

Recommendations from the Outcome Chairs regarding the Outcome Assessment and Structure and Governance Review Processes

December 9, 2024

Recognizing the importance of adapting to a compressed schedule, fostering greater collaboration across the partnership, and presenting options that align with the cross-disciplinary focus, the Chairs of the Watershed Agreement Outcomes initiated discussion on the draft process at the conclusion of the NCTC retreat. A self-organized team has formed of Chairs and Coordinators to collaborate on ways to bring ideas and value to this process over the next several months. We are also working in consultation with the Advisory Committee Chairs to integrate their expertise and interest.

We are committed to actively engaging in this process and contributing to the options the Management Board will evaluate as they address the Executive Council's charge. Our goal is to improve the review process and subsequently produce an integrated set of recommendations for refining outcomes and the organizational structure. Recommendations from the Outcome Chairs team aim to improve connections throughout the Partnership, enhance alignment for more durable and efficient collaboration, and provide advice to the Management Board and Principal Staff Committee that aligns and supports the EC Charge.

We offer the following suggestions in the spirit of making this review process even better, more collaborative and inclusive. We look forward to your consideration of the following recommendations at the December 12 Management Board meeting.

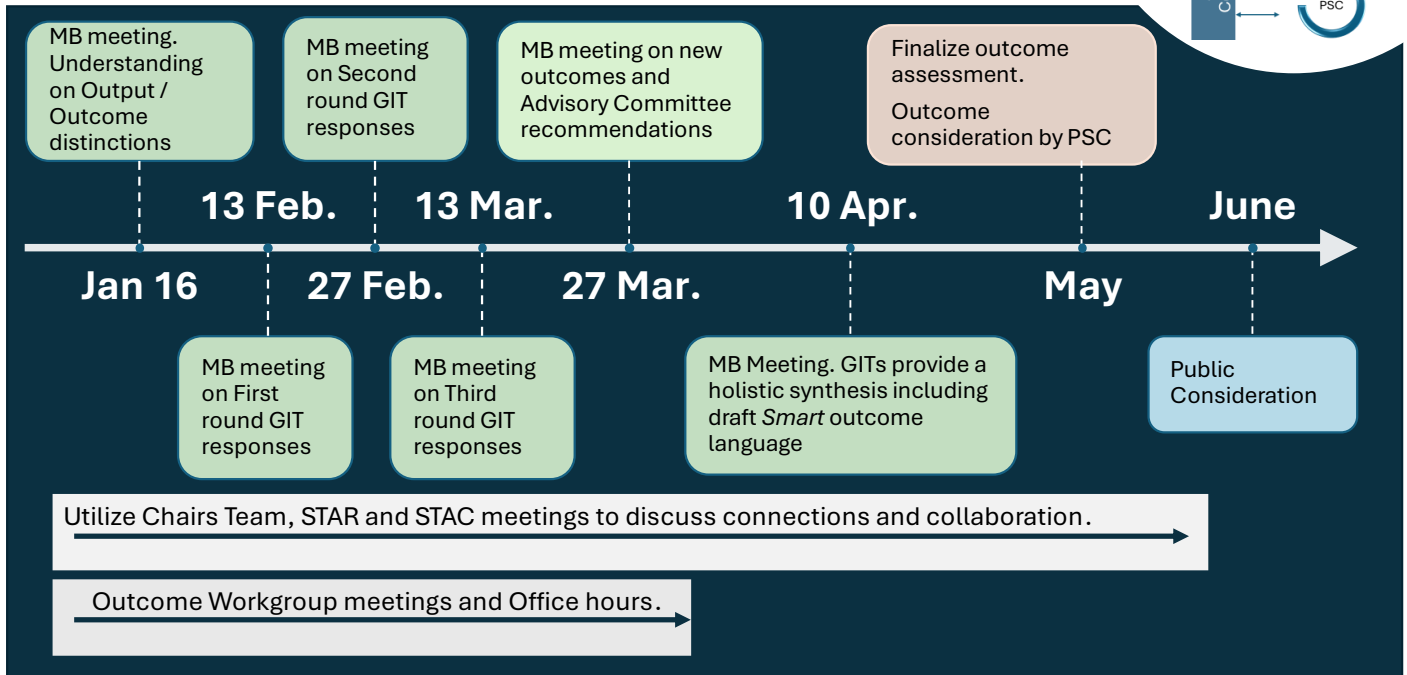
1. The draft process suggested a signatory facilitate the outcome discussion at the three Outcome Assessment Management Board meetings. The signatory is not expected to spend additional time with the GITs to achieve a better understanding of the Outcome recommendation. Therefore, we recommend the subject matter experts provide the elevator pitch and utilize a trained facilitator for these discussions. Based on conversations at CBPO Outcome Assessment office hours, this recommended change to the draft process may already be addressed.

