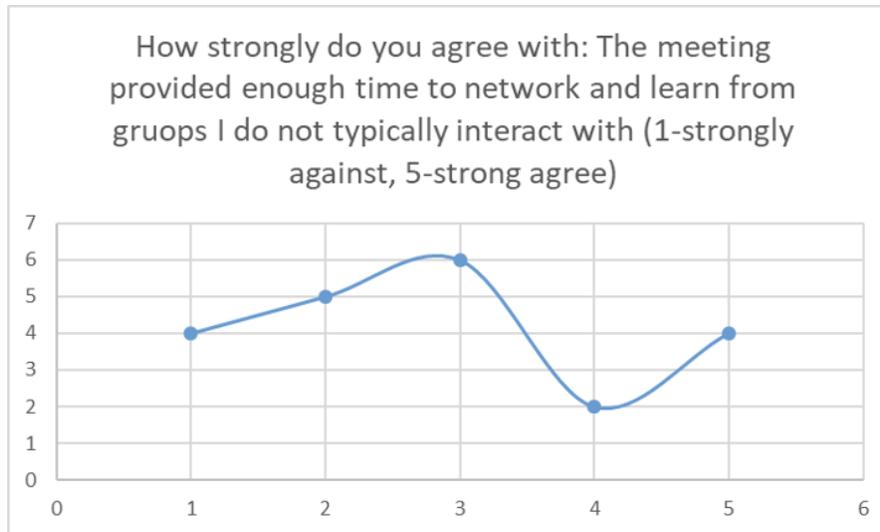
- The next SRS meeting should be 2 hours of agenda items like II, IIIB, VIIB, VIIC5. 6 hours of item VIII/IX, and at most 1 hour of the rest. Not trying to recreate the quarterly SRS meetings, rather trying to focus in on common challenges/risks across outcomes and seeking solutions/mitigation. Digging deep into lagging outcomes and facing the tough decisions head-on with eyes-open.
- Chesapeake federally recognized tribes, stories that help revive and refocus on our shared mission
- Reaching 2025 requires something different.
- Discussion of what happens if/when we don't achieve all of the outcomes by 2025 and what's next after 2025.
- Since it is two years from now, this is difficult to answer! It would be interesting to re-reflect back to this meeting and see if we are still experiencing some of the same challenges.
- How to improve the L and A plans to create line of sight with outcomes.
- Strategic Science and Research Framework, incorporating climate resiliency into the other GITs actions, addressing outcomes that are not expected to achieve their goal by 2025 that do not have quantifiable outcomes.
- Nothing to add, they seemed good!
- More on how social science can be used to move the partnership forward. While several workgroups are embracing it, there is still limited understanding of the time and resources needed to do it right.
- I'm having trouble seeing the purpose of these meetings.

Indicate how strongly you agree or disagree with the following statement:

5. **The Biennial Meeting provided enough time for discussion, with 1 being strongly disagree and 5 being strongly agree. (1-1; 2-2; 3-5; 4-9; 5-4):**



6. **The Biennial Meeting provided enough time to network and learn from groups I do not typically interact with, with 1 being strongly disagree and 5 being strongly agree. (1-4; 2-5; 3-6; 4-2; 5-4):**



7. Please use the space below to provide any specific feedback on what went well or what could be improved for any of the sessions on Day 1, May 12. Sessions included: Status of Achieving the Agreement Outcomes, Where is the Learning Happening?, and Our Roles in Achieving the Agreement Outcomes.

- Break-out sessions were critical in improving the SRS process
- Good
- Only valuable piece was status of achieving outcomes.
- Great presentations and discussions, just wish we had more time. But that's a limitation of virtual world that would be resolved if in-person.
- I really liked the indicator and learning presentations. I felt they were nice introductory presentations. But then I got lost with the questions in the break out sessions and with no designated facilitator, it was a bit of a struggle for the groups I was in to sort out what was being asked (a lot of newbies to the process or little knowledge on the topic). While we did end up talking about things, it may not have been the type of input the organizers were looking for.
- Session II and IIIB were good. Focused on where we are, highlighting successes and learnings. IIIC was OK, is the SRS process working the way we need it to? From there we should have focused on brainstorming solutions and fixes to the SRS process. I thought the shift to focus on roles and governance was a waste of 3 hours of this groups time. GIT 6 and MB could take care of those items. Unfortunately, day one did not lead to any actions that will change the trajectory of any outcome or any improvements to the SRS process. No new ideas about using the success to breed successes or applying lessons from one outcome to others were build from the examples presented in II.
- Denice did a great job setting up the meeting on the first day and offering reflections at the beginning of the second. It served to keep the participants oriented on the bigger picture
- I forget if it was on the agenda or in the email but I liked how the planning team encouraged us to think ahead to answers that were going to be asked in the breakout

rooms. As someone who sometimes takes a while to think through ideas, this was helpful to me. I think the same should have been done for all other questions. Also, I remember having trouble answering the questions in the very last breakout room on day 1. They were somewhat similar to the questions in the breakout room right before it. I think they could have been worded a little differently for clarity. "Tasks" can be really specific and difficult to narrow down on a sticky note, whereas "roles" is a little broader.

- Denice's reflections. The inspirational stories and several of the lightning round presentations.
- We had the same discussion about roles in the last Biennial meeting, but those same problems occurred in the last two years so there was obviously no improvements made. We use the time we had to discuss something we already discussed last time along with a survey and left this year with little actionable items to change the issues with the roles or a designated time to further this discussion and make changes.
- Nothing to add.
- See above comments

8. Please use the space below to provide any specific feedback on what went well or what could be improved for any of the sessions on Day 2, May 13. Sessions included: Opportunities for Accelerating Progress in Outcomes, Renewed Commitment and Collective Call to Action, and The Journey Forward.

- In improving the SRS process
- Good
- Only valuable piece was opportunities for accelerating progress.
- The framing of the breakout questions - don't complain, innovate - worked very well!
- I appreciated the presentations on successful strategies to support progress on restoration goals. I did notice each success story was dependent on having a champion for the effort that also had access to funding or people making funding decisions. For a future meeting, it could be helpful to have a topic on effective collaborations at the policy level to get support for restoration efforts.
- Day 2 was better, but only a little. Denice did a great job trying to salvage day 1 in her summary. I think if we had spent some collective time trying to build from her summary to identify and coalesce around a few actions I would have felt better about the time spent on day 1. VII A and VII C2 added nothing to the conversations for the day. VII was supposed to be about "external factors ...expect(ed) in the next 2-5 years that might impact the management actions". Were the topics extracted from the Factors identified in each L&A Plan? Why not? Common factors of concern...that is what the meeting should have been focused on, along with discussion in item VIII/IX. Unfortunately not enough time was spent on this discussion to produce the solutions, renewed commitment or actions that the Partnership needed out of this meeting.
- I appreciated the inspirational speaker and the Call to Action for participant reflection
- I liked how it was set up. It was a bit difficult to answer the questions in the breakout room because I am not an expert in any of those subject areas, but it was neat to do some of that brainstorming.

- Deciding on next actions
- We have already included brainstorming ideas shared during the session on opportunities for accelerating progress. It brought forward a lot of ideas that we want to try and work with in our workgroups.
- Nothing to add.
- See my comment above about day 2 breakout sessions.
- See above comments

9. Is there any additional feedback you would like to share about this event?

- Please share the synthesis of the break-out groups/discussion
- Not today. Need time to reflect. Great job! Thanks.
- Focus in on solving the issues.
- Thank you for the time spent in putting this meeting together. Organizing large meetings is always a challenge and takes a lot time a thought. I appreciate the direction in trying to find solutions. This may have gotten somewhat lost in translation though with having too many questions in the break out groups and no designated facilitator to steer the conversation in that direction. Simplifying the questions to "what's working," "what's not working," and "what are innovative ideas to excel progress" could have helped steer folks in that direction. Also, since the meeting focused a lot on roles, it may have helped to pull in more people from the different roles ahead of time. I don't think there were many workgroup chairs attending the meeting. At the end of the meeting it would have been nice to hear how the team plans to follow-up on what was learned at the meeting.
- The challenge the Partnership faces is an imbalance in scope, schedule and budget. We are trying to do too much with too few resources, too quickly. The result will inevitably be a failure to meet most of our outcomes. We need to face that reality sooner rather than later. We need to start to focus on documenting and communicating our successes, and realigning our resources toward those outcomes that are most important and most urgent to the Partnership.
- Nainoa was inspiring!
- Well planned meeting, very enjoyable, staff are both an under and over utilized resource. How best can we empower staff to use their skill set to get the collective closer to attaining outcomes. Translating science, the one-to-one local relationships that are needed to create change.
- I thought the closing speaker was awesome, and you all did a great job working with him to present. I thought the meeting ran really smoothly which is hard to do virtually for multiple days. Thank you for all the hard work and time you put into planning this meeting! You all are helping us get closer to reaching our goals!
- I hope to know more for the next one (and when they could be in person again, I imagine that would be even more powerful!). Thanks for the opportunity!
- It was unfortunate that it had to be virtual, because the beauty of this meeting is interacting with partners face-to-face. That is the only reason for the low networking score.

Appendix

Identifying the Learning

What have you learned *from* the SRS process and what actions have resulted from those lessons? Discuss what you have learned from past implementation and how those lessons might improve future progress in our efforts to meet our Watershed Agreement Outcomes.

