



Chesapeake Bay Program
Science. Restoration. Partnership.

July 14, 2026

Demystifying Chesapeake Bay Program Management Strategies

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Relationship Between Key Documents

Chesapeake Bay Watershed Agreement (through 2040)

Describes what we want to do

- Establishes and defines partners' commitment to shared goals, outcomes and targets
- States CBP's vision and principles

CBWA Strategic Plan* (6 years)

Describes how we will do it

- Outlines the means for accomplishing each outcome and its targets
- Identifies challenges
- Defines management approaches and participating partners

Workplans (3 years)

Describes shorter term work to make progress

- States specific actions partners will undertake to implement management strategies
- Identifies implementation partners, resources and deliverables

**Attainment
of goals,
outcomes
and targets**

CBWA States That the MS Will Describe:

- How partners will address changing environmental conditions
 - How actions are coordinated among partners and stakeholders
 - How signatories, other state and federal agencies, local governments, Indigenous representatives, nonprofit and private partners are engaged
 - Where actions, tools, financial support and technical assistance are needed to empower local governments and others
 - What steps are necessary to facilitate greater participation in achieving the Outcome
-

Strategic Plan Chapters & Sub-sections



Management strategies for each Goal will be contained within a single Strategic Plan

Clean Water Goal Management Strategies

- **Goal Language**
- **Goal Situation Analysis** – Shared challenges for partnership to address, including Changing Environmental Conditions
- **Optional: Management Approaches for the Goal** – Strategies that partners should collaboratively undertake to address challenges that impact multiple Outcomes within the Goal

Outcome Sub-Sections

- Outcome language (including targets)
- Baseline and Current Condition
- Monitoring Progress and Indicators
- Outcome Situation Analysis
- Snapshot of Signatory Programs
- Management Approaches for the Outcome
- Participating Partners

NOTE: Signatory Statutory Authorities, organized by goal and outcome, will be included, likely as an Appendix

Outcome Workplans

- Separate 3-year Workplans will include:
 - Narrative summary
 - Descriptions of the major actions to be undertaken
 - Project lead and participating partners
 - Human and financial resources needed and committed, as well as potential sources to fill gaps
 - Timeline for completion
 - Performance targets and deliverables

Authorship and Approval

- Strategic Plan
 - Goal Team leadership will draft their Goal chapter and may delegate the drafting of Outcome sub-sections.
 - Goal Team co-chairs, with support from EPA staff, will develop the Introduction and Accountability chapters, as well as the Executive Summary and any appendices.
 - **The PSC will approve the Strategic Plan**
- Workplan
 - Outcome Authors, designated by Goal Team chairs, will draft Workplans.
 - **Goal Teams will approve the Workplans for their Outcomes.**

Strategic Plan Estimated Total = 162–198 Pages

Section/Sub-Section	# of Sections	Recommended Pages per Section	Recommended Page Total
Introduction	1	2-3 pages	2-3 pages
Accountability	1	2-4 pages	2-4 pages
Goal	4	2-4 pages	8-16 pages
Outcome	21	7-8 pages	147-168 pages
Appendix	1	3-7 pages	3-7 pages

Other Program Plans	Years	Total Pgs	Links
PSP Action Agenda	2026-2030	154	https://pspwa.app.box.com/s/cpor6rbxl1fgmily9h9rwp81am2fqxcq
LIS CCMP	2025-2035	140	https://lispartnership.org/wp-content/uploads/2025/06/CCMP_Final_Accessible_10-07-2025.pdf
GLRI Action Plan	2025-2029	43	https://www.glri.us/sites/default/files/2025-12/glri-action-plan-4-202511-43_0.pdf

