

The Chesapeake Bay Program Biennial Strategy Review System:
Quarterly Progress Meeting Manual

Table of Contents

Executive Summary.....2

Introduction3

Quarterly Progress Meeting Template4

Appendix A: Adaptive Management Decision Framework Diagram 7

Appendix B: Guide to Influencing Factors8

Appendix C: Example Logic Table9

Appendix D: Quarterly Progress Meeting Schedule 11

Additional Attachments:

- Annotated Progress Graphic (.PPT)
- Logic Table (.XLS)
- Discussion and Analysis Presentation Template (.PPT)
- Quarterly Progress Meeting Agenda (.PDF)
- Two-Day Biennial Review Meeting Notes (.PDF)

Executive Summary

The Chesapeake Bay Program's Biennial Strategy Review System is a two-year process meant to improve our effectiveness in achieving our Goals and Outcomes. During this process, the partnership will review our progress toward the *Chesapeake Bay Watershed Agreement*; identify the management approaches that are or are not working; consider scientific, fiscal and policy developments; adjust our Management Strategies and Two-Year Work Plans as appropriate; and develop our next set of Two-Year Work Plans. The system is not intended to focus solely on where we are falling short, but rather on how we can work together and support each other to improve our collective success.

Each Quarterly Progress Meeting is meant to improve our success in meeting the Watershed Agreement through:

- The collective review of our progress toward individual Outcomes,
- The application of new opportunities and understandings as identified during the most recent Biennial Review Meeting and elsewhere, and
- The resulting implementation of any necessary adaptations to current or next-round Management Strategies and/or Two-Year Work Plans¹.

This document describes the process that will help us achieve these goals. Through this process, the Management Board and Goal Implementation Teams (GITs) will work together to:

- Continually improve our ability to make better decisions through the use of the PSC-approved Adaptive Management Decision Framework,
- Describe our progress toward an Outcome,
- Identify and explain the actions that have or will play the biggest role in making progress, and
- Identify and explain how any knowledge we have gained or changes that have occurred since our Management Strategies and Work Plans were developed have or could change our logic and assumptions about an Outcome.

This document describes the process that all GITs will follow in preparation for their Quarterly Progress Meetings. This process is made up of **three key steps**:

- Step 1. **Summarize your Outcome**, the progress you have made thus far, and whether we are on track to achieve this Outcome by the identified date.
- Step 2. **Explain the logic behind your work toward an Outcome**, indicate the status of your management actions, and denote which actions have or will play the biggest role in making progress.
- Step 3: **Craft a compelling narrative** that outlines your current understanding of your management approach, the challenges you may face, the adaptations you may recommend, and the direct asks you may have of the Management Board.

These steps are described in more detail in the pages that follow.

¹ A Quarterly Progress Meeting's discussions and decisions will inform whether a Goal Implementation Team will need to draft and present a new Two-Year Work Plan at the following Quarterly Progress Meeting. As a result, Outcomes will no longer be on the same two-year revision cycle. Instead, each Outcome will be on its own two-year revision cycle, which will begin and end with its biennial Quarterly Progress Meeting.

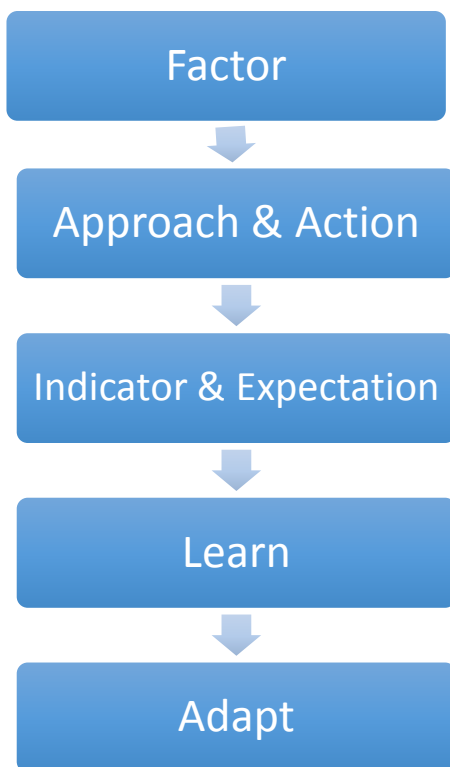
Introduction

The Principals' Staff Committee-approved Adaptive Management Decision Framework (Appendix A) guides our work and ensures the activities that support the achievement of Outcomes are focused on the unique contributions the Chesapeake Bay Program can make. The Decision Framework asks the following questions:

- (1) What are our assumptions?
- (2) Are we doing what we said we would do?
- (3) Are our actions having the expected effect?