Breakout Room 1:

- Report out take aways from Breakout Room 1, Question1: (1) Allows Workgroups to FOCUS and ORGANIZE; (2) See that Management and Strategy and work plans are complementary, scale down workplans; (3) As workplans are reported up can become larger/more complicated to view at MB level
- When developing LAPs, need to be cognizant of what the workgroup can actually achieve and has control over
- The Management Strategy and workplan are complementary documents. Aligning strategies between both documents has provided more clarity and helped guide direction and actions.
- This is my first year participating in the SRS process. Re-evaluating priorities and aligning strategies to better align with shared goals has been an important lesson learned.
- Scaling down the workplan - having too many actions is not feasible and it is better to spend more time and resources on targeted actions
- The SRS process is a great tool for outlining a proposed path forward. I've learned that there are many priorities, many objectives, and competition for limited resources.
- SRS process can be a great way to identify and guide science needs and next steps for a workgroup

Breakout Room 2:

- What are the challenges to reaching each outcome, and what could be done to address?
- Do not see specific change coming from the outcomes that need help. Seems to be a repetition of bad news.
- creating linkages among teams
- The accountability is helpful in keeping us on task.
- Accountability is a good driver to keep us somewhat on task, with check-ins - provides formative assessment, an opportunity for input and to ask for what is needed to help advance progress in future
- Created intentional coordination with other workgroups to help advance outcome implementation. For example, local engagement action team, science needs.
- Critical thinking on messaging of indicators and progress has been improving. Making sure that thought is put into how we convey progress or indicator updates is something we should continue to seek out.

- The importance of social science for all of the outcomes. We know 'what' needs to happen, but 'how' to expand, scale-up is where we keep facing challenges. The partnership is increasing focus on social science and is working on a framework now.
- Helps to understand the unique challenges of each outcome, what it takes to work toward some of these outcomes, and identify synergies.
- we used input to help with logic/action plans in future
- Regular check-ins are helpful in ensuring progress is occurring.
- Have seen more focus on messaging and the correct audiences.

Breakout Room 3:

- We need more resources and a method to allocate them for the greatest collective SRS benefit
- Process helped focus on BTWG Action Plan limitations and areas needing additional attention. Helped to increase efforts to address those deficiencies (a form of prioritization)
- can help to collect, organize, consolidate and prioritize needs and objectives
- Identified connections across outcomes, resulted in adding a management strategy to document coordination and cooperation between related efforts
- Many of the actions needed are outside the control of the GITs, the Management Board and the Partnership.
- The process taught me that the SRS is good at managing the workload but it is not good at identifying what the issue is and what the best strategy is to address it, at the Federal and state level. Even options would be helpful. And priority across the SRS effort is very important.
- Every goal and outcome needs more money and more people working on it.

Breakout Room 4:

- SRS process has helped prioritize actions and narrow down what the capacity of the group can achieve.
- CRWG did a survey to understand the interests of the workgroup members, and it has helped us connect actions to member interests so that it is not just the Coordinator and Staffer completing the actions.
- Indicates where resources are
- What's in the backpack? Identifies things that do 2 jobs (co-benefits)
- Value of cross-GIT connections and communications
- Repetitive requests indicates that there is a disconnect between passion/expertise and resources
- Chunking L&A plans to direct to individual members allows them to do a deep and substantive dive
- Provides material to take back to stakeholders

Breakout Room 5:

- Having a consistent process more quickly identifies opportunities for collaboration.

- The practice sessions that are held in preparation for the MB with STAR are extremely useful. Helps to focus the presentation and ask for MB.
- I've learned that sometimes MB members don't feel that they have the appropriate perspective to respond to "asks" that we make of them
- Outcome achievement is not the responsibility of one workgroup or GIT but the entire partnership. Not all outcomes are getting needed support from the partnership.
- I have learned not to expect anything
- Why do asks go unanswered if these are all goals we signed on to?
- It is important to stop and take stock of our work and the SRS supports that analytical thinking process.
- Important to get the ASK written down correctly and to circle back when its not addressed. Corraling is a full time job.
- The process has put a finer point on the way the MB engages differently with each outcome and highlights the need to expand support from other agencies/departments within jurisdictional partners.
- We learned that the Workgroup is not directly responsible for the actions listed in the original L&A plan. We are/were relying on other GITs or workgroup members (independent research, external funding) to achieve our actions.
- Would we have made the progress displayed in the AM without the SRS process?
- The amount of staff turnover within the CBP makes it difficult to maintain consistency and progress in achieving outcomes.
- We updated the L&A table so that the Workgroup is responsible for coordinating and communicating science/research needs, tracking rather than doing, etc.
- Don't have a clear accountability process for achieving the outcomes
- Perspective that you might receive something valuable from leadership after your SRS process but may not. Go in with low expectations.

Breakout Room 6:

- I am still relatively new to the srs process, but I have learned that there seems to be an inequity in outcome achievement focus amongst all parties
- Thinking about science needs in detail has been very helpful in reaching out to see who has done what.
- Unfortunately, I have yet to be involved in the SRS process, so I cannot provide any meaningful input on this. I'm trying to learn.
- It is important to distinguish between indicators that track progress related to the outcome as stated in a plan vs a desired end state we're trying to achieve.
- The SRS helps id challenges but addressing them through the Management Board has been lacking
- Not all outcomes and workgroups focused on them are created equal, in terms of focus, resources, etc.
- Need more comprehensive understanding of concerns related to land and water management.
- From Bill D: pivot for diversity and equity has required more emphasis.

- The current process is heavy on logic and action plan development. While these tools are helpful, pairing them back a bit might be a good idea.
- This is my first interaction with SRS so I don't know yet!
- * Need to provide credible information at a spatial (m-scaled, not HUC12) and temporal time-scale (storm-based, not average annual loads) more relevant to land management
- Overarching themes: Q1 SRS has helped: (1) understanding the concerns of the stakeholders; and working to providing information at scales needed for their decision making. Some areas for improvements (1) very process heavy and puts large burden on coordinators/chairs of WGs, but less time spent on finding solutions to the challenges the SRS has identified. Q2: (1) How can we be more agile with the adaptive management framework--we need to allow for thoughtful discussion but need to temper with the time spent. SRS has helped ID challenges but solutions by the MB and others have been lacking.

Breakout Room 7:

- Still a gap in MB response to SRS reviews
- Water Quality GIT: Getting GIT participation in process is tricky. Facilitation help (through Sherry) was great. Also process led to STAC PFAS workshop. For Toxic Contaminants, use logic and action plan to direct meetings for more focused approach
- We learned that we won't achieve our diversity outcome by keeping the status quo. Funding, hiring/retention, and organizational change are major barriers. We won't be successful if DEIJ work stays in the diversity workgroup alone. we have to integrate into all of the CBP's work
- Should the focus at MB be on barriers?
- SRS allows for opportunities to identify synergies among outcomes. E.g. more cross GIT funding projects over time
- We went to the MB and asked for their support which led to development of DEIJ Statement signed by the EC, a DEIJ Action Statement by the PSC, and their participation in cultural humility trainings. A DEIJ Action Team was formed to draft an implementation strategy for the CBP DEIJ Strategy
- Barrier is support for participation--ie fund travel and time for involvement
- Local decision makers play a significant role in achieving CBP goals but they are busy focusing on their priorities and not engaged on CBP efforts.
- learning what we were doing didn't actually work and adapting - adaptive management

Breakout Room 8:

- This is my first SRS process so just getting my feet wet.
- Ditto - our breakout group was a group of newbies to the process
- Going through the logic and action table and reviewing our progress, we realized we were spread too thin and decided we needed to narrow our workplan and identify where we could make progress with our resources
- Need to cross-pollinate between stewardship and DEIJ workgroup
- In going through the action plan, found there was an outcome that hasn't seen any movement in the time I have been w/ the workgroup. Multiple jurisdictions are dealing

with the issue in different ways, so we need to evaluate whether or not it is something that should be removed or revised.

- The status quo isn't working- we need big changes in how we fund and implement forest buffers to get to our outcome
- Need better way to assess losses in tree canopy to other competing priorities at the State level - noticed this was not captured in current urban tree canopy action plan

Breakout Room 9:

- GIT-funded projects are very important. Started the effort on engaging trusted sources for Local Engagement.
- Need to reach out to other groups/contractors to get specific work done. GIT/Workgroup members are very busy, participation is voluntary/not supported by \$\$.
- The way the system allows us to connect program resources like STAC workshop followed by GIT funding in multi-phase projects to substantially move ahead
- That despite the individual focus areas of each group, there are common needs that can the program can tackle collectively and efficiently, for example, the local engagement outreach tools which addressed needs from a number of groups.
- It is helpful to me to learn what other states are doing through the SRS presentations to the MB. Ideas often translate into action at the local level.

Breakout Room 10:

- SRS helps frame the adaptive management process. Set benchmarks and gaps and chart approach to filling gaps
- Forces interaction with the Cohort. Group working to similar outcomes. Understand what others are working on find shared approach
- Biggest challenge is qualitative outcomes. Q- do they actually need metrics?
- SRS is a very good way to understand the status across the Program and to have important conversations and learning.
- The lining up of Outcomes under the Cohorts don't line up with the GITs - so it is somewhat confusing and disconnected to the leadership structure.
- Forces groups to identify barriers and think outside of the box for solutions but then actions are not followed up
- Workgroups asks to the MB have improved in their specificity and ability to for MB action. But it would be helpful to have more accountability in terms of documenting follow-up actions and responses. Even if a MB members says..."no...I'm not able to do X but perhaps I could do Y...or just can't do it" it's important to know where we stand and what we can expect from MB
- How the process "COULD" provide policy direction to adapt recovery strategies.
- Allows adaptive response...modification of indicators...for example...Black Duck...indicator shift because of a change in federal resources for population monitoring

What have you learned *about* the SRS process and how has it helped? Which steps in the process have resulted in the most learning, and how has that learning been applied?

