



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:

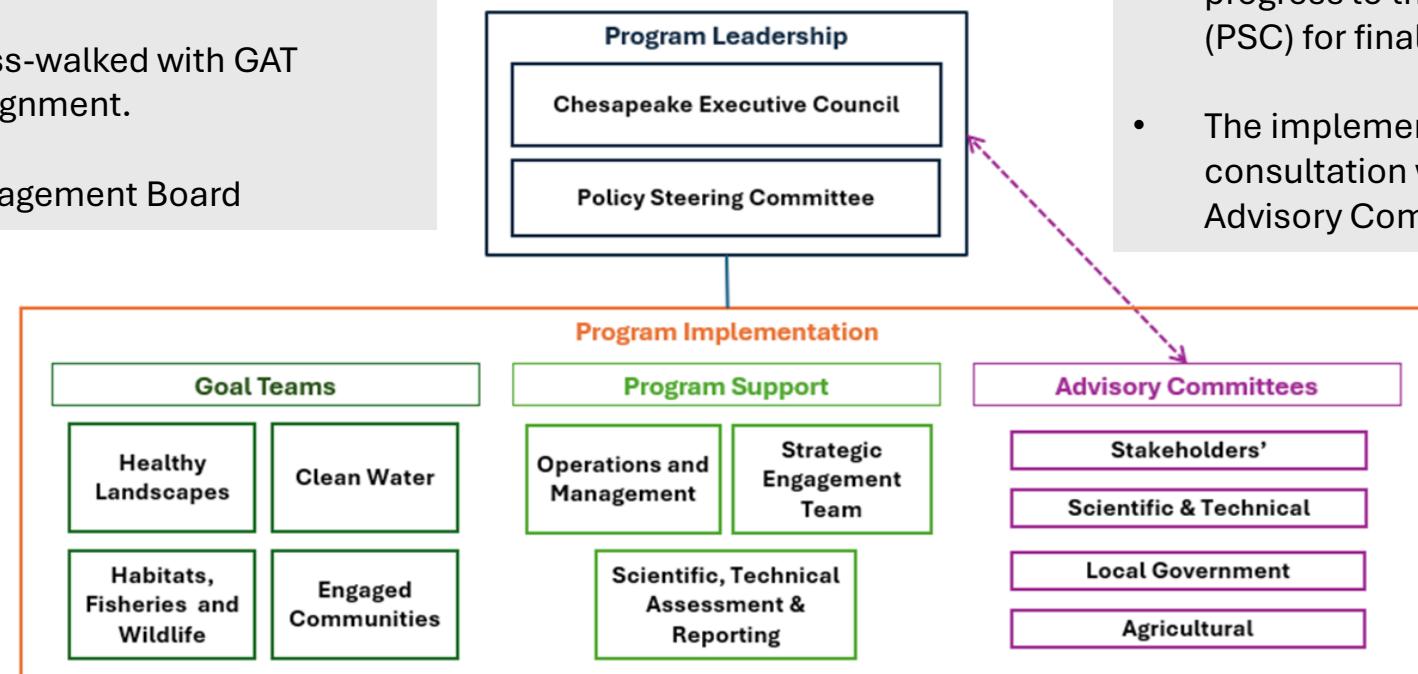
Discuss, and reformulate as necessary, an approach on how best to execute each set of deliverables:

- (1) Structure and Governance
- (2) Management Strategies

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.