When these questions are used in the context of the Biennial Strategy Review System, they allow all parties to follow a clear logic process, learn along the way, and put data-based refinements of our management strategies in place. In other words, the Biennial Strategy Review System allows all partners to consider our management strategies and work plans, assess the progress that has been made, and use what we have learned to determine whether those strategies and work plans are the most effective course of action.

The following statements summarize the Decision Framework in the context of our work toward the Watershed Agreement:



Outcomes should be dependent on **factors** that have been identified in the watershed's natural and human systems.

The most critical **factors** should be directly addressed in a **management strategy**, and should wherever possible be linked to specific **management approaches** and **actions** the Chesapeake Bay Program should take after having considered the **gaps** in any programs that may already be in place to address these factors.

Work plans should be comprised of **actions** for which the Chesapeake Bay Program is uniquely situated to provide some service or benefit. Examples include taking account of and tracking related activities, advancing related science, coordinating monitoring plans, and working with key audiences to increase understanding and support for restoration and conservation work.

Actions should be linked to **indicator(s)** that track performance and system response. These indicators provide the diagnostic information—have we taken an action? Has this action had the intended effect?—that enables us to adaptively manage. **Ideally, the set of actions outlined in a work plan is fairly limited and monitoring progress toward these actions is fairly simple.**

Actions should also be linked to **expectations** that describe how these actions will help achieve an Outcome (i.e., the timing and magnitude of change we expect to see in response). This will allow us to **learn** where our understanding is correct and identify any need to **adapt**.

Using the Decision Framework in this way will ensure (1) the appropriate consideration of influencing factors and the subsequent connection of those factors to actions identified in management strategies and work plans, (2) a consistency among work plans in identifying only those actions assigned to the Chesapeake Bay Program, and (3) a deeper understanding and implementation of adaptive management.

Quarterly Progress Meeting Template

To be prepared by an Outcome's lead GIT in advance of its Quarterly Progress Meeting

Step 1: Summarize your outcome.

Outcome:

Insert your Outcome as it appears in the *Chesapeake Bay Watershed Agreement*.

Lead and Supporting Goal Implementation Teams (GITs):

Insert the name of your GIT. Indicate whether other GITs are working with you to achieve this Outcome.

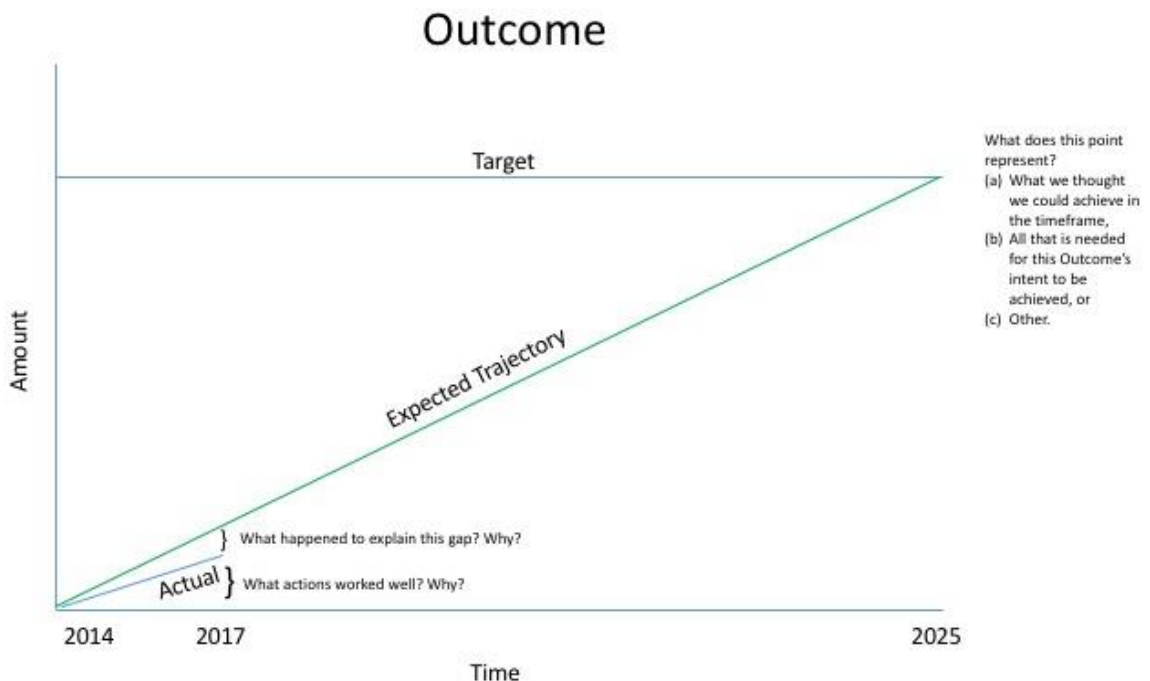
Participating Partners:

