Management Board Meeting
December 11, 2025

Chesapeake Bay Program 2026 Priorities for the Management Board (MB)

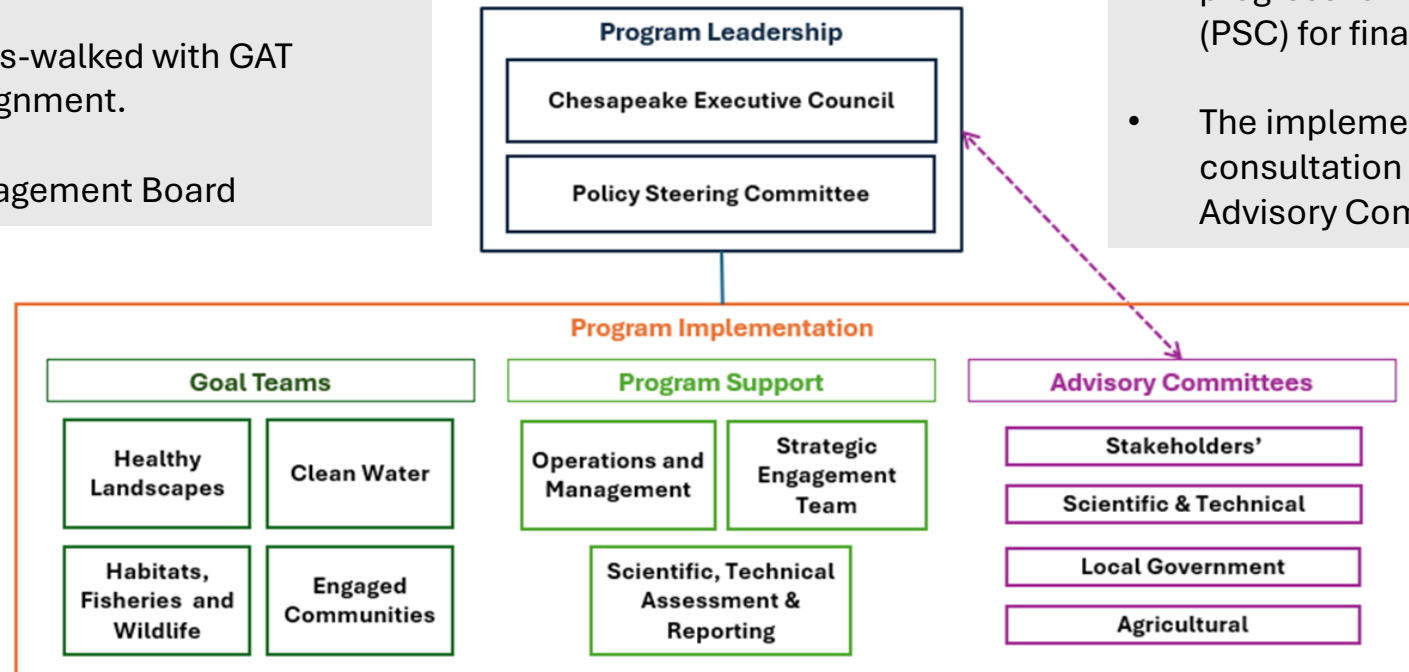# Organizing the Management Board in 2026

Considering the **limited timeframe**, the significant **bodies of work**, and envisioned **framework for leadership and program implementation**, the MB needs to:

Discuss, and reformulate as necessary, an approach on how best to execute each set of deliverables: (1) Structure and Governance; (2) Management Strategies.

- December 11th MB = Pre-Decisional / Discussion
- January 15th MB = Decisional

Key Concepts and Actions from Structure Recommendation

- Identified two primary structural elements:
  - **Leadership**: Set strategic direction & priorities
  - **Implementation**: Inform, coordinate, & drive

- Structure one-pager cross-walked with GAT recommendations for alignment.

- Framework sunsets Management Board

- A team of Signatory representatives (MB members or designees) will implement the structure and governance revisions and report progress to the Principals' Staff Committee (PSC) for final approval by July 1, 2026.

- The implementation process requires consultation with the existing PSC, Goal Team, Advisory Committees, and Program Support.

Program Leadership
- Chesapeake Executive Council
- Policy Steering Committee

Program Implementation

Goal Teams
- Healthy Landscapes
- Clean Water
- Habitats, Fisheries and Wildlife
- Engaged Communities

Program Support
- Operations and Management
- Strategic Engagement Team
- Scientific, Technical Assessment & Reporting

Advisory Committees
- Stakeholders'
- Scientific & Technical
- Local Government
- Agricultural

- Transition to a new four-Goal Team structure to ensure timely delivery of Management Strategies.

- Goal Team and Program Support elements are subject to revision – not predetermined.
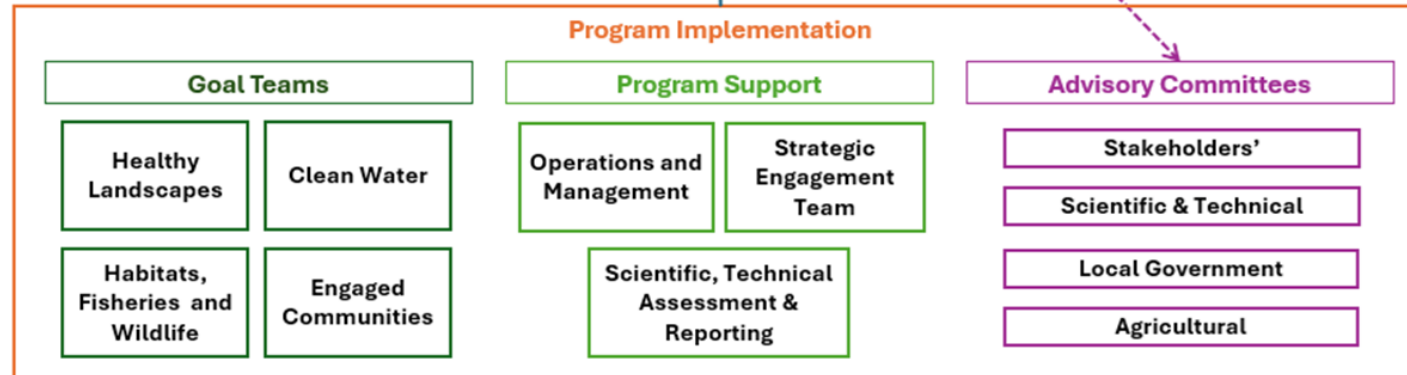
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Program Leadership

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Program Implementation

Goal Teams	Program Support	Advisory Committees
Healthy Landscapes	Operations and Management	Stakeholders'
Clean Water	Strategic Engagement Team	Scientific & Technical
Habitats, Fisheries and Wildlife	Scientific, Technical Assessment & Reporting	Local Government
Engaged Communities		Agricultural

- Transition to a new four-Goal Team structure to ensure timely delivery of Management Strategies.