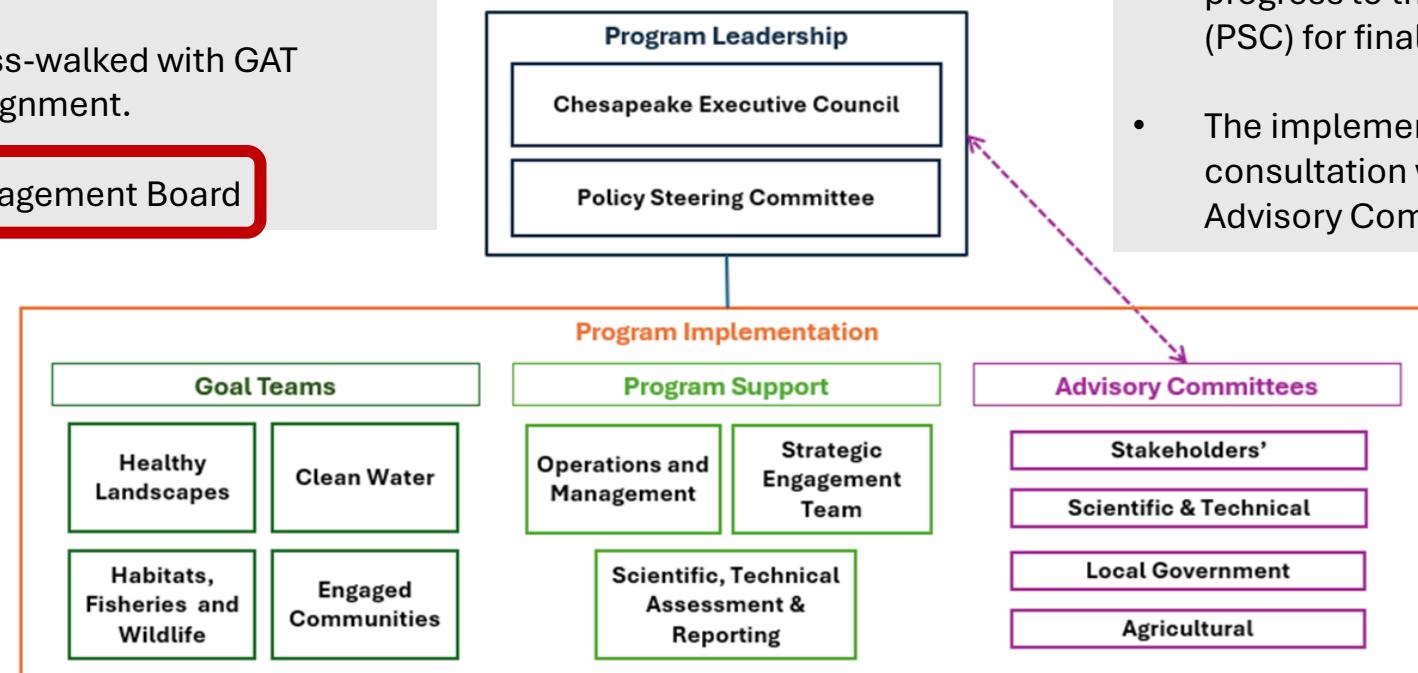


- Transition to a new four-Goal Team structure to ensure timely delivery of Management Strategies.
- Goal Team and Program Support elements are subject to revision – not predetermined.

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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 an opportunity for collective partnership feedback and communicate progress with any interested party.



Governance and Structure

conceptual timeline...