Breakout Room 1:

- Breakout Room1 Question 2: (1) identify similar needs among different outcomes; (2) Drawing connections
- The process varies widely among workgroups. Some WG have members that are very involved and provide input at every step in the process, others have members that want nothing to do with it and it is mostly handled by the chairs
- (3) Difficult to measure progress for qualitative measures against quantitative
- SRS provided an opportunity to identify similar gaps/needs among outcomes and align requests for needed support from the MB
- Difficult to assess/measure progress for qualitative/subjective outcome metrics
- Hearing from various partners/jurisdictions on successes/challenges

Breakout Room 2:

- We don't always have the people or capacity to meet all the needs identified by the workgroups in the SRS process.
- disconnect between needs articulated and ability of the MB to provide resources
- Would asks of the Management Board from Workgroups during the SRS process be more helpful if the connection between the "ask" and how it will specifically support Outcome goals or tracking efforts make the intentions of the ask more clear?
- How can we improve the ability of the workgroups to propose a solution or articulate an appropriate ask? AND How can we improve the ability of the MB to respond to the asks?
- Do we articulate the asks clearly, specifically, tangibly enough?
- MB members want outcomes to bring solutions to the table to discuss; outcomes want MB to provide solutions. Constant disconnect.
- Focus even more on the successes! They get glossed over and are not focused on much.
- Who's role and/or responsibility is it to craft solutions?
- Do the MB members have the capacity (and willingness?) to take action on the asks?
- More homework in advance is needed for those MB members to really understand an outcome that they are signed on to. Helps to better craft solutions. One-on-one conversations needed ahead of time.
- WIP development lead us to plan for the future and grab resources when available to implement; do not see the same coming out of the SRS process.
- It's a positive way of operationalizing adaptive management, but need to increase the time that goes into the relationship-building side of it.
- WGs might want to be strategic in what is presented at the SRS meetings. What messages (about both successes and needs) do you really want to convey?

Breakout Room 3:

- Lesson learned is there seems to be a disconnect between MB/SRS process and those actions needed to achieve Outcome. At a high level, need to provide agencies more resources to address primary stressors or monitoring. At a lower level, it has taken two years just to get a Living Resource Analyst support position discussion going and another year+ to actually get support? Too little, too late for 2025.

- The SRS presents huge amounts of data but is not synthesizing the findings into bitable bites. The only bitable bite is we need more resources and more people. The opportunity needs to be distilled.
- The process is good at identifying needs and resource shortfalls but it's not as clear how priorities rise up to the highest level where resources are allocated
- SRS logic and action plan helps GITs plan their work. But there needs to be a balance between 2-year workplan and strategic longer term needs.

Breakout Room 4:

- Putting a specific responsible party or lead on the LAP helps the load be taken off the coordinator and staffer, and it is also leads to the likelihood that it will get completed.
- Need to identify champions
- Going to MB requires choices to be made and priorities collectively identified
- Classifying actions and responsible parties helped quickly educate participants in the process, made it approachable
- Make sure there are direct links between factors, existing actions, gaps, and proposed actions

Breakout Room 5:

- That less is more in terms of Logic and Action Plan items
- The most interesting part of the process was preparing for the MB presentation and also watching to see what does/DOESNT happen afterward
- Keep it simple. We learned through updating the L & A table that many original actions listed were not achievable in 2 years, etc.
- Requests for assistance from the MB need to be very specific.
- Dedicated resources are needed to support the SRS process to be sustainable.
- Question: who is responsible for achieving the actions of the logic and action plans? Should L&A items reflect what workgroup members do solo or desired trends for the field.
- not to ask for more money
- It is a tedious process and sometimes felt like trying to fit a square peg into a round hole when trying to fill out templates, presentations
- Most learning happens in the internal conversations with workgroups when preparing for the SRS process and internal conversations after when writing the new L&A plan
- We need high level prioritization and meaningful actions with regard to all goals and outcomes.
- The responses to the narrative analysis show how we often don't know whether we are on a trajectory to achieve our goals/outcomes.

Breakout Room 6:

- I think the development of logic and action plans, with a focus on which actions are having the most impact on the outcome, has been very useful

- A clear mechanism to implement changes when an outcome is off track has not been identified in the process. As a result, sometimes things go to the MB and stall after they have been presented.
- This is helpful for me to explain to AC members how decisions come about
- Providing decision support at spatial (m-scaled, not HUC-based) and temporal scales (storm-based, not average annual) relevant to land and water managers is essential.
- SRS has really helped to develop more realistic 2-year plans on what can be accomplished for an outcome
- Presenting at multiple venues e.g. STAR and the MB has been helpful to ensure we have clear and concise pitches related to our outcomes.
- It forces deeper thinking about how to get work done than may ordinarily have taken place
- Answering the questions to prepare the narrative have helped assess progress during past two years and what needs to be considered for the coming 2 years.
- Some groups are better than others about articulating science needs. Science needs don't necessarily reflect an effective prioritization
- As I'm not a scientist and I'm not involved day to day, I appreciate the definition & distinctions of target/indicator/data/outcome
- Connecting science and management pragmatically continues to challenge the CBP. Lots of (perhaps underutilized) opportunities to connect field research with the modeling tools used for decision-support and to improve our models accordingly.
- A science need is not sufficient direction to a science provider. It should be viewed as an invitation to collaborate on a topic rather than a clear articulation.
- From Bill D: have many and evolving science needs. So shows we still need science and learning. We are not at a stage of having enough science and can just focus on implementation

Breakout Room 7:

- Updated management approaches
- keep in mind what everyone has on plate and pulled in diff directions. how much time actually dedicated to this to move forward. overwhelming process especially for new people
- Learned that our 2018-2019 plan was too ambitious (too many actions). Learned that everybody fills out logic and action plan differently and engages their WG in different ways while updating their plans. Also, the public input period isn't really a public input period
- important to focus on what we can do

Breakout Room 8:

- Challenge: Siloed activities - since logic and action tables cover certain outcomes, cross-over goals/conversations may be lacking
- Challenge: Having data to assess where you are at progress-wise
- Looking at diversity data to better bring in those groups in process, including qualitative data - focus group data

Breakout Room 9:

- That workplans need to be created/are starting to be created with more intention and direction instead of just being a laundry list of tasks that need to be completed.
- Targeted actions are important!
- Help us not only learn about the work itself but how to DO the work, how to organize ourselves and our tasks to be more effective.
- There is no failure in adaptive management!
- The process provides an update on actions taken towards the 2014 commitments.
- The structure forces us not to lose learning but to keep connectivity through initiatives that are multi-step
- Everyone gets a voice and all outcomes are transparent and accountable in their progress

Breakout Room 10:

- The value of the process to help partners evaluate, learn about, and adapt Ches Bay ecosystem recovery
- The need to better connect the SRS process to not only identify needs but to support investments in and efforts to evaluate, learn about, and adapt ecosystem recovery•
- The process does a great job in articulating the strategies needed to achieve ecosystem recovery and protection objectives and goals but we need to better prioritize those strategies for action at the Partnership level.
- How the process has facilitated staff and partners' efforts to create and engage in meaningful and effective opportunities for evaluation, learning, and adaptation.
- How similar the regulatory barriers to implementation are from jurisdiction to jurisdiction - e.g. shoreline and marsh restoration/essential fish habitat.
- I like how the workplans have been refined...to really focus on what the partnership can accomplish vs the myriad of actions across the range of partners
- The value of the process to record the science-based, consensus view of an appropriate adaptive approach for the partnership.
- With time, the SRS helps to reveal that that the metrics and indicators set for certain qualitative outcomes are not the right fit and alignment. Example: Internal CBP diversity targets.

Defining our roles

What is your role in achieving Watershed Agreement Outcomes? Has your experience aligned with the description of your role in the governance document?

Breakout Room 1:

- Wondering why the CBP is asking the question on roles
- GIT/Workgroup Member from Jurisdiction - with connections to Management Board through coordination efforts. I'd say my experience has aligned with the descriptions laid

out for the specific GIT/Workgroup role but I also wear a couple of different hats and when coordinating across different roles things can get challenging.

- Due to some limited capacity issues, I serve as WG chairs, GIT Chair, MB member and often sit in on PSC for my agency. So carry multiple roles and sometimes reporting to myself... Working on correcting this.
- Role is to advise and make recommendation to the EC. But often do not see what comes of the recommendations
- Agency is represented at various levels. Need to ensure new staff understand the levels and roles

Breakout Room 2:

- STAC plays an advisory role to provide synthesis of scientific findings relevant to achievement of restoration goals. We try to make recommendations based on actionable science and we interact not only with Executive council, MB and PSC but also with GITs where appropriate and increasingly with the communications workgroup on translation of science for different audiences
- role of Ches Research Consortium in staffing STAC and facilitating coordination with Bay Program is also important
- As part-time staff, I am in a totally supportive role.
- I am a policy maker. As such I work on policy statements, legislation and budgets that support efforts to restore Chesapeake Bay. The Bay Agreements have always served as a strategic plan for our work.
- oversee implementation of several outcomes under fish git. lead workgroups and leadership team to develop work plans, conducts srs review and coordinate actions with fishery managers among many other stakeholders
- My role is to facilitate the SRS process for outcome teams. My role is not described in the Governance document.
- As GIT co-chair - help the GIT workgroups to garner the resources needed to help meet the outcomes we have. My role has aligned with my experience (frustratingly at times).
- My role as a management board member aligns with the governance document. I address policy, advise the PSC and EC reps, and oversee Bay Coordination for the State.

Breakout Room 3:

- I am a coordinator of a workgroup within STAR as well as a GIT 6 member. My role in achieving outcomes pertains to indicators and identifying needs for how we track progress towards outcome achievement. It also pertains to accountability.
- MB Member and GIT Chair: Can pass along the information, but not in a position to implement everything that comes to MB
- LGAC Coordinator--reasonable alignment
- Workgroup coordinator - experience seems to align with the role description in the governance document
- Current roles are appropriate. But the most important roles are missing. Who are the implementers?

