**Chesapeake Bay Program - Geographic Program Reviews for Beyond 2025 Phase II**

**Objective:** Review other geographic programs to gain insights for developing Scope(s) of Work focused on structure/governance in response to the Beyond 2025 EC Charge.

* Develop targeted interview questions
* Identify specific programs and points of contact
* Engage tribal partners and other stakeholders

**Guiding Questions:**

**Governance and Structural Organization**

1. How was the Program formally established? (e.g., congressionally or statutorily mandated?)
2. How is the Program organized structurally? Do you see opportunities to enhance or streamline the Program’s organizational structure?
3. Has the Program gone through a re-organization and what was that process like? Value added?
4. Does the Program have an operating logic framework and governance structure? If so, how is it implemented?
5. How are Program partner/member roles and responsibilities defined?
6. What are the key decision-making bodies and what are their authorities?
7. Are there mechanisms for rotating leadership or integrating new members?

**Strategic Direction and Vision**

1. How does your program define “success”?
2. Does your Program have a vision statement, including specific goals and objectives? If so, how were those elements developed?
3. Is there an Agreement (voluntary and/or regulatory) that guides the work of the Program? And/or a strategic plan? If yes, how was that agreement or plan developed and who was involved?
4. Are the vision and goals updated periodically?
5. How are emerging issues or regional shifts reflected in the strategy?

**Decision-Making and Accountability**

1. How does the Program engage in the decision-making process? Are these decisions more technical and/or policy in nature?
2. How does the Program hold itself accountable towards meeting goals and objectives?
3. How does the Program evaluate progress and attainment of goals and objectives? Does it have an adaptive management framework?
4. What roles do advisory committees or independent review play?
5. How is data used to inform decisions?

**Budget and Political Context**

1. Is there a budget for the Program and what is the budget formulation process? Primary funding sources?
2. What is the level of political support for the Program? How does this affect the program’s operations or stability?

**Engagement and Communication**

1. How is outreach and engagement with Program partners conducted?
2. How does the Program engage and communicate within and outside the Program to build trust, align goals, and enhance coordination?
3. What communication tools or strategies have been most effective?

**Potential Deliverables:**

* Summary matrix comparing structural features across programs
* Org charts from other programs
* Recommendations for structural improvements to CBP
* Inventory of vision and mission statements from other programs
* Comparative analysis of strategic plans
* Examples of decision-making protocols or flowcharts
* Compilation of accountability and reporting tools used by other programs
* Case studies of adaptive management in action
* Funding models from other programs
* Political support maps or timelines of key funding milestones and identification of programmatic priorities
* Best practices in stakeholder engagement
* Sample outreach materials, meeting formats, or engagement plans

**Next Steps:**

* Select programs to contact for interviews or materials review.
* Assign staff to gather documents or schedule interviews.
* Develop a reporting format or slide deck template to capture insights.