IMAGINARY

Goal Management Strategies

Backyard Birds Example

and

Guiding Questions for Drafting

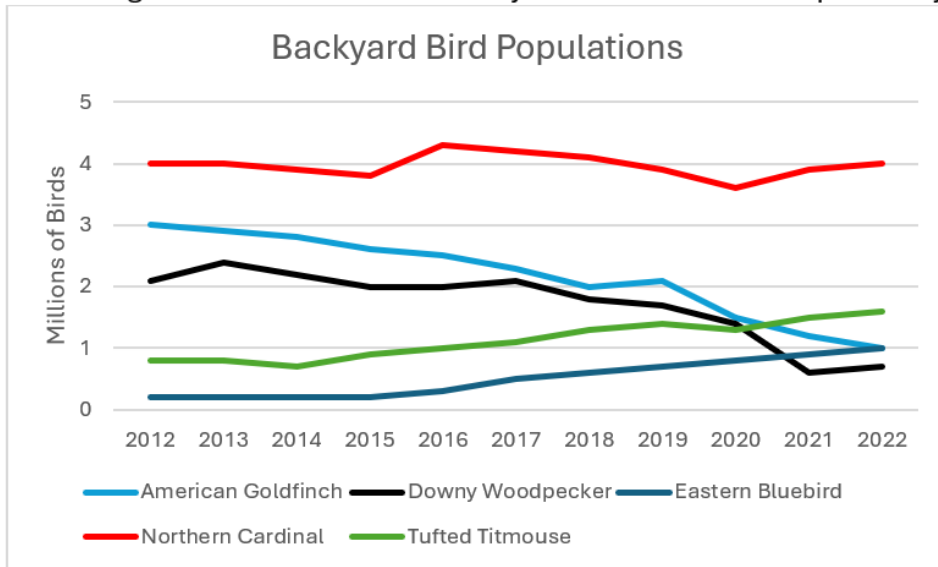
Outcome Sub-Section

Baseline and Current Condition

Baseline and Current Condition

Backyard bird populations

Estimates of breeding-season adult bird populations in the Chesapeake Bay Watershed are provided below by species based on data collected and analyzed for the [Imaginary Chesapeake Bird Survey](#) [add hyperlink to Chesapeake Progress]. Baselines for each species are derived from the average population size between 2012 and 2022. These baselines will be used to assess progress towards the Backyard Bird Outcome on an annual basis. The current condition of each species is listed as decreasing, increasing or remaining the same based on an analysis of trends from the past ten years.



Outcome Sub-Section

Monitoring Progress and Indicators

Monitoring Progress and Indicators

[Indicator: Chesapeake Bird Survey](#) [hyperlink text to Chesapeake Progress Indicator]

The Chesapeake Bird Survey was established in 2012 to monitor the abundance of common species of breeding adult birds that can frequently be observed in backyard habitats across the region. Data will be collected, analyzed and reported on an annual basis.

[Monitoring: Creation of bird-friendly habitat \(hyperlink to Chesapeake Progress\)](#)

An Indicator will not be used for this Outcome or Target. The creation of new bird-friendly habitats will be assessed by calculating the acreage of restoration projects after installation is completed. Bird-friendly habitat monitored for this effort will meet the definition and parameters established in the [Backyard Bird Workgroup's Welcoming Birds to our Shared Spaces document](#). Federal, state, and participating NGO partners will report acreage of bird-friendly habitat created through direct restoration activities and [as a result of grant funding to the Workgroup](#). At the conclusion of each calendar year, the target will be reported as Complete or Incomplete in Bay Barometer.

[Indicator: Human-related causes of bird mortality](#)

The Human-Related Causes of Bird Mortality Indicator estimates Chesapeake Bay watershed-wide bird deaths attributable to key anthropogenic sources – electric lines, poisons, vehicles, building glass, and feral and domestic cats – via a hazard-weighted proxy during sampling years (occurring every three years, starting in 2023). It integrates locally parameterized models with regional data (e.g., bird-safe retrofit counts,

Outcome Sub-Section

Situation Analysis

	Within CBP sphere of influence	Outside of CBP sphere of influence
Challenges		
CBP capacity to sustain long-term monitoring	X	
Cost, supply chain, & availability of materials (native seeds, window decals, native saplings)		X
Household income/ability to pay for bird-friendly projects		X
Property owner willingness to adopt practices	X	
Workforce knowledge and capacity for conservation – window retrofits and native landscaping for wildlife	X	
Homeowner attitudes toward native landscaping	X	
Public awareness of bird-window collisions and solutions	X	
Potential for AI bird identification with birdfeeder cameras	X	
Emerging use of remote sensing for bird abundance est.	X	
Partnership development of social networks for birding	X	
Mortality associated with windows/building glass	X	
Mortality associated with the spread of diseases	X	
Mortality from feral and domestic cats	X	

Guiding Questions: Situation Analysis

What are the greatest challenges impacting progress towards Outcome attainment?