Governance and Structure Timeline

Principals' Staff Committee

Management Board

Decisions Items

Coordinate

Drafting

DECEMBER

JANUARY

FEBRUARY

MARCH

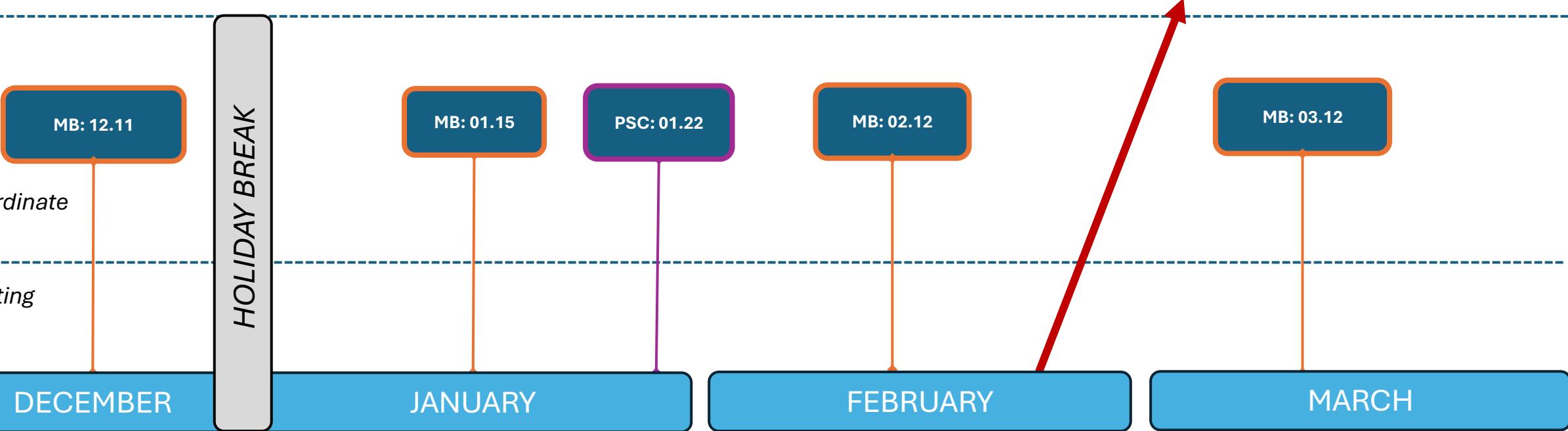
HOLIDAY BREAK

Governance and Structure Timeline

Principals' Staff Committee

Management Board

Decisions Items



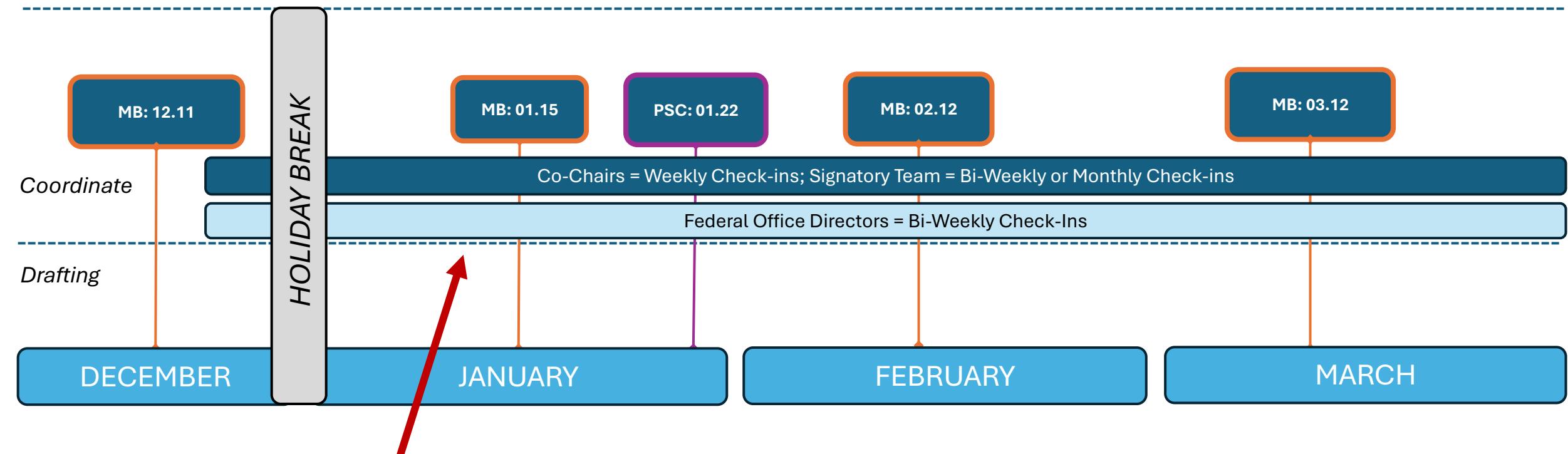
1. Management Board and Principals' Staff Committee Meetings have been scheduled through June.
2. Principals Staff Committee Meeting aimed for end of January.