List the partners participating in your Management Strategy and Two-Year Work Plan. Include federal agencies, state agencies, academic institutions, and nongovernmental organizations where possible. This list can be copied from ChesapeakeProgress.com.

Progress:

Insert a brief summary of your progress toward the Outcome. Indicate whether we are on track to achieve the Outcome.

If appropriate, your summary can include text, chart(s) and/or map(s) from ChesapeakeProgress.com and/or be communicated through an adapted version of the graphic below.



Step 2: Explain the logic behind your work toward an Outcome.

The following logic table (available as an Excel spreadsheet) should be used to explain the reasoning behind your work toward an Outcome. The table allows you to indicate the status of your management actions and denote which actions have or will play the biggest role in making progress.

Some Management Strategies and Work Plans will not immediately or easily fit into this analytical format. However, **all GITs should complete columns one, two, three, four, and nine** to bring consistency to and heighten the utility of these guiding documents. The remaining columns are recommended for those who are able to complete them.

Factor	Gap	Management Action	Responsible Party	Indicator <i>How do we know an action is complete?</i>	Expected Response	Lesson(s) Learned	Adaptation(s) Made or Recommended	Critical Actions <i>Indicate with an X.</i>

The instructions below should be used to complete the table. An example table is available in Appendix C.

- Required:** In the column labeled **Factor**, list the significant factors (both positive and negative) that will or could affect your progress toward an Outcome. Consult our Guide to Influencing Factors (Appendix B) to ensure your list is reasonably comprehensive and has considered human and natural systems. Include any factors that were not mentioned in your original Management Strategy or Work Plan but should be addressed in any revised course of action.
- Required:** In the column labeled **Gap**, list any existing gaps left by those programs that may already be in place to address your influencing factors. These gaps should help determine the actions that should be taken by the Chesapeake Bay Program.
- Required:** In the column labeled **Management Action**, list the approaches and actions you are taking to manage influencing factors and make progress toward an Outcome. Include even those actions that may not be linked to an influencing factor.
- Required:** In the column labeled **Responsible Party**, identify the parties responsible for your management actions and indicate which are the primary responsibility of the Chesapeake Bay Program.
- Required:** In the column labeled **Critical Actions**, indicate which management actions have or will play the biggest role in making progress.
- Optional:** In the column labeled **Indicator**, list the indicator, process or piece of information that will be used to track whether your management actions have been completed and/or have had the intended effect(s).
- Optional:** In the column labeled **Expected Response**, list the expected effects of your management actions. Include the timing and magnitude of any expected changes.
- Optional:** In the column labeled **Lesson(s) Learned**, list any lessons you have learned related to your management actions.
- Optional:** In the column labeled **Adaptation(s) Made or Recommended**, list any changes you have or would recommend be made to your management actions.
- Required:** Use color to indicate the status of your approaches and actions: a **green** row indicates an action has been completed or is moving forward as planned; a **yellow** row indicates an action is underway and/or has encountered minor hiccups; a **red** row indicates an action has not been taken or has encountered a serious barrier.

Step 3: Craft a compelling narrative.

While the information included in Steps 1 and 2 is meant to explain the work you are doing and support the analysis that is needed to adaptively manage, the presentation you bring to your Quarterly Progress Meeting should be summarized in a compelling narrative. This narrative will allow you to:

- Summarize your Outcome, the progress you have made thus far, and whether we are on track to achieve this Outcome by the identified date.
- Explain the logic behind your work toward an Outcome, indicate the status of your management actions, and denote which actions have or will play the biggest role in making progress.
- Outline your current understanding of your management approach, the challenges you may face, the adaptations you may recommend, and the direct asks you may have of the Management Board.

We recommend answering the following Adaptive Management-inspired questions in writing **and** using the “And, But, Therefore” story structure to present these points to the Management Board. Our Discussion and Analysis Presentation Template (.PPT) should be adapted to fit your style and needs.