- What scientific, environmental, fiscal or policy-related developments have already or may influence partnership work?
- Which challenges are shared among Outcomes?

Guiding Questions: Critical Challenges

Which challenges to Outcome attainment will be the most critical for partners to address over the next six years?

Recommended criteria:

1. PSC priorities
2. Workgroup expertise and background materials provided
3. Whether or not the challenge is within CBP's ability to influence
4. Where a partnership approach to addressing the challenge adds value
5. The relative importance and expected impact of addressing each challenge with respect to Outcome attainment
6. The partnership's capacity to pursue initiatives related to challenges within the next six years

Outcome Sub-Section

Snapshot of Signatory Programs

Commonwealth of Neverland

- [Indoor Cats Program](#) (\$100K in FY 25) helps owners transition roaming cats to safe indoor lives through lending libraries and [quick-build](#) catio pop-up events.

Commonwealth of Oz

- [Cats Safe at Home Program](#) (\$160K in FY 25) partners with veterinarians, shelters, and neighborhood groups to education, spay/neuter vouchers and a voluntary pledge that helps owners keep cats indoors, while protecting backyard birds.
- [Feathered Neighbors Grant Program](#) (\$400K) supports community efforts to turn lawns, balconies and shared green spaces into connected bird habitat through easements, native plant vouchers and seed- and fruit-rich garden templates.

State of Narnia

- [Keeping Cats Indoor Program](#) (\$180K in FY 25) helps families shift to indoor-only cats, protecting pets and local birds alike through how-to workshops, enrichment starter kits and DIY catio plans.
- [Songbird Sanctuaries Program](#) (\$300K in FY 25) protects and restores shrubland, forests, and meadows across public and residential lands, creating connected corridors and engaging communities in stewardship and songbird monitoring.
- [Building for Birds](#) (\$190K in FY 25) offers a tax credit to Narnia small businesses and community organizations for the installation of treated windows or the retrofit of permanent decals on existing windows to reduce bird collisions.

Guiding Questions: Snapshot of Signatory Programs

What programs are currently being implemented by jurisdictions, agencies and organizations?

- Are there efforts that CBP should avoid duplicating?
- Are there any gaps in existing efforts?

NOTE: Sarah Brzezinski will help collect information for the Snapshot of Signatory Programs and the Signatory Statutory Authorities sections from Goal Team Signatory Representatives. This information will be provided to Goal Team Chairs, for distribution to Outcome Authors, in August.

Outcome Sub-Section Management Approaches

Management Approaches

Management Approach 1.4.1. Identify barriers and increase homeowner willingness to install habitats for backyard birds and pollinators

The availability of habitats that support healthy populations of backyard birds have decreased over the past decades. Practices installed on residential properties can create critical corridors and suitable habitats to support migratory and non-migratory species. The Backyard Birds Workgroup will contribute expertise to support the Goal Team's survey of factors that impact homeowners' willingness to install practices and opportunities to reduce those barriers. Using survey results, the workgroup will develop programs and materials that seek to address top barriers to bird-friendly habitat installation.

Management Approach 1.4.2: Decrease window collisions as a source of bird mortality

Bird collisions with building windows result in an estimated 1 billion bird deaths each year. Policy alignment, technical assistance to local governments, and capacity building efforts to expand workforce knowledge, skills and abilities can help communities and homeowners install or retrofit bird-safe window treatments that reduce bird mortality.