Breakout Room 4:

- Staffer role is not defined well in the governance document related to SRS. There are different Staffer experiences across outcomes - some positive and some that need to be looked at more closely. More clear expectations or definitions of role would be helpful.
- Advisory. Role aligns well
- GIT co-chair so role in Agreement is clear--meaning GIT has an associated goal and outcome.
- As a wkgp coordinator, wkgps have flexibility and can be adaptable
- As Co-chair of Scientific, Technical Assessment, and Reporting (STAR) team, we work with the Goal Teams to identify science needs for each outcome and discuss potential options to fill the needs.
- I am a policy maker. My role is to work to develop policy including legislation and budget initiatives at the state (MD, VA, and PA) and Federal level in support of Bay restoration. The Bay Agreements serve as a overarching strategic plan for our work. The data generated and synthesized by the program informs our decisions.
- Possibly. I was left wondering do we get into work and associated decisions that could be dealt with by other groups.

Breakout Room 5:

- CAC (chair) - CAC feels a little on the outside. Coordinator is essential!
- I participate in the Wetlands Workgroup and that is perfectly aligned with my professional background. I'm a member of the Climate WG also as this is important to our stakeholders. I participate in the Water Quality GIT and this is an area too. Colleagues participate in the Communication, WTWG,
- CAC: provide advice to the Executive Committee based on our learnings about partnership work and our citizen perspectives--pretty much by the book
- coordinating the activities of over 60 military installations, tracking and reporting BMP implementation data and other goals and outcomes of the CBP, providing technical assistance, new information, outreach
- Many of the GIT chairs and leaders to not understand or appreciate the logic and action tables.
- GIT coordinator. What is in the Gov. doc in general is overwhelming and possibly over-prescriptive. Many of the GITs operate in a way that fits their needs, and doesn't necessarily follow what's in the doc. It's good to have a guide, but I'm not sure it's functioning as intended bec there is a low level of consistency.
- Workgroup co-chair -- oversee development and implementation of 2-year action plans, metrics, etc. Set strategic vision for the group. Convene meetings. Ensure policies are in place at the state level. Basically run all aspects of the work.
- Distinction between chairs, leaders and MB is sometimes blurry.
- Coordinator - work with workgroups, fill opening, align partner priorities with CBP priorities.
- Coordination of diverse partners across outcomes
- SHWG - Chair the WG guides but does not "achieve"

Breakout Room 6:

- MB member: MB does NOT prioritize actions or outcomes in this way does NOT align with governance
- Staff and Coordinator of Action Team: support work of the Program by managing grants, overseeing TMDL implementation/oversite, driving work of an Action Team...
- As Coordinator, support the Chairs and help facilitate the process of developing a comprehensive, coordinated strategy for achieving goals and outcomes
- As WG Coordinator-- yes, aligns with document, Have been through 3 SRS rounds on same Outcome (not that it has helped)
- Staff (Coordinator): Role (not in Governance Document)- help keep advisory committee members informed of progress and potential policies so they can advise EC/PSC/MB
- Staff - I assist the coordinator and workgroups accomplish actions written in the LAP to achieve outcome. There is no description for my role. As a staffer, I have been responsible for writing the LAP and MS. With a three year contract, I should not be responsible for writing the long-term goals to achieve an outcome.

Breakout Room 7:

- Ensuring programs and policies for BMP implementation support Bay Agreement goals and Bay Program verification requirements.
- And vice versa provide input to Bay Program on verification and crediting policies to align with jurisdiction's programs.
- Chair of forestry workgroup - focus and drive implementation but is very general and leaves room for management board to make interpretation. No room for policy recommendations for PSC.
- Role aligns with what's in the document. Requires much interp. The bulk of the actions needed to achieve the outcome are outside the perview of the workgroup.
- STAC member - contribute to reviewing technical information and raising awareness related to emerging threats, improved management and research/monitoring strategies, and more effective stakeholder engagement.
- Git chair and MB member. I believe it has on the GIT level but not at the MB level. I do not use the MB to set strategic direction
- As a staffer, I'm not seeing specific call-outs in the governance document (as Dave mentioned).

Breakout Room 8:

- My role is the Management Board. Their work is generally consistent with what is describe as the role of the MB in the Governance document. The MB can be fully successful when provided specific, timely and achievable asks.
- As staff and coordinator of a workgroup, coordinate collaborative efforts among partners to meet an outcome in the agreement. Facilitate meetings, support workgroup chairs, gather input from workgroup members in inclusive manner, lead oversight of GIT funding projects, etc. Yes, for most part experience has lined up with role though it is not articulated in the Governance doc

- Coordinator - role is not outlined in the governance document
- As member of CBPO staff, my role isn't defined in the governance document but in the CWA Sec. 117 language which calls us to support, facilitate, coordinate, etc., the partnership.
- MB role is to facilitate discussions, mentor staff, find resources and support the GITs and program to move forward.
- The budget and finance workgroup is somewhat unique in that it serves to support and educate CBP as a whole on budgetary needs and finance literacy. Ideally result would be more efficient use of financial resources to achieve our goals
- Active participant as non-member of workgroups supporting the WQGIT. Private sector ecoservices provider.

Breakout Room 9:

- Role and function that the MB serves is forced. Coming together to fill the space, rather than tackling the priorities that come to us.
- It took a lot of time and effort to get up to speed as a chair of a workgroup that had been lagging for awhile.
- Roles get delegated, making it hard to juggle multiple positions. It seems that MB members are asked to do this more than any other group in the CBP.
- Our outcome tends to be at the bottom of the pile, but we are mentioned by everyone.
- Our Workgroup only meets about a third of the tasks outlined in the governance document.
- Other federal agencies get behind the goals, but when it comes time to do the work, it gets shoved to EPA. Other federal agencies need to take more ownership.
- Staffers do more than they are asked of.
- Most of the groups (from a federal perspective) are not paying attention to what they signed on.

Breakout Room 10:

- As STAC member (and assumed to be part of MB), my role is to provide the best possible science to inform L&A plans, and to ensure that the SRS process achieves its learning intent. Not really described in Governance Document.
- Coordinating with groups to understand their needs, raise the issues in a timely manner through STAR agenda planning, shaping work in the team to address needs, searching for liaison opportunities to tackle needs beyond STAR-team capacity
- I also coordinate studies, write proposals, chair workshops, publish new science. Not exactly in the definition of my STAR role, it comes out of my Monitoring Coord role.
- Management Board - experience has not necessarily aligned. Priority setting and planning does not seem to be driven by decisions made at Management Board levels.
- Staffer role - to guide WGs through SRS by coordinating, keeping track of deadlines, and helping to revise/prepare documents
- Supporting the partnership in order to make them successful at achieving the collective goals that have been developed and agreed to by the partnership.
- GIT - be the go-between from workgroup to Management Board.

- Habitat GIT co-chair - represent interests of workgroups at MB meetings. Facilitate cross-GIT collaboration. Identify science priorities and GIT funding priorities. I perceive implementation to happen at the workgroup level and I work to bring resources, guidance, MB connections to assist.
- Habitat GIT/ Workgroup - my role is developing workplans, identifying and prioritizing gaps and needs in achieving outcome and workplan actions and engaging with other GITs and Comms
- Providing information, based on scientific findings, to help partners make informed decisions.

If your role and experience do not align, what changes would you make to close that gap?

Breakout Room 1:

- Confusing at times whether the Advisory Groups coordinate and collaborate with the Workgroups. There seems to be a disconnect.
- There is value in coordinating across roles, but understanding better how to function and think when you're wearing that one specific hat out of many, could be helpful.

Breakout Room 2:

- MB should not leave requests unanswered. How can the MB prepare for that?
- maybe we need a better process for bringing issues to the MB so that they can be dealt with more effectively and efficiently? It sounds like there is too much showing up on the meeting agenda without a clear mechanism to filter and direct things where they belong
- There is a procedural gap at QPMs

Breakout Room 3:

- There are not roles for many of the groups who do the implementing

Breakout Room 4:

- As a MB member, I speak for our agency and solicit input from our staff and board members when policy decisions are being made.
- Defined Staffer role and expectation, which is missing. Important because Staffers turn over every 3-years or sooner so there is no institutional knowledge in these positions related to the SRS process.
- The role and associated goal and outcome was clear. However, going through the SRS process this year, the team had a difficult time understanding the GIT's responsibility.
- It would be helpful if the information was more distilled in to potential action items. Prioritization of the multiple asks would also be helpful
- As a Management Board member, I hear issues and look back into USGS to help fill science needs where we have capabilities and capacity. I find MB members don't always look across their agency/jurisdiction to identify additional capacity.

Breakout Room 5:

- Edu WG - Structure of CBP are filling a lot of the key gaps which is not always in the "wheelhouse"?
- volunteers and spread too thin and triage has to take place based. Resources and expertise are not optimally aligned.
- Workgroups in some GITs are where the vast majority of the work gets done, but the governance document doesn't talk about their role. There is a disconnect between the MB and where the work is happening in these cases.
- Determine what is feasible - staff capacity is limited, so identifying partners capabilities is important. Focus on what we can do.
- We are trying to reintroduce CAC (and LGAC) to the partnership as a sounding board for ongoing input and feedback, to satisfy the need for increased community engagement
- CBP organization need to meet the needs of the teams.
- Re-examine how we put the GITs and MB together in 2025 to better account for social sciences -- and put them on more equal footing with natural sciences.
- I see a need to reassess how all the GITs are aligned, and how some goals are divided among multiple GITs.
- There is a recognized gap for the education work -- the leaders aren't at the table. This means that the Workgroup does everything for the EL Goal. MB/PSC has helped with the establishment of the Summit, but that's only every two years.