Governance and Structure Timeline

Principals' Staff Committee

Management Board

Decisions Items



1. Focus existing meetings to maintain close communication:

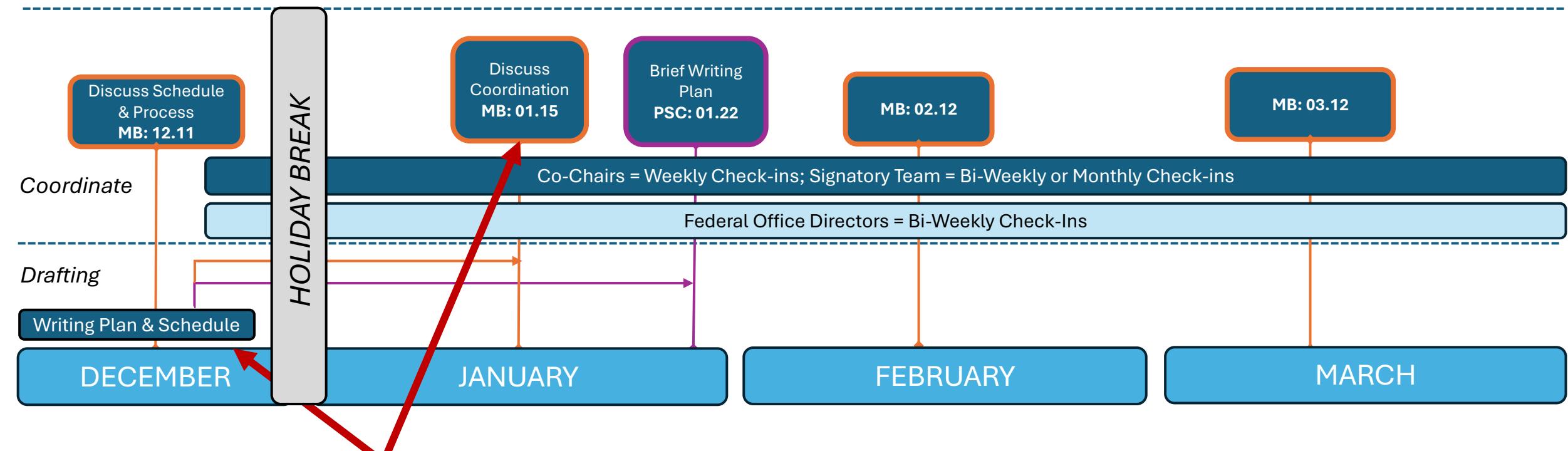
- Suggesting weekly check-in for Co-Chairs for coordination and accountability purposes. Bi-Weekly or Monthly for Signatory Team.
- Suggesting bi-weekly check-in with Federal Office Directors.

Governance and Structure Timeline

Principals' Staff Committee

Management Board

Decisions Items



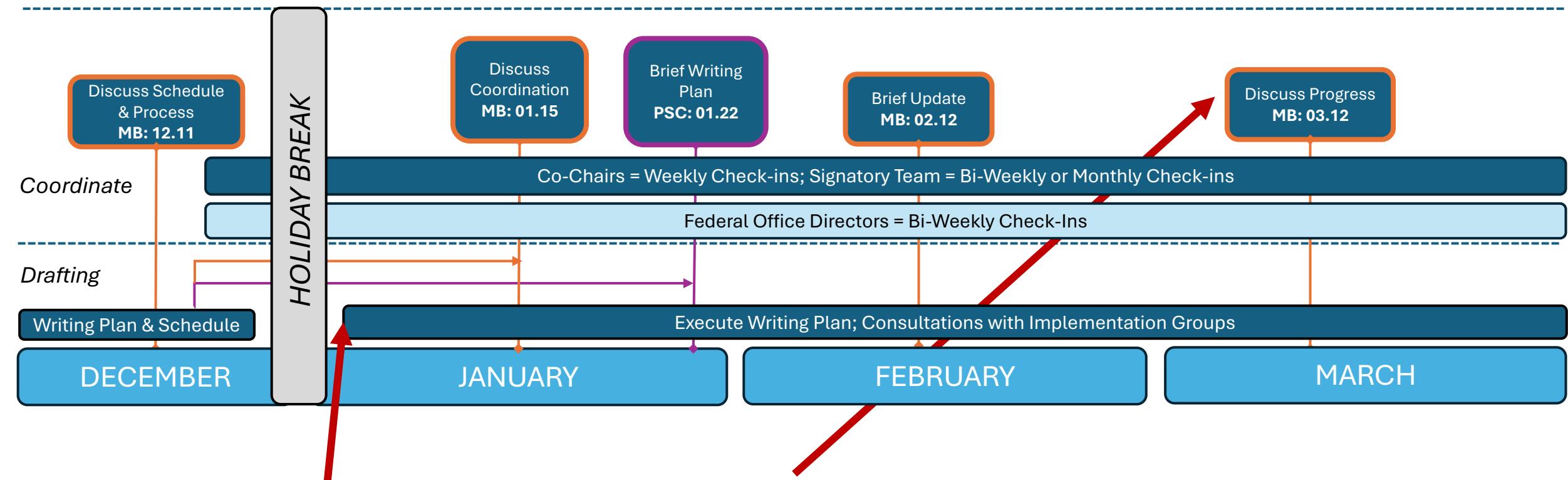
1. Initial product is developing a writing plan and schedule.
2. Suggest to utilize January MB meeting to discuss process and coordination plans.