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How is the MB spending the next six months?

"Discuss, and reformulate as necessary, an approach on how best to execute each set of deliverables: (1) Structure and Governance; (2) Management Strategies."

1. Signatory Team implement Governance and Structure revisions.

2. Division of labor likely necessary with timeline.

3. Goal Teams proposed to focus on Management Strategies?

4. PSC holds ultimate decision-making authority but strive for MB consensus with final Governance and Structure revisions.

Proposed Framework for Structure and Governance Implementation

1. Specify consultations with "Program Implementation" groups for each element in the Governance and Management Framework (GMF) before initiating. Ensure Implementation elements can explicitly point to their participation in the revision process.

2. The team is co-chaired with the current MB Chair and a designee assigned by the PSC Chair. Co-chairs oversee coordination of revisions and mobilize staff resources towards development ("content leads") and editorial responsibilities.

3. Content leads coordinate and document consultation feedback before materials are briefed to the Signatory team. Feedback is shared at Management Board meetings.

4. Management Board meetings serve as communication and feedback opportunities to brief across MB membership and share progress with any interested party.

Governance and Structure

conceptual timeline...

Governance and Structure Timeline
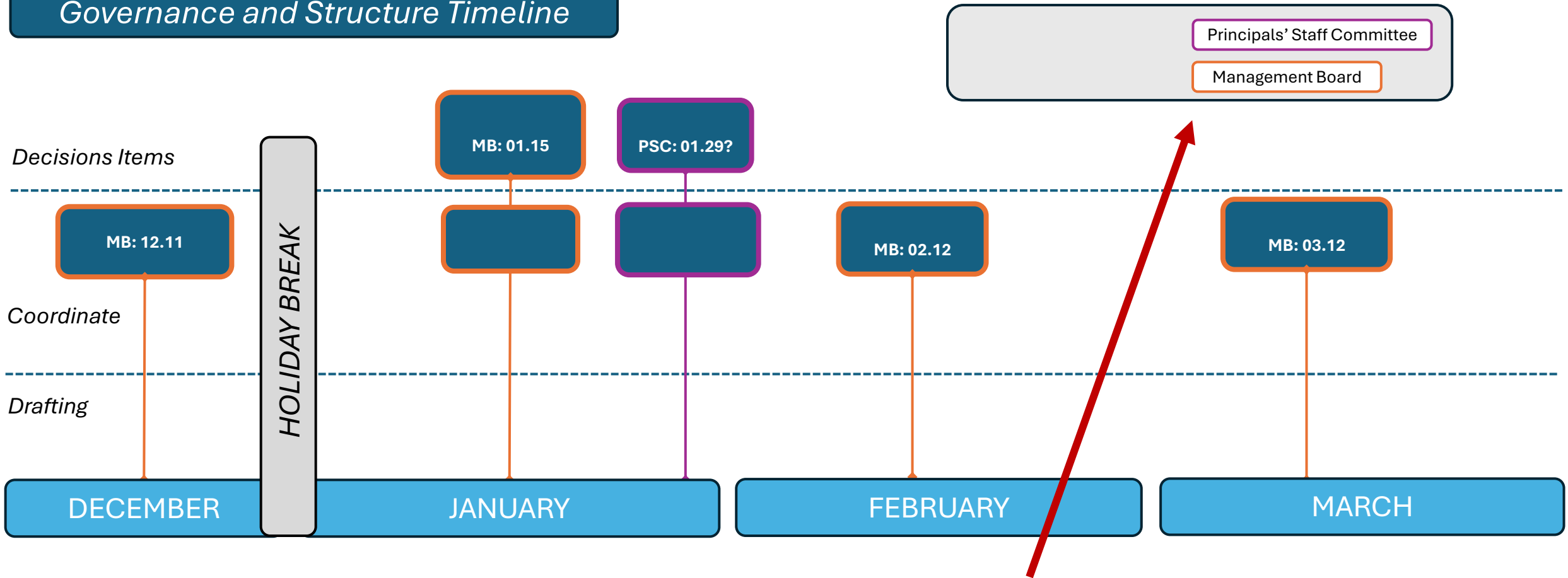
Decisions Items

Coordinate

Drafting

HOLIDAY BREAK

| DECEMBER | JANUARY | FEBRUARY | MARCH |

Governance and Structure Timeline

Principals' Staff Committee
Management Board

Decisions Items

Coordinate

Drafting

HOLIDAY BREAK

MB: 12.11

MB: 01.15

PSC: 01.29?