What are our assumptions?

- (1) Are you on track to achieve your Outcome by the identified date?
 - a. What is your target? What does this target represent? (e.g., the achievement we believed could be made within a particular timeframe; the achievement we believed would be necessary for an Outcome’s intent to be satisfied; etc.)?
 - b. What is your anticipated deadline? What is your anticipated trajectory?
 - c. What actual progress has been made thus far?
 - d. What could explain any existing gap(s) between your actual progress and anticipated trajectory?

Are we doing what we said we would do?

- (2) Which of your management actions have been the most critical to your progress thus far? Why? Indicate which influencing factors these actions were meant to manage.
- (3) Which of your management actions will be the most critical to your progress in the future? Why? What barriers must be removed—and how, and by whom—to allow these actions to be taken? Indicate which influencing factors these actions will be meant to manage.

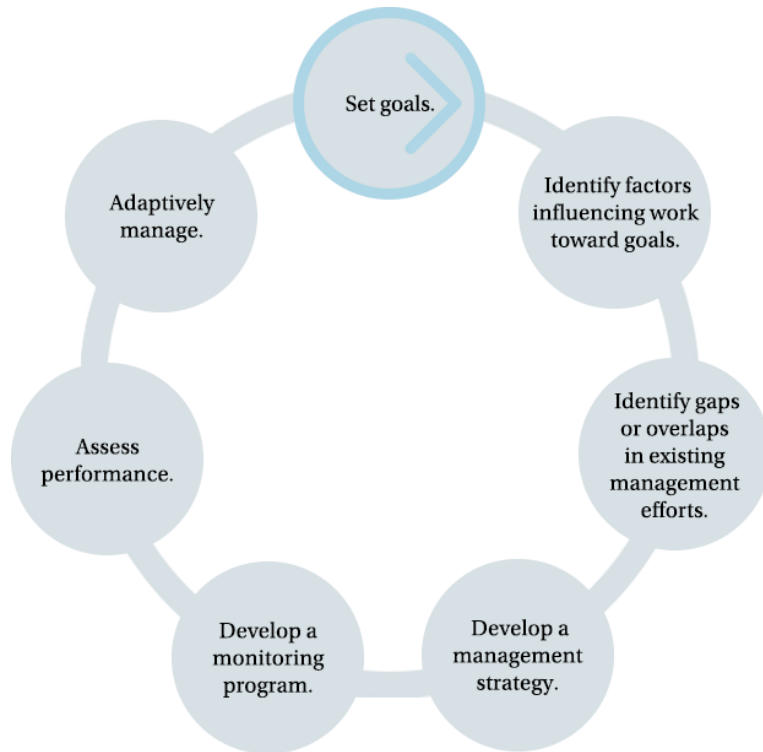
Are our actions having the expected effect?

- (4) What scientific, fiscal or policy-related developments or lessons learned have changed your logic or assumptions (e.g., your recommended measure of progress; the factors you believe influence your ability to succeed; or the management actions you recommend taking) about your Outcome?
- (5) What would you recommend changing about your management approach? What new content will you include in your updated work plan?
- (6) What opportunities exist to collaborate across GITs? Can we target conservation or restoration work to yield co-benefits that would address multiple factors or support multiple actions across outcomes?