Governance and Structure Timeline

Principals' Staff Committee

Management Board

Decisions Items



1. February initiates governance and structure drafting.

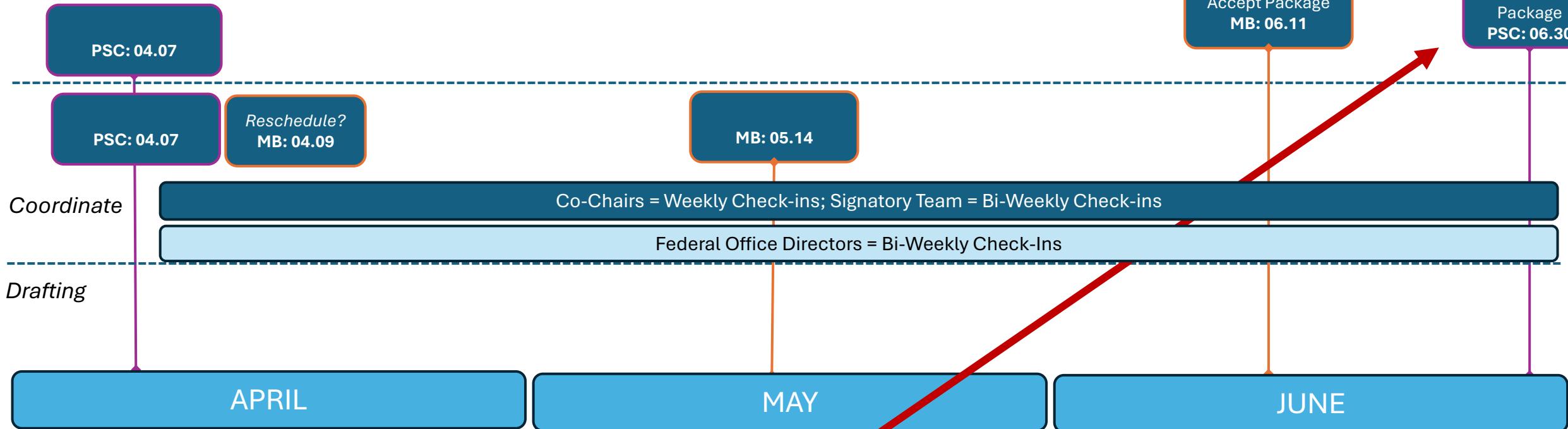
2. March MB would have more progress to share and discuss than February MB.

Governance and Structure Timeline

Decisions Items

Principals' Staff Committee

Management Board



Getting to July 1...

1. Anticipating end of June for PSC meeting to approve Governance and Structure.
2. MB attempts consensus In June (supermajority if Consensus not achieved).
Expectation that we have one shot at consensus given timeline.