MB: 02.12

MB: 03.12

DECEMBER | JANUARY | FEBRUARY | MARCH
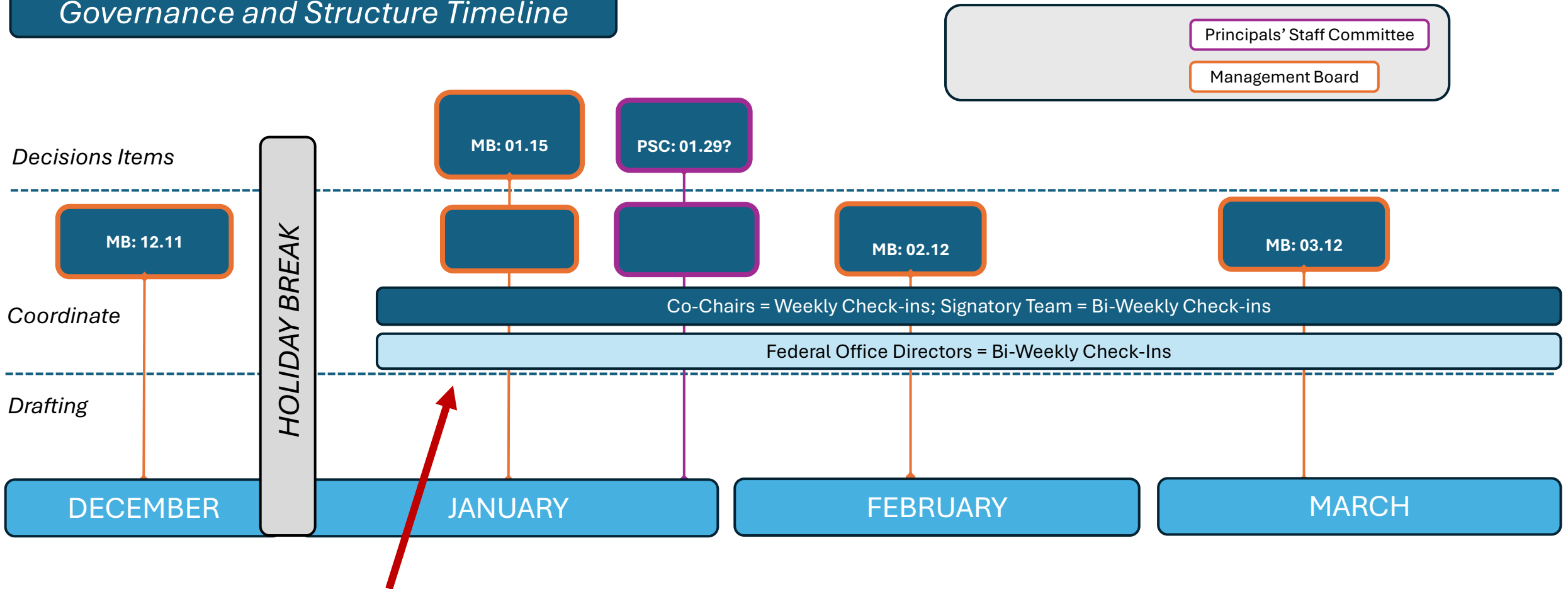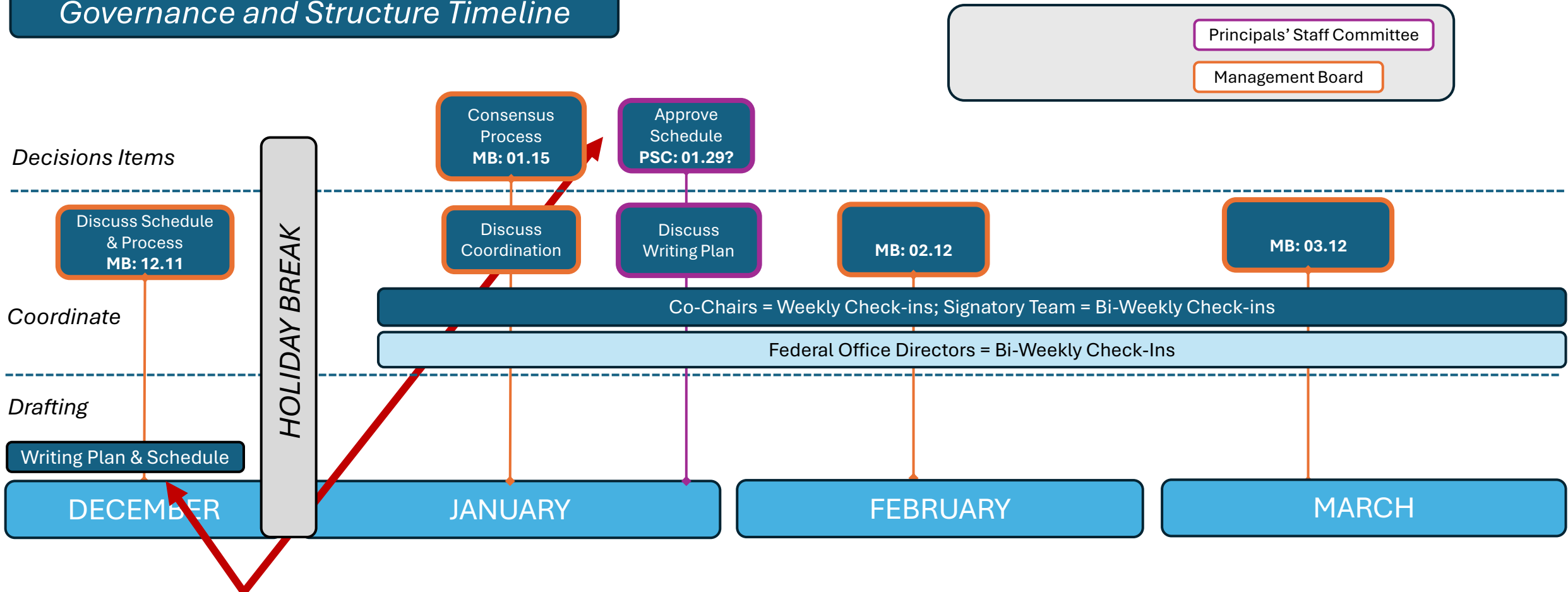
1. Management Board Meetings have been scheduled through June; there is opportunity for tweaking.

2. Principals Staff Committee Meeting aimed for end of January.

Governance and Structure Timeline

Principals' Staff Committee
Management Board

Decisions Items

MB: 01.15

PSC: 01.29?