Management Approach 1.4.3: Engage citizen scientists in monitoring backyard bird populations and communicate results to participants and stakeholders

Citizen science can expand the availability of data on backyard birds to build capacity for long-term monitoring efforts. Engaging residents as co-researchers can also build skills that translate into sustained public support and volunteer capacity for bird conservation. This Approach trains volunteers across the watershed to run standardized yard counts,

Guiding Questions: Management Approaches

What general approaches or actions should CBP undertake to fill gaps and/or address the challenges to goal and outcome attainment?

- Which approaches should be coordinated across Goal Teams and/or Workgroups?

Outcome Sub-Section

Participating Partners

The following partners participated in the creation of this Management Strategy and expressed their intention to collaborate on Management Strategy implementation over the next six years. Per the Chesapeake Bay Watershed Agreement, “participation in developing Management Strategies or in the achievement of Outcomes varies by signatory based on differing priorities across the watershed. This participation may include commitments such as sharing knowledge, data or information, educating the public, working on future legislation and developing or implementing programs or verified practices” (2025). Signatory partners may join implementation efforts at any time. Partners also recognize that Signatory participation is voluntary and may vary accordingly.

- **Signatory Partners**
 - Commonwealth of Neverland
 - Commonwealth of Oz
 - State of Camelot
 - State of Narnia
 - State of the Shire
 - State of the Zootopia
 - U.S. Ministry of Magic
 - Wonderland National Birding Service
- **At Large Members of the Backyard Birds Workgroup**
 - University of Zootopia
 - Mid-Atlantic Birders
 - the Chesapeake Birding Society
 - Tumnus Foundation
 - Lollipop Guild Birders
 - Chesapeake Conservers
 - Old Forest Nurseries
 - Hobbiton
 - Emerald City Planning and Zoning Department
 - District 12

Outcome Sub-Section

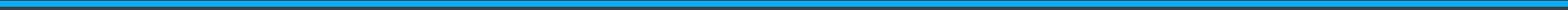
Signatory Statutory Authorities

Goal 1: Community Habitats and Wildlife

Outcome: Backyard Birds	
Signatory	Statutory Authority (Note: include hyperlinks)
Commonwealth of Neverland	4 Neverland Administrative Code (NAC)-400-120-Bird-Friendly Building Features
	4NAC-123-456-Neighborhood Habitat Corridors
Commonwealth of Oz	58 OZ Code § 147.815 Community Bird Habitat Program
	58 OZ Code § 137.55 Feeder Disease Prevention
State of Camelot	7 CAM Admin. Code 3900-13.0 Bird-Friendly Community Greenspaces
	7 CAM Admin. Code 3900-14.0 Residential Bird Collision Reduction
State of Narnia	Code of Narnia Regulation (CONAR) 05.02.20.05 Residential Bird-Safe Construction
	CONAR 08.03.20.01 Backyard Birds
	CONAR 08.03.21.15 Songbird Sanctuaries
State of the Shire	Shire (Sh.) Code R. § 58-66-3 Backyard Bird Conservation Grants
	Sh. Code R. § 58-67-2 Migration-Friendly Electric Lines
State of the Zootopia	6 Zootopia Codes, Rules and Regulations (ZCRR) Part 196 Songbird Sanctuaries
	6 ZCRR Part 197 Bird-Friendly Building Design
U.S. Ministry of Magic	Backyard Birds Act § 404, 33 MOMC § 1399



IMAGINARY Workplan Backyard Birds Example



BACKYARD BIRDS OUTCOME WORKPLAN

JULY 2027 – JUNE 2030

CREATED: MARCH 10, 2026

UPDATED: MARCH 30, 2026

MANAGEMENT APPROACH 1.4.1: IDENTIFY BARRIERS AND INCREASE HOMEOWNER WILLINGNESS TO INSTALL HABITATS FOR BACKYARD BIRDS AND POLLINATORS

Narrative Summary: A sample of 50 homeowners will be interviewed by staff from Wonderland National Birding Service and the Shire to identify barriers to bird-friendly habitat installation and homeowner-preferred methods for information and support delivery. Subsequently, the Backyard Birds Workgroup will develop and launch stamp and rebate programs to help homeowners identify, select and purchase native species that provide food and habitat for birds and pollinators. The Backyard Birds Workgroup will use survey results to develop program materials that seek to address top-identified barriers to bird-friendly habitat installation, ultimately improving homeowner capacity for habitat installation through preferred engagement channels.