Breakout Room 6:

- MB-- needs a therapy session
- Role for Advisory Committee Staff seems to align well with role of the Advisory Committees; specific tasks and role is outlined in the cooperative agreement between awardee organization and the EPA
- Action Team Leader-- did NOT align. Leadership did not care to hear the end product. There was a message there.
- There is no mention of "coordinator" in the Gov Doc but the description of the GITs speaks to the role of Coordinators/Staffers/Chairs
- help with facilitation for workgroup meetings to have members participate and provide input. Facilitation with Sherry helped, but it is still a lot of work for one person to compile and summarize all the information and then write it into the materials.
- Training materials for staffers (& coordinators) on SRS due to constant turnover. We are always learning new things as we go and introduced every day to new processes so resources that work making teaching ourselves quicker would be helpful (i.e. videos going over materials, factsheets, examples)

Breakout Room 7:

- Overarching question: what portion of our roles needs to be outlined in the Governance doc?
- The MB may be able to provide some overarching summary for the PSC, amplify challenges, and advocate for change to the PSC.
- Need clarification on role of Coordinators/ Workgroup Chairs/ Staffers/ GIT Chairs
- role and authority? "calibrate expectations"

- Would it be helpful for the participants in the SRS process to describe what they can/cannot do in their individual capacity?
- Install emphasis and understanding of behavior/social science throughout all agreement goals
- Make some hard choices to prioritize our outcomes to those where we have the funds and staff to address. We can identify additional needs, but not try to patch programs together without a reasonable resource base
- Roles and responsibilities, costs, common terms associated with projects and programs across the jurisdictions should be agreed upon at the GIT level.
- Would like to see STAC work closely enough with GITs and STAR to understand decision context and therefore have more understanding of which information and uncertainties create greatest challenges to advancing CBP goals.
- specific example - STAC review, participation on BMP expert panels
- The document is disconnected from what it actually takes to achieve Outcome.
- The most successful Workgroups:• Workgroup is led by someone whose primary day job supports the Outcome and has supplemental agency resources to specifically address Outcome• Workgroup is populated by those whose primary day job supports the Outcome and has support from their organization to expend resources (their time, other staff time, funds) addressing Action Plan barriers to success• Even if first two are present, if resources are insufficient to address barriers, drivers of loss/degradation, progress is difficult.
- It may be worth considering changing the representatives to be higher level within the states if we want to use it to set and maintain strategic direction

Breakout Room 8:

- It can be tough to have all positions (staffer, coordinator, chair etc) filled at the same time and when there are gaps that creates challenges around who picks up which responsibilities
- To close gaps in the ability of the MB to serve its role, we should challenge ourselves to identify solutions that do not rely on additional staff or funding. That may not always be feasible in all situations but the effort to do so is appropriate.
- Unable to provide input to key planning and decisions.
- role (staff) is not articulated in the Governance doc
- It would be helpful to get a sense for the Challenges that impact the MB in making decisions. In my limited experience it seems as if a change to the way that information is presented might be helpful. The "asks" need to align with the construct of the program (GITs) logic in action plans and overall goals and outcomes. Tracking back will help with the big picture.
- Direct implementation is not our role; the BFWG does not directly control any budgets or financial assets. We do engage with some representatives that do and have served as link to connect other GITs/WG's to financial experts in the past

Breakout Room 9:

- Do not have funding to send the appropriate experts to the meetings they should attend.

- The right level of person and those with the appropriate expertise need to come to the meetings they are asked to attend (e.g., secretaries to PSC meetings and not delegate).
- Need better engagement from workgroup members to fulfill tasks outlined in the governance document.
- Most of the CBP staffers take on responsibilities of the SRS--they do not have the lengthy knowledge and expertise and in three year terms, are not around to see how many actions play out.
- The governance document should address funding restrictions .

Breakout Room 10:

- Since the staffer role is not defined in the gov. doc, the level of responsibility varies widely among workgroups. Need to better define roles for staffers, coordinators, and WG chairs so it is consistent
- As the rep for the 6 Habitat workgroups, I feel like the workgroups are doing a great job implementing actions in their workplans, but may not have the control or the resources to actually accelerate progress for some of the quantitative measures...such as acres of wetland restoration. There seems to be a disconnect there in "driving implementation"...maybe not the resources available of the right jurisdictional reps in the workgroups
- My experience as a GIT/workgroup member aligns with the description listed. We could do more to ensure diverse and adequate participation though
- Decisions should be elevated when they are of consequential nature. Perhaps not to the Management Board, but at least to the GIT.
- I think the STAR Coord Role blends with my Chesapeake Monitoring Coord role for one. I probably act more in the role of Chair for many groups that I am labeled 'coordinator'. I take on leadership roles as needed and personally don't worry about the title related to it.
- STAC: Closing the gap may involve switching the way we insert the science, moving from "we know this" to identifying the consequences of trade-offs or indicating where we expect the system might behave differently and what the outcomes would be.

What is your understanding and expectation of Chesapeake Bay Program office staff (inclusive of all staff including all coordinators, staffers, etc.) in meeting the Watershed Agreement Outcomes?

Breakout Room 1:

- Provide logistical support, historical context to topics and decisions, and to keep workgroups/GITs focused on their tasks at hand (outcome achievement), including the incorporation of any necessary EPA components, reports, deadlines, etc.

Breakout Room 2:

- coordination, identifying priorities and associated actions, ensuring progress is made, communicating issues to GIT leadership, communicating Bay program activities with goal team membership, leading and facilitating workgroups organized by 2014 outcomes

- We interact with staff who carry out essential tasks in translating scientific understanding to model outcomes that are needed to assist in defining restoration goals and allocations of load requirement among watershed partners. Communications workgroup translates science both for the public and for decisionmakers and their role is increasingly important.
- Staff are responsible for coordination, facilitation and preparation for interactions with the SRS process. The MB and PSC are responsible for working with what's prepared.
- Coordinate and communicate partnership processes among workgroups and bay hierarchy.
- To provide support to GITs and workgroups across a broad range of responsibilities from logistics (setting up meetings, etc.) to researching topics, providing advice, developing reports, coordinating with other GITs/workgroups, etc. (It's a lot!)

Breakout Room 3:

- WG Chairs would like more guidance from CBP staff on what decisions WGs should be teeing up to GIT and then to MB. Not getting clear enough direction from staff
- Under staffed. Either more staff are needed to build strategies and 2-year plans for outcomes. If no new staff, we should constrain or prioritize our goals, the staff could be assigned to those priorities to drive results.
- WG coordinator: Have to spend too much time on process, and not enough on actually working with the groups that are actually doing the implementation.

Breakout Room 4:

- Provision of support for accomplishing the goals and outcomes.
- Facilitation of partners and partnership activities to meet goals
- Providing support, including subject matter expertise, and collaboration
- Staffers should be assisting/guiding their workgroups and GITs as they move through the process and helping track and develop materials. They should NOT be writing workplans.
- They are partners and integral to the collective effort.
- Bay Program staff are part of the "village." Everyone has a role to play in organizing and communicating the data, drawing conclusions, identifying actionable paths, and more. I consider each staff member a vital part.

Breakout Room 5:

- The staffers write the documents based on information from the Workgroup participants. Good for work balance on the participant side but there is definitely an influence of the staffers on the documents.
- To post all meeting materials on the meeting page for pre and post meeting review.
- Staff and Coordinators are expected to become experts and fill gaps that may not be their area of focus. (communication, outreach, engagement, social science, DEI, etc.)
- They are supposed to do it all.
- I vastly underestimated the roles and responsibilities of AC staff. I don't really understand the other staff and coordinator roles in GITs, etc.

- Coordinators and staffers seem to have a lot more influence on the work than their job titles imply

Breakout Room 6:

- Facilitators, collaborators, follow through on actions, manage grants, link with EPA HQ, coordinate with other federal agencies and states, provide technical assistance to jurisdictions
- They are the engine that drives the adaptive management process and have a major duty to facilitate and record decisions in the SRS

Breakout Room 7:

- The staff are in a great position to coordinate the work that is agreed to by the program. In some cases they carry out specific technical positions e.g. modeling, research; but for most it will be coordinating and synthesizing information.
- Bay Program office staff is typically where the core expertise and heavy lifting is done during the SRS process.
- Staff understand how all decisions/policies interact. Individual workgroups/panels may lack this knowledge. ex - tree canopy inc loads in ultra urban areas
- In my experience working across WGs/Action teams, the expectation of staff varies greatly depending on the group, its membership activity, etc.
- My understanding of Staffer role: serve workgroups with logistical/ administrative support to achieve and track the outcomes
- Staffers pulled in too many directions

Breakout Room 8:

- I see my role (Coordinator) as facilitating efforts to achieve the workgroup's outcome, doing some of the work myself, but mostly assisting workgroup members in doing the work
- Supporting the partnership at large in meeting the outcomes. That can mean a variety of things depending on your work assignments and position. I support GIT6 in developing tools to support the SRS process, e.g., ChesapeakeProgress and ChesapeakeDecisions..
- Due to excessive demands on staff, they are unavailable for meaningful direct discussion.
- While the CBPO is there to support the Partnership, there may be an over reliance on the structure. Each of the partners has a fantastic opportunity to share their resources and talents to the logistics of the partnership.
- Staffers and coordinators are leads when it comes to facilitating and preparing meetings, coordinating work to meet actions in logic and action plan, etc. However still unclear to me to what extent workgroup members contribute to the work. Workgroup and GIT members have other full time jobs but ideally would contribute as well, work should not just fall on staff

Breakout Room 9:

- Coordinators and staffers are the continuity of the program between the MB and the workgroups.

Breakout Room 10:

- Supporting the partnership in achieving the goals and outcomes that they have developed and agreed to.
- STAC: Articulating the science needs in a granular form so that they can be addressed by STAC or other science providers
- My understanding of the staff's role is herding all the cats and keeping everyone on track through the process. They do lots of stuff behind the scenes and that doesn't get acknowledged as much as it should.
- Providing data analysis and decision support tools to the partnership to evaluate progress in meeting the collective goals.
- Supporting the workgroups as they develop strategies to achieve the outcome, and helping to translate those strategies and needs to the higher level - MB, PSC, etc.
- Communicating and collaborating with partners more effectively. Developing and presenting information is not the same as communicating.
- Staff are critical to program functioning...the individuals who are 100% dedicated/paid to keep the partnership running. I don't think we - Habitat GIT - tap into the resources available through staff to the greatest extent we could...that's mainly from the workgroup membership perspective...but my view on that is different in terms of the great collaboration I see among coordinators, staffers and CBP staff.
- Need for translation of technical information to a high level in a clearer format
- Office staff - the engine! Support in many cases but firm expectation that wisdom and experience to make contributions on raising issues, tackling projects, doing analysis, writing up and presenting results. Far more than "support" playing to individual strengths.