Governance and Structure Timeline

Decisions Items

Approve Goal Team Framework
PSC: 04.07

Review Progress
PSC: 04.07

Reschedule?
MB: 04.09

Principals' Staff Committee

Management Board

Accept Package
MB: 06.11

Approve Package
PSC: 06.30

Coordinate

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

Federal Office Directors = Bi-Weekly Check-Ins

Drafting

APRIL

MAY

JUNE

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 was scheduled for 04.09. Considering rescheduling or double-up between April and June.

Governance and Structure Timeline

Boxes = Pre-Meeting
Dissemination Dates

Principals' Staff Committee

Management Board

Decisions Items

Approve Goal
Team Framework
PSC: 04.07

Review Progress
PSC: 04.07

Reschedule?
MB: 04.09

Discuss Planned
Revisions
MB: 05.14

Accept Package
MB: 06.11

Approve
Package
PSC: 06.30

Coordinate

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

Federal Office Directors = Bi-Weekly Check-Ins

Drafting

04.30

05.28

06.16?

REVISIONS

APRIL

MAY

JUNE

1. Revisions would occur between April PSC through end of May.
2. Due dates for meeting materials included to consider MB timing between April and June.



Management Strategies

conceptual timeline...

Decisions for January

1. Number of Strategies – Proposed deadline: January 2026

- Decision officials: Management Board
- Decision:
 - I. One MS with Goal chapters or
 - II. 4 MS (one per Goal)

2. Finalizing MS Template

- Decision officials: Management Board
- 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 redundancy
- **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