Expected Impact on Outcome and Target Attainment: An estimated 1,000 acres of bird-friendly habitat will be created on residential lands by year 3. If successful, this work could be scaled up in 2030 – 2033 to increase acreage.

DESCRIPTION OF ACTIVITIES

Activity Number	Lead Signatory and Participating Partners	Actions	Resource Needed, Committed, and Potential Sources to Fill Gaps	Target Date	Performance Targets and Deliverables	Status Activity Completion
1.0.1.1 1.4.1.1 (this example cross-lists this activity with a goal-level mgmt approach & action)	Lead: Wendy Darling, Commonwealth of Neverland. Goal Team 1 Co-Chair Cat Cheshire, Wonderland National Birding Service Signatories: Wonderland National Birding Service and the Shire	A survey of homeowners will be coordinated by the Goal Team to address a challenge faced by multiple Outcomes. A sample of 50 homeowners in each jurisdiction will be interviewed. Through GT interviews, identify barriers to bird-friendly habitat installation, as well as how best to deliver information and materials that would reduce barriers to installation of bird-friendly habitats.	Staff time at Goal Team meetings is Needed and Committed to coordinate survey preparation and discussion of results. Staff time to conduct and analyze results of homeowner surveys – Needed and Committed by Wonderland National Birding Service and Shire No additional resource needs	July 2027 – January 2028	50 homeowners interviewed One report on findings produced 5 greatest barriers identified	

1.4.1.2	Lead: Cat Cheshire, Wonderland National Birding Service Ent Treebeard, Shire, Pollinators Workgroup coordinator Signatories: Neverland, Narnia, the Shire, the U.S. Ministry of Magic and the Wonderland National Birding Service. Other Partners: University of Zootopia, Mid-Atlantic Birders, Chesapeake Birding Society, Hobbiton Government, Old Forest Nurseries	Develop and launch a backyard bird-friendly stamp program to help homeowners identify native species that provide food and habitat for birds and pollinators, and establish a rebate program to incentivize initial plant purchase and installation	Needed: \$50,000 needed to pilot a native plant rebate program Committed: No resources currently committed. Filling Gaps: Neverland, Narnia, and the Shire have expressed initial interest in providing financial support to pilot a rebate program, pending year 2 & 3 appropriations	January 2028 - June 2030	25,000 homeowners submit rebate forms for native plants 25,000 native plants planted on residential properties	
1.4.1.3	Lead: Cat Cheshire, Wonderland National Birding Service Signatories: Neverland, Narnia, the Shire, the U.S. Ministry of Magic and the Wonderland National Birding Service. Other Partners: University of Zootopia, Mid-Atlantic Birders, Chesapeake Birding Society, Hobbiton Government, Old Forest Nurseries	Pending survey results, address identified barriers to bird-friendly habitat installation and improve homeowner capacity for habitat installation and maintenance through preferred engagement channels. For example, if native plant selection and garden design are identified as barriers and flyers made available at nurseries are preferred, the workgroup will develop several garden templates to make available for distribution at nurseries.	Needed: \$25,000 needed to produce materials in support of addressing TBD barriers Committed: No resources currently committed. Filling Gaps: Wonderland National Birding Service, Neverland, Narnia, and the Shire have expressed interest in providing financial support to produce materials, pending years 2 & 3 appropriations Staff time from Wonderland National	January 2028 - June 2030	Estimated 1,000 new acres of habitat TBD number and type of products developed to address barriers TBD number and type of engagements delivered Ex: 50,000 flyers distributed at 50 nurseries to help	