Refining our roles

What specific tasks should each of those groups be implementing?

Breakout Room 1:

- MB - be sure to represent your agency as broadly as possible in how and ways you can manage implementation
- LGAC- #1 Task - provide recommendations to EC. #2 Task - ensure the Management Board is tracking those recommendations as well; provide feedback/insight during meeting #3 Task - Work with workgroups to help address local government issues as it pertains to elected officials
- Representation also should apply at the Workgroup/GIT level too - make sure the opinions and thoughts of experts in your jurisdiction/agency/organization are represented even if they cannot participate in the workgroup/GIT themselves.
- WG - tasks often include learning and researching how to implement outcomes vs actually doing projects on the ground.

- WG - A task could be to constantly ask how a work project, idea, effort, etc are contributing to the achievement of the Partnership Outcome that you are assigned. Stay focused.

Breakout Room 2:

- MB should be coordinating to assign responses to Outcome asks.
- As asks are put forward they should be identifying who they think can help and how.
- MB should be filtering asks procedurally to make sure they can address them.
- GITs could coordinate with MB reps in advance on asks.

Breakout Room 3:

- CBP Coordinators: Coordinating what each WG, GIT, MB should be working on/on agenda so that recommendations, decisions and actions are being teed up to MB, PSC, EC. They are the ppl who are full-time focused on the GIT (or whatever entity they're assigned to)
- MB- Directing GITs, Identifying Cross-GIT/Cross-outcome opportunities, elevating resource/program needs to PSC
- Coord/Staff/- Think Strategically, plan GIT/WG discussions on key topics, coordinate across workgroups and GITs
- GIT/WG - develop and execute 2-year workplan, coordinate across workgroups, Elevate issues of concern to MB.

Breakout Room 4:

- Staffers: While they do provide coordination/logistic/administrative support they are sometimes an untapped resource. They can support the GITs/WGs/Team in many ways - data analysis, policy writing, synthesis, managing GIT funding projects, developing outreach materials, GIS analysis/maps/storyboards, etc.
- Needs less of a focus on process at MB level and more of a focus on the broader issues themselves.
- All three groups should be working in concert to move solutions forward.
- MB - Understanding the information so it can be conveyed to the PSC and agency staff; responding to recommendations/information and determining actions that will respond to issues raised. Creating, dissolving or empowering GITs, workgroups, etc.
- Might need less of the what and more of the how.
- Discussing science-based technical issues to increase implementation. In some cases elevating, and translating, recommendations and options for MB consideration.
- Wkgrp/GIT should track the outcomes/goals and engage with chairs and members on deadlines and emerging issues.
- MB spends more time synthesizing common challenges and solutions so PSC and other partners can be called upon to help address
- The MB, as a board, should be more than a group that receives information but rather an active partner in advancing solutions.
- I agree with the pink slip. This point also ties in to more "how," versus what. The "what" and "why" serves as background to the "how."

Breakout Room 5:

- Workgroup chairs need to be better engaged as a group in the CBP -- directly by MB or high level CBP staff.
- Need to figure out who makes sure there is jurisdictional representation in the workgroups - EC?
- The Governance Doc defines the EC this way: "It provides leadership to promote public support for the Chesapeake Bay restoration effort ("the Bay effort") and is accountable to the public for progress made under the Bay agreements."
- The structure -- from workgroups on up through higher levels of leadership -- needs to function well to be able to articulate what is needed and to pose the decisions that are needed from leadership. Sometimes (many times?) this means the workgroups / GITs need to craft language into recommendations that leadership can actually decide on.
- Is the MB comprised of the right people to adequately represent the signatories?

Breakout Room 6:

- Management Board
 - MB should discuss their roles in the Governance Doc and self-assess
 - guide key messages on progress
 - MB should start prioritizing outcomes
 - Ensuring the GITs are using the adaptive management process and involving the right experts and building a network of partnerships
 - Ensure that they are aware of progress and issues associated with that, and be traffic cops between gits, PSC, advisory committees, and individual partners at achieving outcomes.
 - Prioritize items that should be included in PSC meetings/discussion and helping workgroups get on the agenda.
- GITs/Workgroups
 - Coordinated comprehensive strategy for the partnership to achieve goals
 - Jurisdictional knowledge of what is happening in their state to accomplish the outcome so that we can connect actions that benefit their work and build up existing work.
 - Strategically plan for the outcome they are responsible for, identify where they are making good progress and where they aren't, and identify issues to be raised if not on track. Also, collaborate and consider options and strategies
- Staff
 - Staff should delegate
 - Help facilitate and coordinate the collaborative process through the organizational units. Administrative, thoughtful, strategic thinking to bring to the GITs.

Breakout Room 7:

- No notes

Breakout Room 8:

- It would be good to refine the use of the work "staffers" to mean workgroup members. The MB - set the direction, policy and actions to implement the PSC. The MB also supports and provides guidance to the GITs that are implemented by the GITs and workgroup members.
- Role of Coordinator: facilitate the work
- Specific Tasks: share best practices, resources, coordinate efforts
- In the program we refer to "staffers" as CRC staff that are supporting for up to 3 year terms. "Staff" more generally describes those whose role is of a supporting nature. I feel like workgroup members might have a larger role than staff but it may be my perception.

Breakout Room 9:

- MB/ PSC should re-set outcomes that are not anywhere close to achievable
- MB should be people that can direct participation and allocation of jurisdictional effort
- MB could benefit from parliamentary procedures.
- Chairs, Coordinators and Staffers should all be involved in SRS meeting preparations.
- There is a lot of information sharing at the MB level, but not decision-making. It should be used more in that capacity.
- We may not need as many groups if we get the right people sitting at the table at the right time.
- Some of these groups are hiding behind one lead entity--everyone needs to care about and take responsibility for our lack of progress in some outcomes.

Breakout Room 10:

- Workgroups - Technical "in the weeds" deliberations and actions
- Management Board - Oversight of Activities, Conduit to Principals Staff Committee
- MB- assessing trade-offs across all outcomes
- MB: Understand issues, prioritize issues, find solutions to issue needs their agency or institution can address, translate larger needs and actions for work by the PSC.
- Staff: Admin work, analysis-reporting-communication development, networking across teams, but it can evolve
- GITs - Oversight of decisions made and actions undertaken at the workgroup level; conduit to Management Board
- Staff: Matching tasks to internal champions and stewards
- Staff - coordinating GIT and WG meetings and communication, gathering input, HELPING WGs to revise strategy documents (not doing it all ourselves), keeping track of deadlines
- GITs/WGs: Identify issues, develop solutions, provide actionable paths for timely investment and activity in solutions, educate CBP on the issues, solutions and look for leveraging opportunities.
- Chairs/WGs: Providing succinct distillations of L&A plans prioritized
- Staff - communicating information to the partnership, via coordination, written actions/decisions, and presentations

- Groups should be implementing the direction they were given, the hard part is where it comes from. Some charges are given by the EC or PSC, some MB and others brought from workgroup participants.
- Workgroups - develop management strategies and and 2 year workplans

Which of those tasks are unique to that group vs. shared with another group(s)?

Breakout Room 1:

- LGAC- #1 Task - provide recommendations to EC (unique). #2 Task - ensure the Management Board is tracking those recommendations as well; provide feedback/insight during meeting (unique) #3 Task - Work with workgroups to help address local government issues as it pertains to elected officials (shared)

Breakout Room 2:

- some things that go to the MB really should be directed to more of a local level

Breakout Room 3:

- routine tasks to support the wkgp/GIT can be directly interchangeable w/ other wkgp/GITs, however, there should still be the opportunity for cross-coordination touchpoints
- Shared: Need to coordinate to understand how the particular piece of the partnership fits in
- Unique: WORkgroups more technical, higher up (MB, PSC, EC) increasingly political. can lead to disconnect
- Different GITs/sectors/wg's have different procedures for allocating tasks among different groups

Breakout Room 4:

- Additional translation of the science
- MB has far more of a role as translator. Its role is to tee up actions for the PSC that will allow progress to continue at pace and on topic.
- Staffers and Coordinators work in tandem in many things related to their work and the SRS process. However, the management of the SRS process should be placed with the Coordinator (or GIT/WG Chair) which is a more consistent position from a longevity perspective with the Staffers providing a supportive role. In many cases, this is how it works but not all.
- MB, as a board, should be the primary entity in determining the best avenue for achieving a solution or overcoming a barrier
- administrative tasks that need to be done in order for the vision to be implemented that may be limited to one organization's system (i.e. non-transferable)

Breakout Room 5:

- EC needs to be accountable, PSC reports to EC on where we are not meeting goals and join with EC to meet the needs.

Breakout Room 6:

- Management Board
 - prioritizing is a distinctive MB role
- GITS/Workgroups
 - outline strategies that combine science and practice
- Staff
 - Establishing science needs

Breakout Room 7:

- Volunteer folks get burnt out when their requests for support go unanswered (ex. difficult to recruit Chairs)
- Shared - DEIJ lens within each task
- Volunteer aspect- issues that get traction are the issues with champions

Breakout Room 8:

- All groups should be leaders in advancing DEIJ
- MB is to be informed, and asks the questions that can lead to decision making. GITs are to lead the workgroup to meet the objectives in the Logic and Action plans and clearly communicate the decisions points and information needs.
- CBP is very hierarchical in structure. Therefore we should fully practice inclusion, at all levels. E.g. ensure input from "lower level groups" (e.g. workgroup) are truly championed as they are raised through higher levels (GIT, then MB). I've noticed sometimes decisions at higher levels happen that strongly affect lower levels yet didn't fully take in feedback from the "lower level" group, which is a big issue

Breakout Room 9:

- Wetlands outcome is not unique to any "group"

Breakout Room 10:

- Roles should be unique or collaborations/handoffs clearly described
- Responsibility without authority is a very challenging way to manage
- Responsibilities of staffers and coordinators can sometimes be shared
- Roles can be similar between GIT and Management Board - both have oversight responsibilities
- Revision of SRS documents should be shared by CBP staff and WG chairs and members - staff gathers/organizations input and chairs decide on actions/directions

Are there any gaps (missing tasks) that don't fit under one of these 3 groups and where should they be assigned?