MB: 12.11

Coordinate

HOLIDAY BREAK

MB: 02.12

MB: 03.12

Co-Chairs = Weekly Check-ins; Signatory Team = Bi-Weekly Check-ins

Federal Office Directors = Bi-Weekly Check-Ins
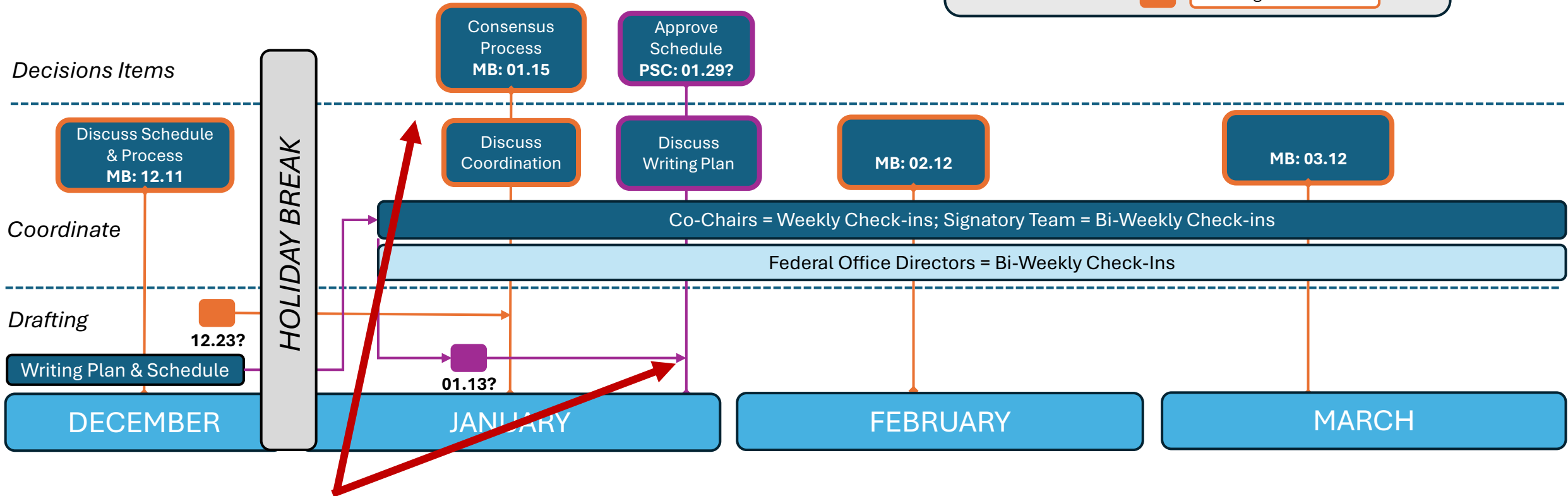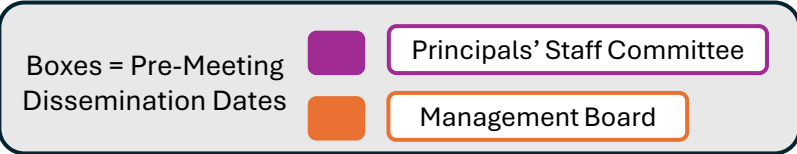
Drafting

DECEMBER | JANUARY | FEBRUARY | MARCH

1. Focus existing meetings to maintain close communication:

    a) Suggesting weekly check-in for Co-Chairs for coordination and accountability purposes.

    b) Suggesting bi-weekly check-in with Signatory Team and Federal Office Directors.

Governance and Structure Timeline

Principals' Staff Committee

Management Board

Decisions Items

HOLIDAY BREAK

Discuss Schedule & Process
MB: 12.11

Consensus Process
MB: 01.15

Approve Schedule
PSC: 01.29?

Discuss Coordination

Discuss Writing Plan

MB: 02.12

MB: 03.12

Coordinate

Co-Chairs = Weekly Check-ins; Signatory Team = Bi-Weekly Check-ins

Federal Office Directors = Bi-Weekly Check-Ins

Drafting

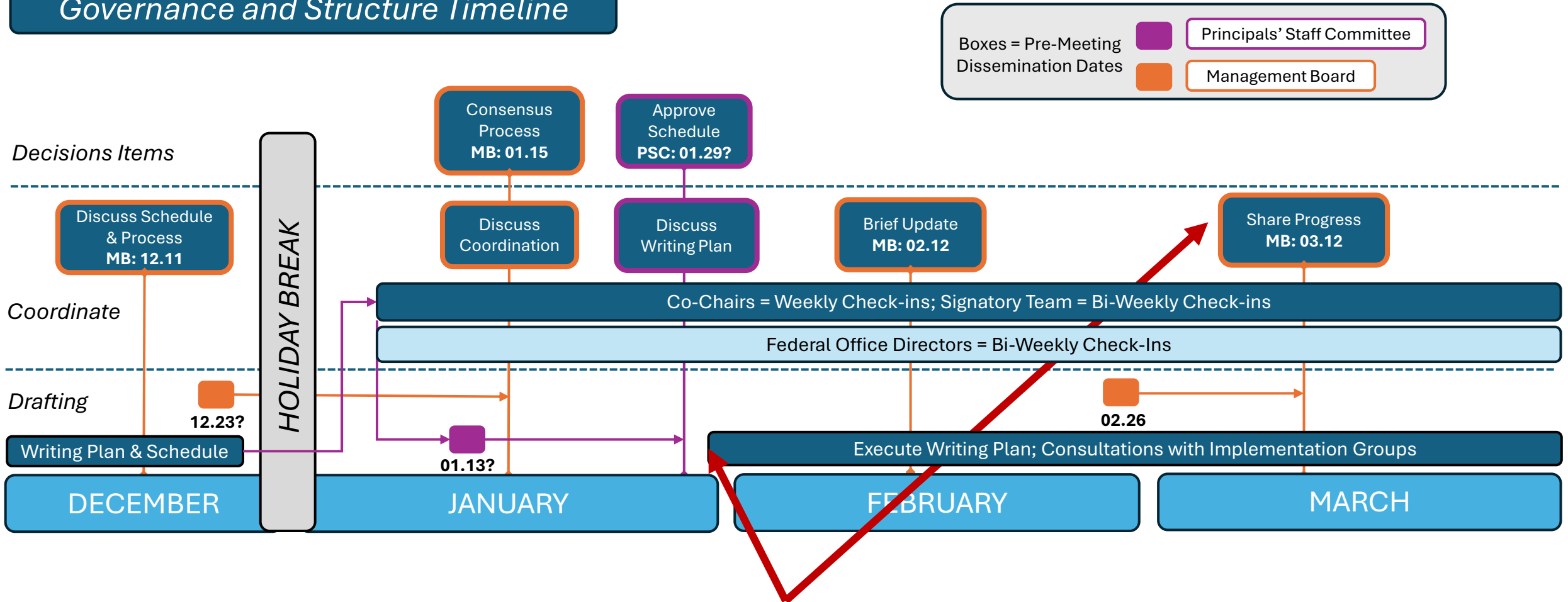Writing Plan & Schedule

DECEMBER

JANUARY

FEBRUARY

MARCH

1. Initial product is developing a writing plan and schedule. Suggest to utilize MB meeting to discuss process and coordination plans.