MANAGEMENT APPROACH 1.4.2: DECREASE WINDOW COLLISIONS AS A SOURCE OF BIRD MORTALITY

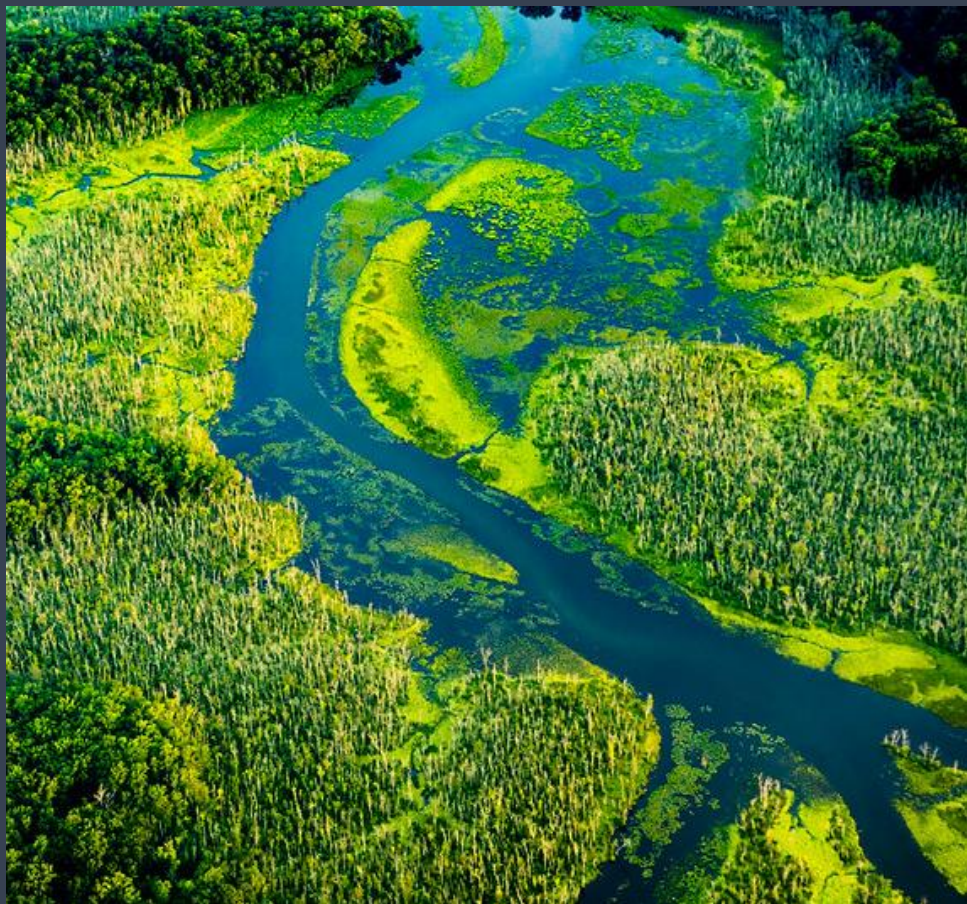
Narrative Summary: To reduce bird-window collisions, signatory and academic partners from the Backyard Birds Workgroup will convene establish recommendations for the installation or retrofitting of bird-safe window treatments. Signatory partners will discuss and, where possible, align regulations to support bird-safe window treatments or retrofits. The Backyard Birds Workgroup will then provide technical assistance to help local governments incorporate recommendations and retrofit activities into existing programs and grants, targeting those associated with housing or building weatherization assistance, energy conservation, and community development. Workgroup members will host regional capacity building workshops to expand workforce knowledge, skills and abilities for installing or retrofitting bird-safe window treatments. Through partnership efforts, bird-safe decals will be installed on the windows of 1,000 public buildings and 4,000 private residences to model bird-friendly retrofits and facilitate adoption by others.

Impact on Outcome and Target Attainment: By year 3, fatal bird collisions with windows will be reduced by an anticipated 5%. This results in a 1.5% overall reduction to human-related causes of bird mortality in support of the Target of reducing human-related causes of bird mortality by 15% by 2040.