Breakout Room 1:

- LGAC- #2 Task - ensure the Management Board is tracking those recommendations as well; provide feedback/insight during meeting (unique) (still understanding roll) #3 Task -

Work with workgroups to help address local government issues as it pertains to elected officials (shared) - would add to this to say there is no follow-up from any other group about addressing recommendations (yes/no/hold) on ideas. What is the status, is there a report, what is the purpose of making recommendations....?

- GIT leadership/steering committees are all organized and function differently. Some are active - some are not
- LGAC- Hear needs to put changes/recommendations/ideas/plans into policy to create sustainability and generate progress where needed. However, elected officials make the laws, often times staff such as planners/stormwater members are outreached/connected to but they are not policy makers. They implement policy set at various levels. If go is to change perspective and great greater buzz at local level - go directly to those who make laws/policy. Be aware that staff does not always report up ideas/ares of interest from your level of expertise...misses the law/policy makers.

Breakout Room 2:

- SRS asks should target specific MB reps and the role they could play in addressing issue.
- MB needs to spend more time at SRS review meetings to clarify what actions MB will take and who will follow up (names and clear actions)
- assign roles within MB with the relevant experience/expertise
- There needs to be dialogue between GITs and MB members who can actually respond or who know who can respond to a given ask.
- there should be ways to ensure targeting of the appropriate people and roles on MB so that when things are moved to that level there is someone ready to help move it forward. How information is communicated may help to make things work more effectively
- Breakdown is occurring in MB meeting itself. Resources and authorities exist.
- refine the ask when something comes to the MB so the group is clear in what they really need and desire
- Gap around local actions

Breakout Room 3:

- Missing connection to implementers. The implementers are generally not represented in our partnership.
- Ultimate responsibility for meeting goals

Breakout Room 4:

- With the acknowledgement that additional resources are needed, what is each groups' role in identifying/procuring them? Absent clear direction, we are just left asking for them.
- Bringing in new partners to tackle issues and provide resources--should be more collective effort between GITs and MB
- The translation of science between (and across) workgroups and GITs, and ultimately to MB.

- Translation between recognized gaps and what can be done about them that are state or Federal agency-specific. The more specific, the more actionable.
- Not sure if this fits here but a gap is engagement with the indigenous cultures in the watershed. Not sure which of the groups would be best to lead that engagement besides DEiJ but perhaps engagement on the MB
- There is a gap in knowledge...the MB should include the GIT chairs. That would allow for informed and better coordinated discussion, prioritization, etc.
- All groups need more time for focused discussion. More given to discuss and learn from one another. Perhaps fewer topics on Management Board agenda and agenda items should be selected with near-term opportunity in mind.

Breakout Room 5:

- Address engagement or lack thereof across the partnership.
- Jurisdictions need to be responsible for providing expertise and engagement through appointments to CBP groups and also assist in improving diversity of groups.

Breakout Room 6:

- ACCOUNTABILITY
- social science
- IMPLEMENTATION
- Ensuring Equity and Inclusion
- FINDING RESOURCES
- uncovering feasible solutions

Breakout Room 7:

- Closer access between MB members and PSC Members, fed employees and their agency leaders. Set expectation that resource needs and challenges brought to the MB are taken to the Sec. of Natural Resources/PSC to get an answer on what can be done to accelerate progress, maintain accountability, etc.
- The Mgmt Strategies for each Outcome should make clear who are the actors to achieve the Outcomes (e.g. farmers), and identify what actions or resources the CBP partners can take to spur their action. Workgroups and GITS analyze what's happening, and what are the gaps. The MB needs to take account of this big picture, and ask "what can the Bay Program leaders do" to improve achievement. Then cue the issue up to present to the PSC, or USDA, or whoever is the appropriate funder or power source.
- Lack of representation from appropriate agencies on the Management Board?
- gap - social/behavioral science understanding to create appropriate and realistic communication & outreach that leads to implementation
- Need more attention to understanding stakeholder concerns related to Bay Program goals, and then tradeoff evaluation to optimize management strategies.

Breakout Room 8:

- At times seems to be lack of ownership among MB members as well as GIT/WG members in meeting the agreement outcomes. E.g. they don't see themselves a part of the CBP partnership
- need to better articulate staff and wg/GIT member tasks

Breakout Room 9:

- Cross- GIT/ WG communication and communicating GIT funded projects and STAC workshops
- No repercussions for not meeting tasks, progress or outcomes.
- CBP seen as an EPA or an Annapolis program.
- A home for local engagement and science needs.
- Comments from jurisdiction folks use the term "the CBP" as if it is an entity that they respond to, rather than they are part of...

Breakout Room 10:

- How much responsibility do coordinators have for leading WG or GIT activities?
- Roles of Advisory Committees and external science providers need to be more fully articulated, it's assumed that the science/stakeholder advice will magically get done
- Taking ownership for carrying out solutions.
- Some workgroups don't have coordinators and the staffers take on the role of coordinators.
- encourage Workgroup participation and input from appropriate groups - is this shared or unique to each workgroup/action team???
- Setting deadlines on actions
- Not enough staffers to cover all active groups

Forest Buffers

Which solutions and/or best practices from successful Outcomes can be applied to Forest Buffers? How and why?

Breakout Room 1:

- focus money, landowner outreach, technical service providers to whole watershed...based on buffer need and anticipated co-benefits
- Address maintenance and property value concerns.
- Targeting where work would be most useful and efficient. Break watershed out and focus efforts in high priority sections.
- targeting with consideration to a broader array of stakeholder concerns (and building potential to work throughout the Bay watershed more holistically).
- Messaging -- Oyster and Protected Lands benefit from simple messaging as to why they are important. Are we missing the connection that needs to be made with Forest Buffers?

- Promote forest and GRASS buffer plantings along zero- and first-order streams (often not included in NHD maps used to identify opportunities), given importance of these hydrologic units to habitat and water quality.

Breakout Room 2:

- Turbo-charge existing USDA programs
- Figure out how to disseminate the money more efficiently- get past the bottlenecks in distribution
- Looks at areas where we have big blocks of area where we could focus attention where there is the biggest opportunity
- Connect with LGAC, efforts to build capacity at the local level
- Work through the Local Gov outreach / Local Engagement efforts to share successful examples and options for partnering to build capacity. LGAC workshop for locals on 6/3 is a perfect opportunity to do this. Mobilize at the local level, helping them to identify means to increase resources through partners.
- Having geographic targets like oysters and tributaries
- Clearly define roles and responsibilities

Breakout Room 3:

- Think of forming a separate group like CCP targeted to Buffers
- Need a full time coordinator as with CCP
- increase conservation incentives
- Potential economic drivers - emerging carbon market
- increased Forest buffer management i.e., healthy natural recruitment in riparian buffer areas
- broaden emphasis beyond working lands

What new, creative and/or big ideas should we consider for Forest Buffers that could significantly change the rate of trajectory in the short term?

Breakout Room 1:

- Consider ways to open bottleneck resulting from having to negotiate individually with multiple landowners.
- Chesapeake Conservancy obviously was a huge boom for Protected Lands - A group that was somewhat out of the CBP structure. It was surprising to hear that they were founded somewhat recently. Are there ways to incentivize, maybe with grant funding, the launch of an organization that could steer, lead, direct, and advocate for this work?
- Consider opportunities to boost forest buffers in underserved areas but couple it with job opportunities for people IN those communities to better connect these resources with those nearby benefactors.
- Elevate benefits of practices to the landowners rather than the downstream benefits (e.g., hunting habitat but also improved shade and stream habitat, soil health, drought resiliency)
- Go after 30X30 funding to reduce flooding, i.e. natural infrastructure

Breakout Room 2:

- Connect with Civilian Conservation Corps type efforts for planting trees
- Tap into new state and federal funding programs: America the Beautiful? 30 by 2030? American Jobs Plan?
- stewardship opportunities - connect with schools, career development programs, communities, etc. -- "All Hands on Deck" to focus on planting buffers in targeted areas
- Our watershed restoration program is like a rocket ship ready to be fueled by the value of carbon credits. Forest buffers are a clear example of an activity that should have a new valuation due to carbon credit and changes the economics e.g. makes \$ sense for farmers and other land owners
- Go outside of the watershed to get markets
- Figure out how to stack credits for cobenefits in the watershed model
- Opportunities to link to carbon sequestration and climate resiliency mechanisms for funding

Breakout Room 3:

- Raise Ches Bay Preservation Act Act to EC to enforce required riparian buffer. (to fulfill their responsibility for reaching the Forest Buffer goals and outcomes)
- Copy good ideas in other states
- enforcement of current state regs that require buffer restoration on private land
- Sell as economic opportunity
- Look at jurisdictions' state regs and see if they are replicable
- Other areas - source (drinking) water protection
- A lot of abandoned land in Baltimore now reserved for transformers could be used to plant trees instead

Tidal Wetlands

Which solutions and/or best practices from successful Outcomes can be applied to Tidal Wetlands? How and why?