2. The draft plan states that “Outcomes identified as being kept or combined can be moved on to develop new or modified Outcome language (i.e., “SMARTification).”

The Chairs view this as a pulse check and recommend that decisions should not be made until all outcomes are heard and considered. We recommend the following process:

- a. Unless an outcome has been recommended for removal, the goal teams and outcome leads are given an opportunity to continue work on the outcome language and connections after their Management Board presentation. In some cases, an outcome may be recommended for removal and incorporation into new language for another outcome. In this case, the GIT would need to continue to deliberate with the other outcome leads.
- b. Provide an opportunity to consider and discuss new outcome ideas at the potential March 27th Management Board Meeting.
- c. Goal teams/advisory committees will present a holistic synthesis including draft *Smart* outcome language at the April 10th Management Board Meeting. This is after the three outcome Assessment meetings and new outcomes have been considered so everything is presented in terms of connections and context.

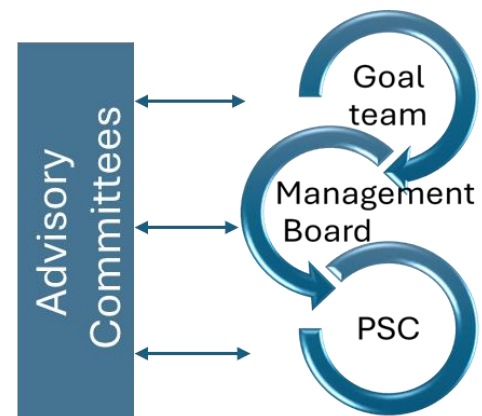
Recommended Outcome Review Process



- We suggest a more iterative process and formal inclusion of the GITs beyond the 2-page outcome Big Questions document. Goal Team Chairs and Outcome leads believe they are best positioned to conduct an initial review of the logic model, assess the alignment between outcomes and goal teams, and explore alternatives for their integration. They propose taking the lead on this review and providing recommendations to the Management Board. The initial findings are targeted for delivery by the April 10th meeting, with ongoing discussions to refine options for outcome and goal team alignment. Final recommendation to the PSC would be available in June and then public comment.

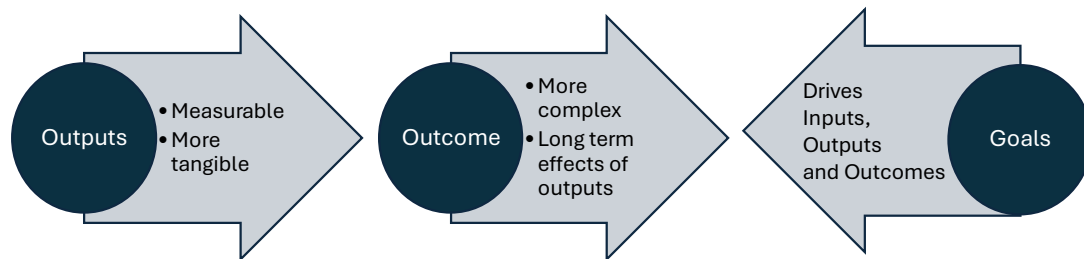
The next phase focuses on reviewing the Bay Program's Structure and Governance, building on the prior discussions of Outcome assessments. The Beyond 2025 recommendations from the People team was clear in asking for an independent consultant to assist the partnership with this process.