DESCRIPTION OF ACTIVITIES

Activity Number	Lead Signatory and Participating Partners	Actions	Resource Needed, Committed, and Potential Sources to Fill Gaps	Target Date	Performance Targets and Deliverables	Status Activity Completion
1.4.2.1	Lead: Susan Pevensie, Narnia Birding Department, and Dorothy Gale, Oz Wildlife Division Signatories: Narnia, Oz, Shire and the U.S. Ministry of Magic Other Partners: Narnia State University, University of Zootopia	Establish recommendations and seek to align state regulations for bird-safe window treatments and retrofits (e.g., threat factor ≤ 30 products or 2x2/2x4 exterior patterning).	Needed & Committed: Narnia, Oz, Shire and the U.S. Ministry of Magic have identified staff to collaborate on recommendation development and policy alignment discussions. Filling Gaps: N/A	July 2027 - July 2028	One report on bird-safe window treatment recommendations Number of signatory partners adopting recommendations /aligning policies	
1.4.2.2	Lead: Susan Pevensie, Narnia Birding Department Samwise Gamgee, the Shire, Local Government Leadership Workgroup	Provide technical assistance to local governments on bird-safe window regulations, prioritizing the integration of decals, exterior films, screens, or patterned glazing in retrofits	Needed: \$450,000 for bulk purchase of window decals Committed: N/A Filling Gaps: Pending	July 2028 – July 2029	100 local governments receive technical assistance Number of local governments that	

	Signatories: Narnia, Oz, Shire, and the U.S. Ministry of Magic Other Partners: Tumnus Foundation, Lollipop Guild Birders, Chesapeake Conservers, Emerald City Planning and Zoning Department, and District 12	conservation programs, weatherization assistance, and community development grants. Partners will provide local governments with bird-safe window decals for 1,000 public buildings that will model bird-friendly retrofits. This activity will provide tools and technical assistance to empower local governments and facilitate their participation in achieving the Outcome.	the U.S. Ministry of Magic's Regulation of Magical Creatures Department has expressed interest in offering a \$450,000 grant for decals		recommendations and promote the installation of bird-safe window treatments 1,000 public buildings install & model window treatments to reduce bird casualties	
1.4.2.3	Lead: Dorothy Gale, Oz Wildlife Division Hermione Granger, U.S. Ministry of Magic, Workforce Workgroup coordinator Signatories: Narnia, Oz, Shire, and the U.S. Ministry of Magic Other Partners: Tumnus Foundation, Lollipop Guild Birders, Chesapeake Conservers, Emerald City Planning and Zoning Department, and District 12	Build a workforce with the knowledge, skills and abilities to retrofit windows with bird-safe treatments by hosting regional capacity building workshops and providing trainees with decals necessary for installation on 4,000 private residences.	Needed: \$450,000 for bulk purchase of window decals. Staff time and facilities space for hosting capacity building workshops Committed: The Emerald City Planning and Zoning Department and District 12 will pilot capacity building workshops in their jurisdictions in year 2. Filling Gaps: Narnia, Oz, and Shire have each expressed interest in hosting three capacity building workshops in their jurisdictions in years 2 and 3 and may be able to cover material costs of decals. Public-private partnerships may also be explored to	July 2028 – July 2030	100 members of the workforce trained in the installation of bird-safe window treatments Windows of 4,000 private residences are retrofitted with bird-safe decals	



Thank you!

Questions?

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EPA Region 3

Chesapeake Bay Program Office

Photo courtesy of Will Parson, CBP

Guiding Questions

- What are the greatest challenges impacting progress towards Outcome attainment?
 - What scientific, environmental, fiscal or policy-related factors impact our work?
 - Which challenges are shared among Outcomes?
- Which challenges to Outcome attainment will be the most critical for partners to address over the next six years?
- What programs are currently being implemented by jurisdictions/agencies?
 - Are there efforts that CBP should avoid duplicating?
 - Are there any gaps in existing efforts?
- What general approaches or actions should CBP undertake to fill gaps and/or address the challenges to goal and outcome attainment?
 - Which approaches should be coordinated across Goal Teams and Workgroups?