Breakout Room 1:

- What are next Farm Bill opportunities?
- Connection to climate and flood resilience is important. SLR and property protection, transportation infrastructure, public health connections. (managed retreat)
- Pay 100% of costs for wetland shoreline stabilization for private property owners using coastal resiliency cost share programs (no cost to them, shoreline protected, wetlands created)
- Create new Farm Bill programs (or revise existing) so that farmland that is becoming less productive/no longer productive due to inundation or saltwater intrusion could be enrolled to create tidal wetlands

- Create a Chesapeake Wetland Partnership (modeled on CCP) Network of organization and people with a common cause.
- Mitigation bank opportunities - does DOT, EPA, USACE need to be more involved from transportation infrastructure, CWA 404 perspective
- Stricter zoning to protect tidal wetlands from coastal development.
- who owns the land that is restored is important to consider when we talk about restoration - calibrating your goal with your access to property
- FEMA is essential and they have the \$\$
- innovative financing for wetland mitigation - fix the disconnect in valuing the projects and use for large scale aggregated projects (use mitigation as a way to meet our goals)
- Rely on the strengths of each partner to make progress.
- Federal leadership commitments are needed.
- Don't wait to get the data perfect! Move forward with the best we have to make the case.
- Where are the opportunities for wetland conservation?
- Include emergency management agencies at the state level. (NEMA...)
- How does Conservation Plus scenario impact utilizing mitigation for wetland outcomes? Bake the cost of data management and accounting into the cost of the 'big' buyer
- what is endangering existing tidal wetlands that will impact our effort, and should our effort link restoration and conservation (CCP model)
- Case studies involved wetland protection through controlling invasive herbivores. Nutria elimination was successful on the Blackwater NWR. Wetlands have recovered. Compare to Louisiana wetlands where there are bounties on nutria and they are not controlling their impact on wetland degradation
- acreage and extent and spatially explicit as to where put the tidal wetlands
- Take advantage of the Coastal Resilience momentum and figure out how new dollars or resources could support wetlands protection and migration. Flood response is key.
- Restoration needs to be incentivized for the producers (owners and renters)
- clear federal agency leadership role or at least a champion but not in a regulatory role
- Focus on key geographic areas for restoration (like oysters and tributaries) that we can focus our resources.
- how much tidal wetland do we have protected now?
- Last data on tidal wetlands: As of 2010, according to data from the National Oceanic and Atmospheric Administration's Coastal Change Analysis Program, there were approximately 282,291 acres of tidal wetlands in the watershed's estuarine drainage area.
- use the entire "secret sauce recipe" and set it up for tidal wetlands
- Identify targeted wetlands for preservation and areas for restoration. Know where to go.

Breakout Room 2:

- NOAA's place-based efforts around oysters could be replicated for tidal wetlands
- Have jurisdictions work together so that restoration and conservation isn't patchy and only opportunity based.
- Unwavering support from all partners.

Breakout Room 3:

- Large performance based contracts, full service technical assistance, not limited to one jurisdiction and have contracts extend state boundaries.
- How to leverage mitigation programs for bay restoration goals. Look for opportunities related to infrastructure and tradeoffs.
- Stacking benefits and credits for landowners
- Increase support for private restoration maintenance companies (stream, wetland, and forest buffer)
- Precision conservation

What new, creative and/or big ideas should we consider for Tidal Wetlands that could significantly change the rate of trajectory in the short term?

Breakout Room 1:

- Incentivize the recreational leasing of ag wetlands to support payments to the landowner, i.e., hunting, fishing opportunities are limited and leasing represents an income source
- Don't impose the same standards for verification decision rules on wetlands if it ends up showing less acreage than in reality
- Get Wetlands While they are Hot! Create incentives for private landowners to go with living shoreline, wetland restoration projects citing benefits and money
- Initiative to understand and resolve use conflicts in shallow water areas that could open up opportunities for tidal wetland creation
- recognize losses so you can properly track net gains and allow mitigation as a net gain
- Move the sediment behind Conowingo to areas that are prime for losing wetlands (e.g. Blackwater NWR) to bolster losses in the short term
- Link effectively with floodplain management and coastal resilience to do large scale projects in tidal areas (perhaps map and identify the opportunity areas where geographically it makes sense, and then seek funding through new Administration programs)
- Use social science to get over the negative perceptions of tidal wetland restoration, and create new interest and enthusiasm for waterfront properties
- Innovative financing should be considered, like what had been presented earlier today.
- Build a consortium of interests around various shoreline interests to build the trust and understanding to effect long-term meaningful shoreline restoration that supports multiple outcomes and benefits. Social science principles are key.
- Climate and wetlands are linked and there are opportunities to add resiliency and habitat function.
- Look upland from coastal areas to ensure adequate buffer exists for landward migration of wetlands in the face of sea level rise.
- Identify wetland migration areas and preserve them!
- Like protecting salmon stocks over time, buying out areas that are increasingly wet and trying to be managed seems possible to manage areas for decades to come

- Contact Dick Zimmerman (ODU) regarding opportunities for satellite-based wetland tracking in the Chesapeake Bay system.
- Can there be an enhancement for ag tidal wetlands in the next Farm Bill?
- Farm Bill opportunities related to easements could be powerful, but incentives need to match production incomes.
- Beneficial Use as a tool to enhance functionality
- Explore use of Public-Private partnerships for protection and restoration.
- look at restoration opportunities on conserved lands, including privately owned that could add practices and benefit
- Look for opportunities to link to new Administration emphasis on climate resiliency.
- Local coordination amongst planning, stormwater and permitting agencies of land development. Local inter-agency coordination is key

Breakout Room 2:

- Tidal wetlands that may be vulnerable to sea-level rise impacts and/or storm surges. Be more strategic where sediment strategies are put into place to make tidal wetlands more resilient (tidal wetlands need sediment).
- Developing agricultural farms on coastal lands -- marsh crops. State would provide financing for tidal farms.
- Marsh infrastructure to build resilience to flooding - examples in LA.
- States should report habitat acreage with their two-year milestones.
- Improve or create new form or process of accounting data collection for each State.
- Expand VIMS Living Shoreline pilot GIS program to identify good sites for restoration
- Increased outreach to private landowners regarding living shorelines.
- Apply social science principles to understand benefits and barriers to conserving and restoring tidal wetlands.
- Incentives to help people retreat in financial mechanisms

Breakout Room 3:

- "Fundable bundles" packaging benefits of all practices together creating a portfolio of potential benefits, their return on investment
- Leverage larger funds for DEIJ and climate investments
- Public health investments, social impact bonds (ie reducing healthcare costs)

Non-tidal Wetlands

Which solutions and/or best practices from successful Outcomes can be applied to Non-tidal Wetlands? How and why?

Breakout Room 1:

- Clear understanding of partner roles
- re: #1, I have not been involved in the GITs so I cannot provide much insight.
- Prioritizing geographical locations for restoration

- protecting drinking water sources as a co-benefit for human health
- Partnership/network development
- DEIJ movement - look at potential indicators. Access to greenspace is a key indicator with many co-benefits. How can Non-tidal wetland restoration projects be targeted in underrepresented communities
- Put dollar values on green infrastructure versus gray with a focus on resilience.
- from Kristin Saunders in chat: Summarizing Sean's secret sauce elements: commitment, specific or target geographic areas, metrics of success, clear roles, accountability framework, dedicated funding, flexibility in implementation, clear champion (s), federal mandate, plan or blueprint - and from Carin Bisland:
- creating a coalition to bring together private property owners throughout an area to create a network of conserved nontidal wetland
- a good messaging/communications campaign on the benefits of wetlands (oysters and land conservation are more well known)
- and from Carin Bisland: we need to recognize the differences in approaches of the different jurisdictions but to have metrics that are the same to measure success.

Breakout Room 2:

- Clear agreement on 1) what the outcome is and 2) who is being held responsible to achieve it. There is too much uncertainty in other outcomes on what needs to be achieved and by who.
- Review and compare federal and state program protections and determine what may need to be modified or enhanced to advance goals.
- Set goals per jurisdiction with a champion or steward responsible for follow through for each jurisdiction.
- Engage social scientists and local leaders. We need to better understand what most matters to those on the ground and what motivates them (or not) to make progress

Breakout Room 3:

- No notes

What new, creative and/or big ideas should we consider for Non-tidal Wetlands that could significantly change the rate of trajectory in the short term?

Breakout Room 1:

- Ensure climate change resiliency infrastructure projects incorporate non-tidal wetlands restoration and creation
- building off of resiliency needs- is there an opportunity to work with FEMA? They are looking at their equity approach to disaster response, so another opportunity to advance DEIJ values.
- use networks of private landowners (as described at left) to create an opportunity for larger-scale private investment in conservation of nontidal wetlands. COuld use a micro-trading model that will work with a mosaic of smaller plots. Green trading, not just C, N and P

- Use date to target the nexus of community and wetland restoration to engage and benefit
- CBP to serve as business incubator for BLUE TECHNOLOGY to help advance in areas of green infrastructure and wetlands
- For voluntary projects, find mechanisms to mitigate the risks (perceived and real), associated with green projects for otherwise willing parties. Need insurance market for GI.
- Achieve 30X30 goal and include EJ community goal within this, e.g., "everyone can walk to a conserved wetland within 15 minutes"
- preserve soil-moisture storage capacity to reduce need to build structural BMPs as a solution to urban stormwater problems - not just wetland preservation but retention of moisture in headwater reas too

Breakout Room 2:

- communications and marketing strategies that will help with awareness for protection and restoration efforts.
- State and federal roundtable that will help to advance actions toward the outcome goal.
- Develop a mechanism for entities installing or creating wetlands to obtain insurance or have some mechanism to offset the additional risk they may feel is incurred when they they install green vs. gray infrastructure.
- Some of the engaging the private sector ideas that Tim Male identified earlier today. We need to move away from the thought that everything will be accomplished by the public sector
- Require increased acreage for mitigation projects such a a 1.5 2:1 replacement ratio. Would need to be adopted by permitting agencies.

Breakout Room 3:

- No notes