2. Two decision points are suggested and require discussion:
   a) Does the Management Board accept the proposed June consensus process?
   b) Does the PSC accept the proposed timeline for review and delivery?

Governance and Structure Timeline

Legend:
- Boxes = Pre-Meeting Dissemination Dates
- Principals' Staff Committee (purple)
- Management Board (orange)

Decisions Items

- Consensus Process **MB: 01.15**
- Approve Schedule **PSC: 01.29?**
- Discuss Schedule & Process **MB: 12.11**
- Discuss Coordination
- Discuss Writing Plan
- **MB: 02.12**
- **MB: 03.12**

HOLIDAY BREAK

Coordinate

- Co-Chairs = Weekly Check-ins; Signatory Team = Bi-Weekly Check-ins
- Federal Office Directors = Bi-Weekly Check-Ins

Drafting

- 12.23?
- Writing Plan & Schedule
- 01.13?

DECEMBER   JANUARY   FEBRUARY   MARCH

1. Writing plan reviewed by Signatory team for discussion at PSC. End of January PSC requires materials submitted before MB.

2. Coordination requirements discussed at MB. Package for Management Board shared before Holiday break?

Governance and Structure Timeline

Legend: Boxes = Pre-Meeting Dissemination Dates
- Principals' Staff Committee (purple)
- Management Board (orange)

Decisions Items

- Discuss Schedule & Process — MB: 12.11
- Consensus Process — MB: 01.15
- Approve Schedule — PSC: 01.29?
- Discuss Coordination
- Discuss Writing Plan
- Brief Update — MB: 02.12
- Share Progress — MB: 03.12

HOLIDAY BREAK

Coordinate
- Co-Chairs = Weekly Check-ins; Signatory Team = Bi-Weekly Check-ins
- Federal Office Directors = Bi-Weekly Check-Ins

Drafting
- 12.23?
- Writing Plan & Schedule
- 01.13?
- 02.26
- Execute Writing Plan; Consultations with Implementation Groups

DECEMBER | JANUARY | FEBRUARY | MARCH

1. February initiates governance and structure drafting.

2. March MB would have more progress to share and discuss than February MB.
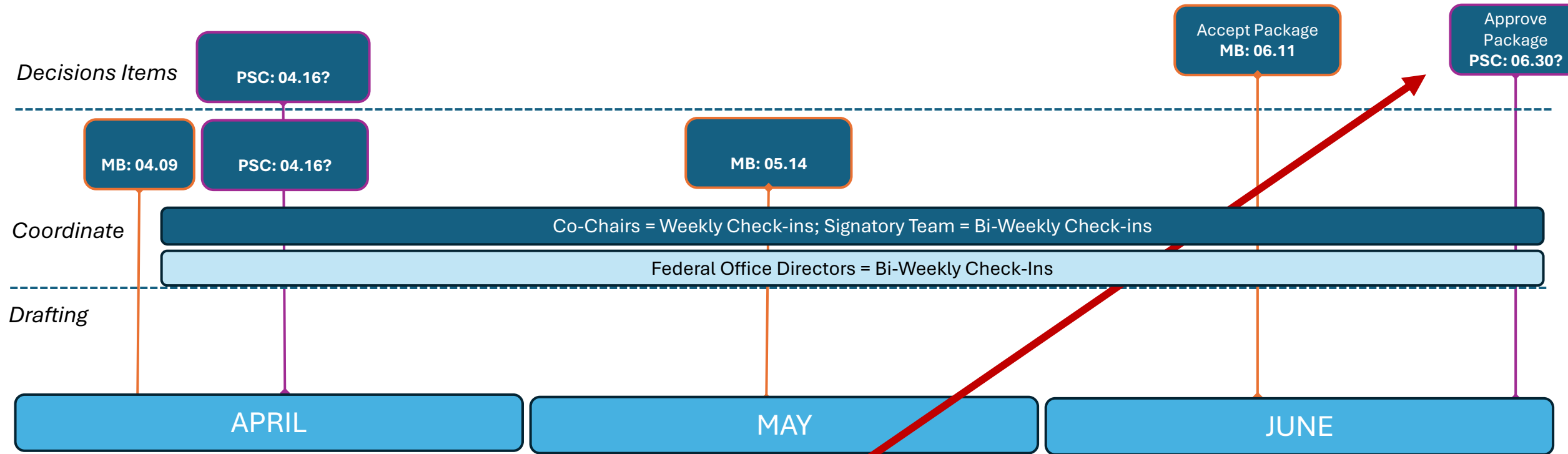
Governance and Structure Timeline

Legend: Boxes = Pre-Meeting Dissemination Dates; ■ Principals' Staff Committee; ■ Management Board

Decisions Items

PSC: 04.16?

Accept Package **MB: 06.11**

Approve Package **PSC: 06.30?**

Coordinate

MB: 04.09 | PSC: 04.16? | MB: 05.14

Co-Chairs = Weekly Check-ins; Signatory Team = Bi-Weekly Check-ins

Federal Office Directors = Bi-Weekly Check-Ins

Drafting

APRIL | MAY | JUNE

Getting to July 1...