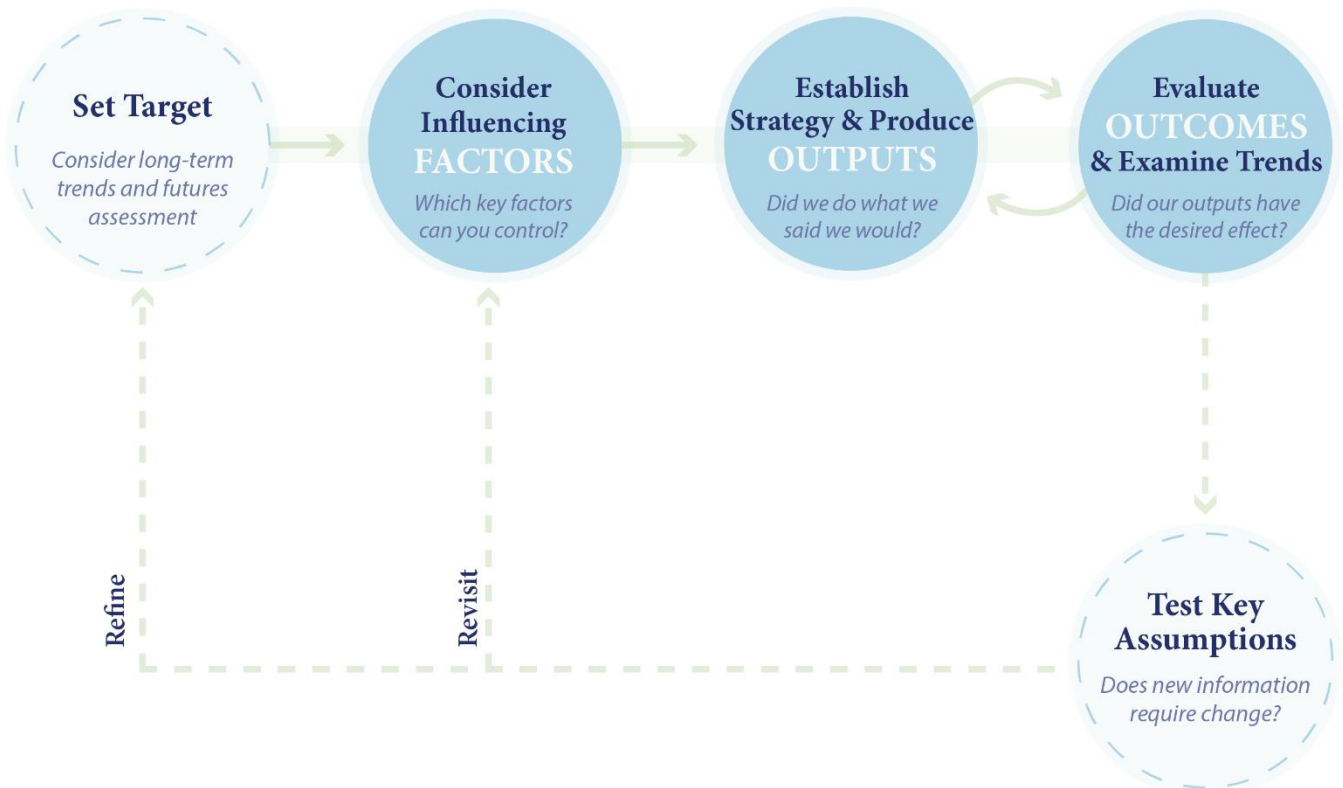
How should we adapt?

- (7) What is needed from the Management Board to continue or accelerate your progress? Multiple asks of the Management Board should be prioritized where possible.

Appendix A | Item 1: Adaptive Management Decision Framework Diagram



Appendix A | Item 2: Modified Decision Framework Diagram to Explain the Role of Three Indicator Types in Adaptive Management



Appendix B: Guide to Influencing Factors

Factor	Description
Public Engagement	Public comprehension of an issue and commitment to take action (which is often the basis for public pressure on legislators and resource managers).
Landowner Engagement	Landowner comprehension of an issue and commitment to take action (which is often the basis for individual actions affecting land use and best management practice implementation).
Legislative Engagement at the Federal, State and/or Local Levels	Legislative comprehension of an issue and commitment to take action (which is often the basis for actions that are necessary to set policies and commit resources to achieve a desired outcome).
Government Agency Engagement at the Federal, State and/or Local Levels	Are agency priorities and resources aligned with the Chesapeake Bay Program's strategy to achieve a desired outcome? These are often the conditions that are necessary for Chesapeake Bay Program partners to implement work plans.
Nongovernmental Organization Engagement	Organization comprehension of an issue and commitment to take action (which is often the basis for targeted action by the group to achieve a desired outcome).
Partner Coordination	Effective collaboration and integration of federal, state, and nongovernmental organization activities to achieve a desired outcome.
Use Conflict	Competing demands or expectations for resource use (natural resources, public funds, etc.) that compromise desired outcome attainment.
Population Growth	Often marked by changing land use, increased pollution loads, and/or increased use of resources.
Scientific and Technical Understanding	Sufficient information and adequate technical tools to support informed decisions and effective action. Can be needed to support research, monitoring, modeling, or decision-guidance development.
Biota (Flora and Fauna) <i>e.g., Population dynamics, disease, invasive species, or range shifts</i>	Characteristics of plant and animal populations or communities that affect the achievement of a desired outcome.
Habitat Condition <i>e.g., Water quality or habitat fragmentation</i>	Changes in the quality, quantity, or distribution of the parameters that make an area suitable for a population or community.
Climate Change	Changes in temperature, precipitation, and sea level that can affect the implementation of a management actions or the achievement of a desired outcome.