In addition, we recommend that the Management Board consider suggestions from the GITs and Advisory Committees. These groups will collaborate throughout both the Outcome Assessment and the Structure and Governance processes to explore connections, streamline efforts, enhance efficiency, and strengthen collaboration. That perspective was reiterated by a number of folks at the Retreat. Where feasible, existing meetings, such as STAR and STAC, would be utilized to support these discussions. This should be an iterative process that enhances public visibility and creates more opportunities for partner engagement.



4. The Chairs have self-organized; however, we require support from CBPO to sustain coordination efforts over the coming months. This support is essential to keep teams connected, maintain ongoing discussions, and present well-prepared information to the Management Board. We recommend assigning CBPO staff to assist the GIT Chairs throughout this process.
5. We recommend establishing a shared understanding of the terms "Outcome" and "Output." While the Chairs have discussed these concepts using the logic model and guidance from the W.K. Kellogg Foundation, there has not been a collective discussion with the Management Board. This conversation is expected to begin at the December 12th Management Board Meeting. Since these terms can be challenging to apply within the Bay Program context, we suggest incorporating Bay Program-specific examples in the discussion and continuing to build a shared understanding at the January 10th Management Board Meeting. Additionally, we want to clarify that reclassifying an Outcome as an Output does not imply disbanding the associated Workgroup. In some cases a workgroup may merge with another or be removed, but there should be no assumption on the disposition. The work—whether it involves actions, projects, or processes—will continue, and so will the need for a team in some form supporting it. We recommend that this is considered within the Structure Processes.

The main difference between an output and an outcome is that an output is what is produced or accomplished, while an outcome is the effect of that output on the desired result .



Output

The tangible or observable results of an action, project, or process (e. Inputs/activities). Outputs are more immediate deliverables that can be measured and assessed. Outcomes answer the question “So what?” For example, XXX acres of wetland were restored due to the landowner outreach program (e. a specific action).

Outcome

Outcomes are the results of the Inputs/activities and Outputs that help achieve the desired result. For example, XXX acres of wetland were restored across the Bay watershed by 2030 (based on the inputs/activities and Outputs).

Outcomes measure the long-term effects of a process, task or activity such as a change in the environment or in people's behavior. Outcomes are often more complex and more difficult to measure than outputs, and can take a long time to manifest. Measures can be qualitative and overall trends.

6. *Priority Projects Process*- Based on the office hour discussions, we understand the interest in having the Management Board endorse work on projects that are needed to commence in order to meet the EC charge in the longterm, and that are not already identified by teams in their work plans. We understand that this list is meant as a small urgent list of projects. The concern from the Outcome leads has been that this list would be developed before the disposition of outcomes is known, and

that the Management Board endorsing these projects as a priority implies they have an understanding of what would need to be sacrificed to make that work take priority over other outcome work.

To address these concerns, we recommend the following process:

- **January 16 Management Board Meeting**

A list of urgent Beyond 25 projects should be presented at this meeting for discussion and formal recognition. This list will include projects not currently identified or actively pursued by an Outcome. The purpose is to ensure continued work on these initiatives, but this list is neither a finalized nor prioritized set of projects.

- **Workgroup/GIT Prioritization**

If a workgroup or GIT is tasked with a Beyond 25 project, they retain the authority to determine how to prioritize their work relative to other responsibilities.

- **Revisit in May**

In May, when we anticipate having greater clarity on Outcome progress, this list should be revisited. GITs and Advisory Committees can recommend additions or modifications to ensure they align with the recommendations developing for the EC charge.

This Beyond 25 project list will remain dynamic, evolving as more information becomes available and as work progresses on addressing the EC charge. It is intended to serve as a flexible tool to identify immediate needs and endorse the work while adapting to ongoing developments.

7. A clear plan for improving engagement with advisory committees and the interested public needs to be developed for the 2025 calendar year. While our recommended processes include involvement from these groups, the specific details require further elaboration.