1. Anticipating end of June for PSC meeting to approve Governance and Structure.

2. June MB would need to accept package. When is consensus first attempted?
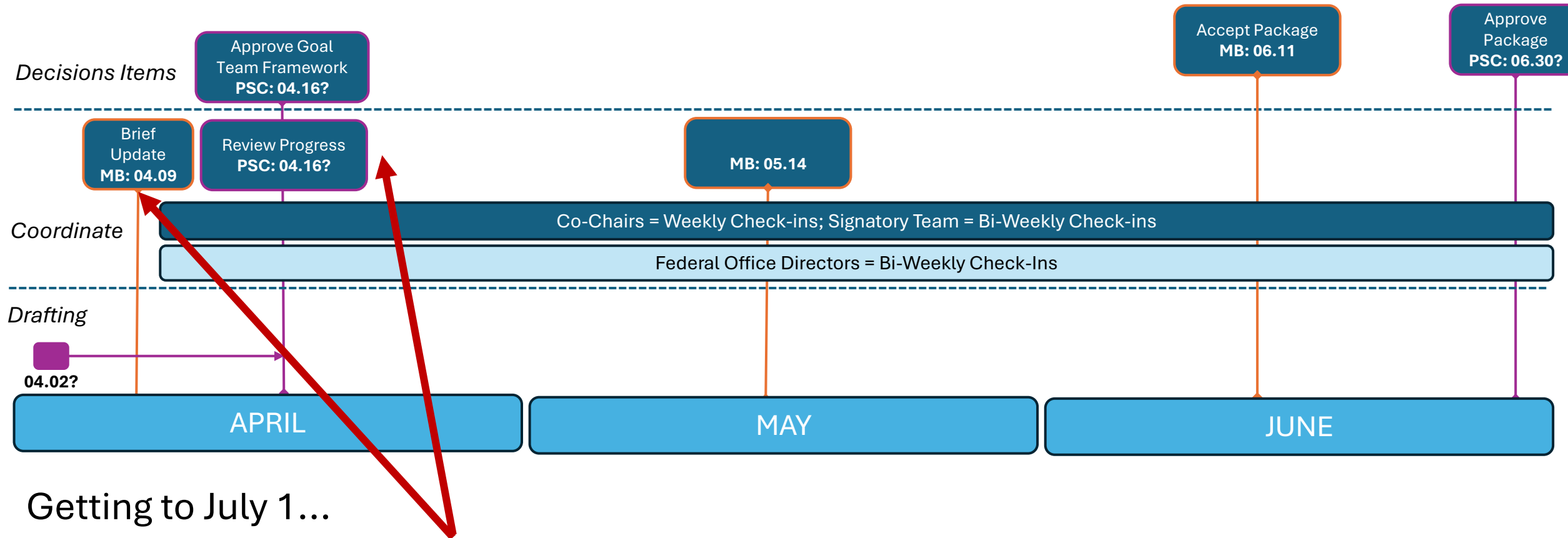
Governance and Structure Timeline

Boxes = Pre-Meeting Dissemination Dates

■ Principals' Staff Committee
■ Management Board

Decisions Items

Approve Goal Team Framework
PSC: 04.16?

Accept Package
MB: 06.11

Approve Package
PSC: 06.30?

Brief Update
MB: 04.09

Review Progress
PSC: 04.16?

MB: 05.14

Coordinate

Co-Chairs = Weekly Check-ins; Signatory Team = Bi-Weekly Check-ins

Federal Office Directors = Bi-Weekly Check-Ins

Drafting

04.02?

APRIL	MAY	JUNE

Getting to July 1...

1. Anticipating a mid-April PSC meeting to review progress and potentially approve a Goal Team framework to coincide with Management Strategy development.

2. April MB may not be best suited for April and moved to March to refine materials.
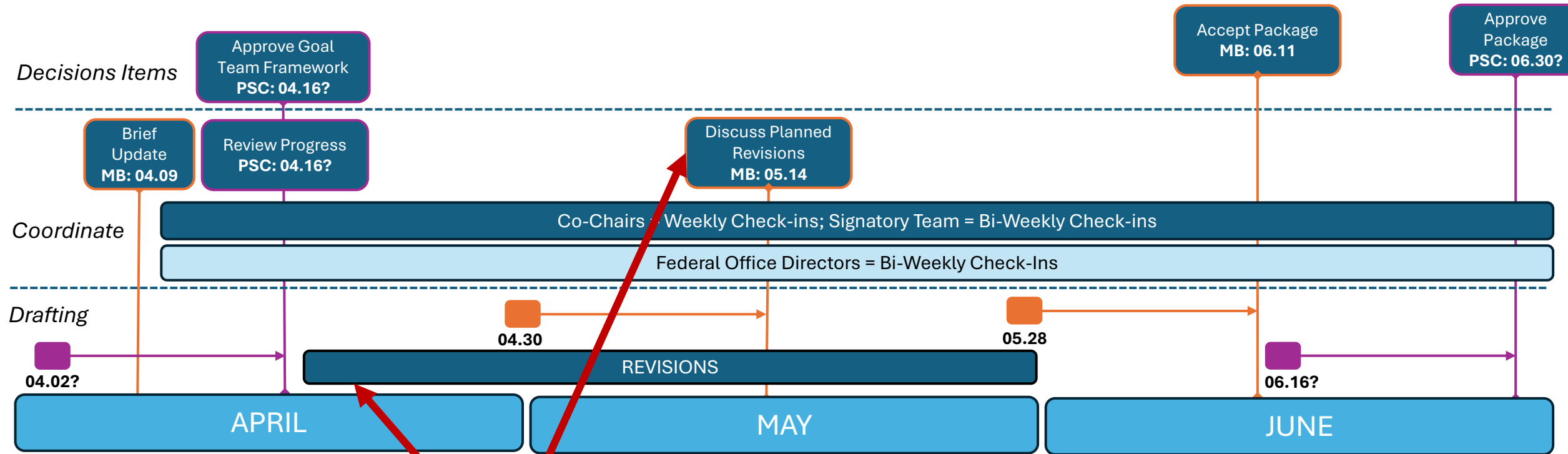
Governance and Structure Timeline

Boxes = Pre-Meeting Dissemination Dates
- Principals' Staff Committee
- Management Board

Decisions Items

Approve Goal Team Framework **PSC: 04.16?**

Accept Package **MB: 06.11**

Approve Package **PSC: 06.30?**

Brief Update **MB: 04.09**

Review Progress **PSC: 04.16?**

Discuss Planned Revisions **MB: 05.14**

Coordinate

Co-Chairs = Weekly Check-ins; Signatory Team = Bi-Weekly Check-ins

Federal Office Directors = Bi-Weekly Check-Ins

Drafting

04.30

05.28

04.02?