Appendix C: Example Logic Table

The following table (available as an Excel spreadsheet) should be used to explain the logic behind your work toward an Outcome. The table also allows you to indicate the status of your management actions and denote which actions have played the biggest role in progress made thus far or will likely play a critical role in progress in the future.

Some Management Strategies and Work Plans will not immediately or easily fit into this analytical format. However, **all GITs should complete columns one, two, three, four, and nine** to bring consistency to and heighten the utility of these guiding documents. The remaining columns are recommended for those who are able to complete them.

The tables featured here are examples and do not necessarily reflect GIT input.

Required Elements:

Factor	Gap	Management Action	Responsible Party	Critical Actions <i>Indicate with an X.</i>
Habitat Condition: Presence of dams, culverts and other barriers to fish passage	Support of dam removal projects.	Support dam removal projects.	Fish Passage Workgroup	X
Use Conflict: Competing demands for funding	Funding available for dam removal.	1. Use Chesapeake Fish Passage Prioritization Tool to prioritize dam removal projects. 2. Identify high-priority watersheds in Maryland, Pennsylvania and Virginia in which to focus fish passage efforts.	Fish Passage Workgroup	X
Landowner Engagement: Landowner willingness to remove barriers to stream flow	Landowner incentives.	Pursue a dam removal incentive program.	Fish Passage Workgroup	
Local Legislation Engagement: Local government understanding of the ancillary benefits of dam removal.		<i>No action identified at this time.</i>		

Required + Optional Elements:

Factor	Gap	Management Action	Responsible Party	Indicator <i>How do we know an action is complete?</i>	Expected Response	Lesson(s) Learned	Adaptation(s) Made or Recommended	Critical Actions <i>Indicate with an X.</i>
Habitat Condition: Presence of dams, culverts and other barriers to fish passage	Support of dam removal projects.	Support dam removal projects.	Fish Passage Workgroup	No. of dam removal projects completed	Increase in stream miles open to fish passage	Dam removal is costly. Retrofitting or removing culverts provides a similar ecosystem response at less cost.	Include retrofitting or removing culverts as a management action.	X
Use Conflict: Competing demands for funding	Funding available for dam removal.	1. Use Chesapeake Fish Passage Prioritization Tool to prioritize dam removal projects. 2. Identify high-priority watersheds in Maryland, Pennsylvania and Virginia in which to focus fish passage efforts.	Fish Passage Workgroup	Prioritized list of dam removal projects is published. High-priority watersheds are identified.				X
Landowner Engagement: Landowner willingness to remove barriers to stream flow	Landowner incentives.	Pursue a dam removal incentive program.	Fish Passage Workgroup	Dam removal incentive program is put in place.	Increased landowner engagement in dam removal			
Local Legislation Engagement: Local government understanding of the ancillary benefits of dam removal.		<i>No action identified at this time.</i>						

Appendix D: Quarterly Review Meeting Schedule

Date	Theme and Outcomes
May 2017	Healthy Watersheds <ul style="list-style-type: none"> • Healthy Watersheds • Protected Lands • Stream Health • Brook Trout • Fish Habitat • Fish Passage
August 2017	Aquatic Life <ul style="list-style-type: none"> • Blue Crab Abundance • Blue Crab Management • Oysters • Forage Fish • Submerged Aquatic Vegetation
November 2017	Stewardship <ul style="list-style-type: none"> • Citizen Stewardship • Diversity • Public Access Site Development
February 2018	Next-generation Stewards <ul style="list-style-type: none"> • Environmental Literacy Planning • Student • Sustainable Schools
May 2018	Water Quality <ul style="list-style-type: none"> • Toxics Contaminants Research • Toxic Contaminants Policy and Prevention • 2017 and 2025 Watershed Implementation Plans • Water Quality Standards Attainment and Monitoring • Forest Buffers
August 2018	Climate Change and Resiliency <ul style="list-style-type: none"> • Wetlands • Black Duck • Climate Adaptation • Climate Monitoring and Assessment
November 2018	Local Action <ul style="list-style-type: none"> • Tree Canopy • Local Leadership • Land Use Methods and Metrics Development • Land Use Options Evaluation
January 2019	Biennial Strategy Review System Meeting

Additional Attachments:

- Annotated Progress Graphic (.PPT)
- Logic Table (.XLS)
- Discussion and Analysis Presentation Template (.PPT)
- Quarterly Progress Meeting Agenda (.PDF)
- Two-Day Biennial Review Meeting Notes (.PDF)