REVISIONS

06.16?

APRIL

MAY

JUNE

Getting to July 1…

1. Revisions would occur between April PSC through end of May.

2. Synchronizing intra- and inter-partnership discussion of revisions with consensus for discussion is challenging…

Management Strategies

conceptual timeline…

Governance and Structure

Decisions Items

Approve Goal Team Framework
PSC: 04.16?

Accept Package
MB: 06.11

Approve Package
PSC: 06.30?

Brief Update
MB: 04.09

Review Progress
PSC: 04.16?

Discuss Planned Revisions
MB: 05.14

Coordinate

Co-Chairs = Weekly Check-ins; Signatory Team = Bi-Weekly Check-ins

Federal Office Directors = Bi-Weekly Check-Ins

Drafting

04.30

05.28

04.02?

REVISIONS

06.16?

APRIL	MAY	JUNE

Drafting

04.02?

Management Strategy Development – Led by Goal Teams in collaboration with Implementation Groups

Coordinate

Review Goal Team Framework
MB: 04.09

06.16?

Brief Update
PSC: 06.30?

Decisions Items

Approve MS Framework
PSC: 04.16?

Management Strategies

Boxes = Pre-Meeting Dissemination Dates

■ Principals' Staff Committee

■ Management Board

Timeline Snapshot

Month	Governance and Structure	Management Strategies
December	Review & Discuss Plans	Review & Discuss Plans
January	Confirm / Initiate Plans	Confirm / Initiate Plans
February	Drafting and Consultations	Coordinate Goal Teams
March	Drafting and Consultations	Coordinate Goal Teams
April	PSC Review; Revisions	PSC Approve MS Framework
May	Revisions	Drafting
June	PSC Approval	Drafting

Decisions for January

1. **Number of Strategies** – Proposed deadline: January 2026
   - <u>Decision officials</u>: Management Board signatories
   - Decision:
     - I. One MS with Goal chapters or
     - II. 4 MS (one per Goal)
2. **Finalizing MS Template**
   - <u>Decision officials</u>: Management Board signatories
   - Decision:
     - I. March
     - II. June

Contingent upon rapid GIT-level structure & governance revisions:
3. **Authorship Officials**
   - Decision:
     - I. (New) GIT leadership?
     - II. Others?
4. **Approval Process**
   - Decision:
     - I. Sign-off on chapter draft: GIT?
     - II. Decision-making authority on full document: PSC?
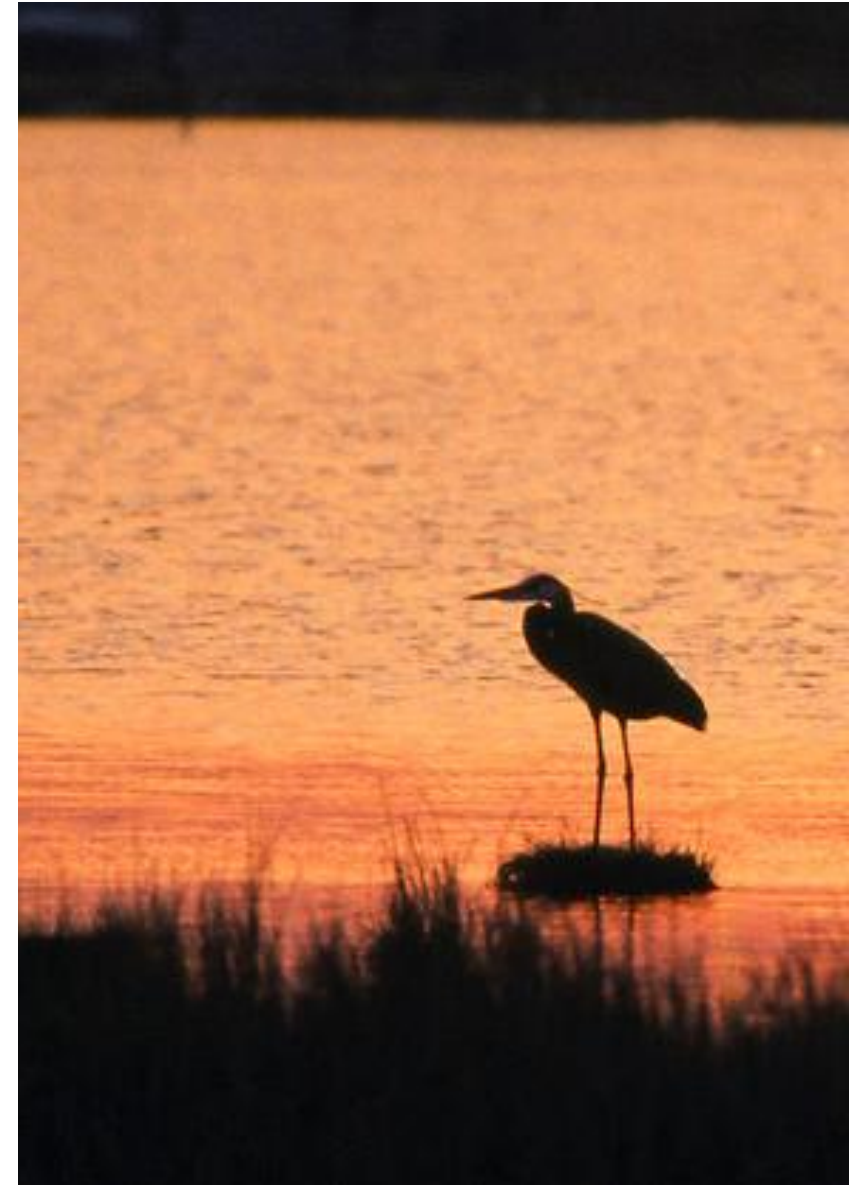
Priorities for MS Revisions

Successful revisions should:

- **Streamline** paperwork and processes while reducing redundance
- **Encourage broader collaboration** across Outcomes, as appropriate
- **Apply lessons learned** from our program's past and incorporate elements of the strategies from similar ecosystem restoration program
  - Consider recommendations from GAO reviews of the Chesapeake Bay, Great Lakes, Long Island Sound and Puget Sound Restoration, as well as programmatic strategy documents
- **Leverage expertise & decision-making authority** at appropriate partnership levels
- Develop a final product that will **be used by the partnership** to make progress towards achieving CBWA Outcomes

Priorities for MS Revisions

Initial Framework for Consideration

- Produce a single MS with a chapter for each Goal and a sub-section for each Outcome
    - Assign GIT leadership to draft their Goal chapter and to delegate sub-section authorship
- Restructure and optimize elements of the old MS template that have worked well
    - Assign EPA staff to draft overarching non-goal chapter(s) on cross-program topics like the introduction and accountability
    - Elevate some elements, such as the situation analysis, to the Goal level to help prioritize collaboration on cross-outcome challenges
    - Reconceive Action Plans as Implementation Initiatives captured in an appendix that can be updated every 1-3 years
- Document resources needed and committed to achieve Outcomes, as well as related signatory statutory authorities
- PSC approves whole package

MS Outline

- Executive Summary
- Introduction
- Accountability
- Goal 1: Thriving Habitat, Fisheries & Wildlife
- Goal 2: Clean Water
- Goal 3: Healthy Landscapes
- Goal 4: Engaged Communities
- Appendix: Implementation Initiatives
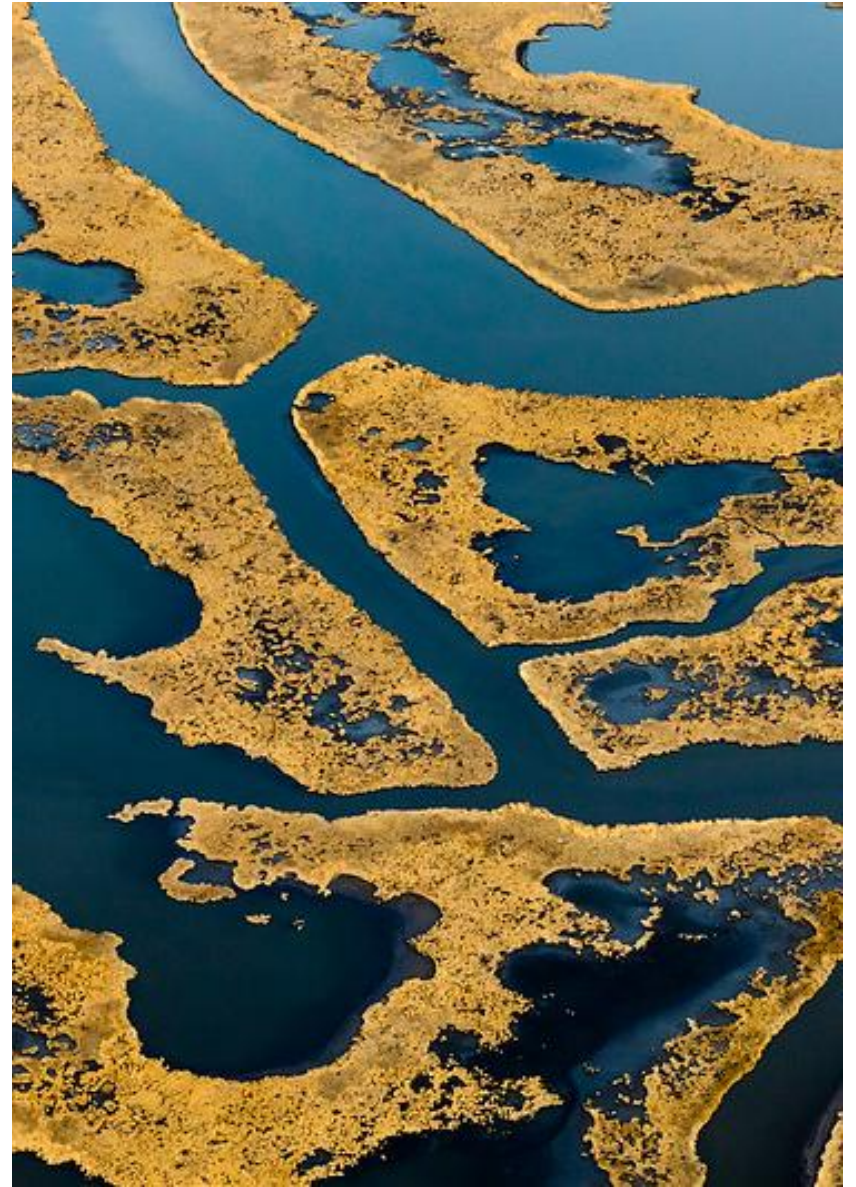
MS Outline: Overarching Chapters

- Executive Summary
  - High-level, concise description of the information presented in each chapter
- Introduction
  - Define the MS as a roadmap for achieving CBWA's Vision, Goals and Outcomes
  - Highlight how the program seeks to address CBWA Principles
  - Provide an overview of the MS structure
- Accountability
  - Describe program-wide efforts to monitor, assess and report progress, both with respect to completion of stated actions and ecosystem impacts
  - Describe program-wide efforts to adaptively manage, with lessons learned being incorporated across multiple timeframes

MS Outline: Within Each Goal Chapter

- Goal Language & Importance
- Analysis
  - Shared challenges for partnership to address
  - Adapting to Changing Environmental Conditions
- Sub-Chapter for each Outcome
  - Outcome language (include targets)
  - Baseline and Current Condition
  - Measuring Progress and Indicators
  - Federal and Jurisdiction Statutory Authorities
  - Signatory Resource Commitments
  - Implementation Initiative Summary

MS Outline: Appendix – Each Implementation Initiative

- Initiative Title
- Timeline
- Coordinating Our Actions: summary the of actions to be undertaken and the partners who will plan, implement and assess the initiative progress
- Commitments for Collaboration
  - Support Needed
  - Human and Financial Resources Committed
  - Potential Sources to Fill Gaps
- Expected Impact of Our Actions
- Defining Success: how the partnership will know if the initiative has been successful

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