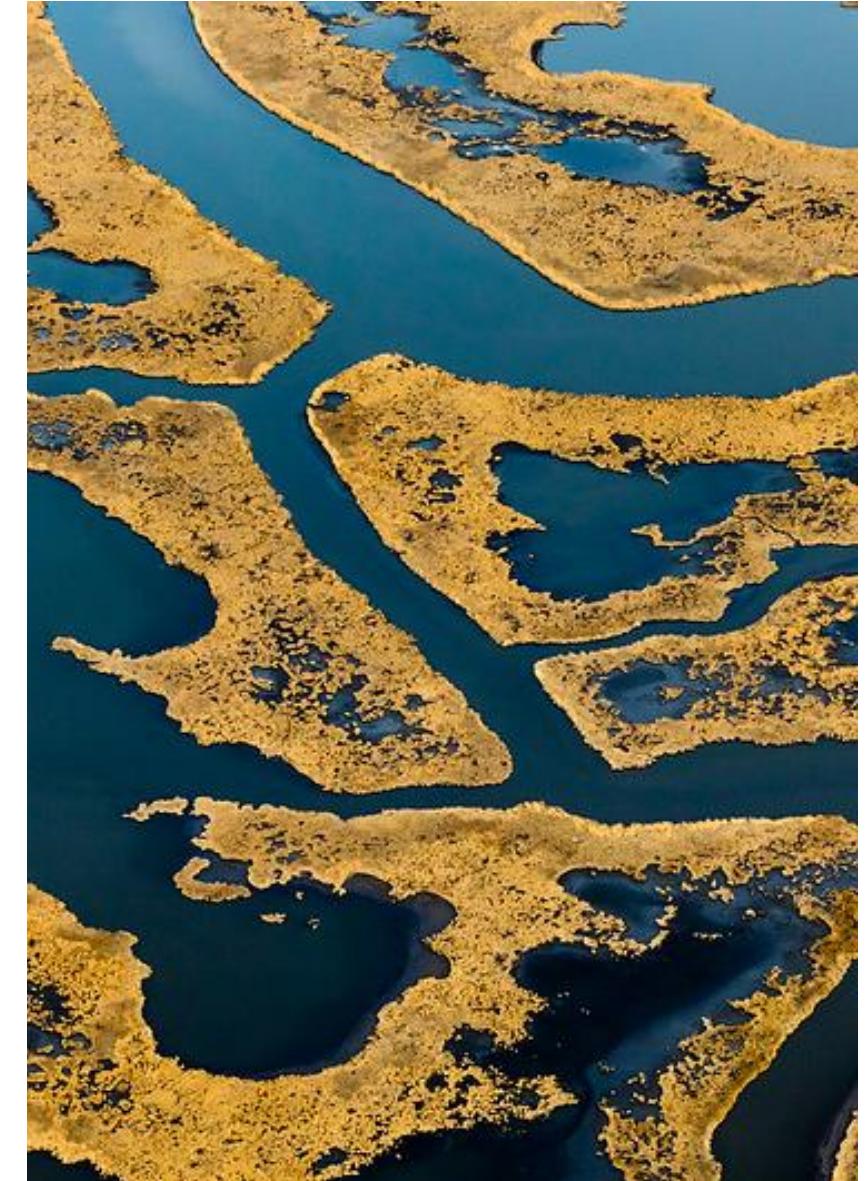
Priorities for MS Revisions

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
 - Federal and Jurisdiction 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

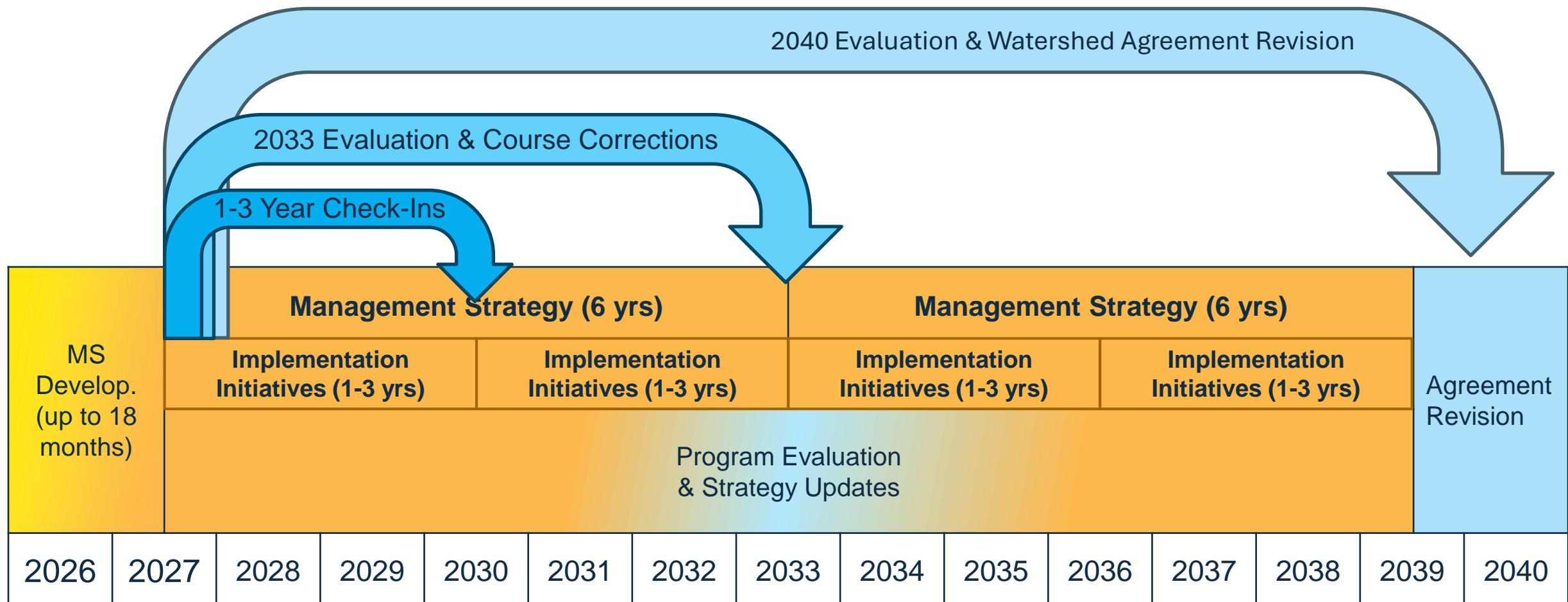
Accountability: CBWA Time Horizon

The MB agreed via consensus to adopt a six-year cycle for Management Strategy implementation.

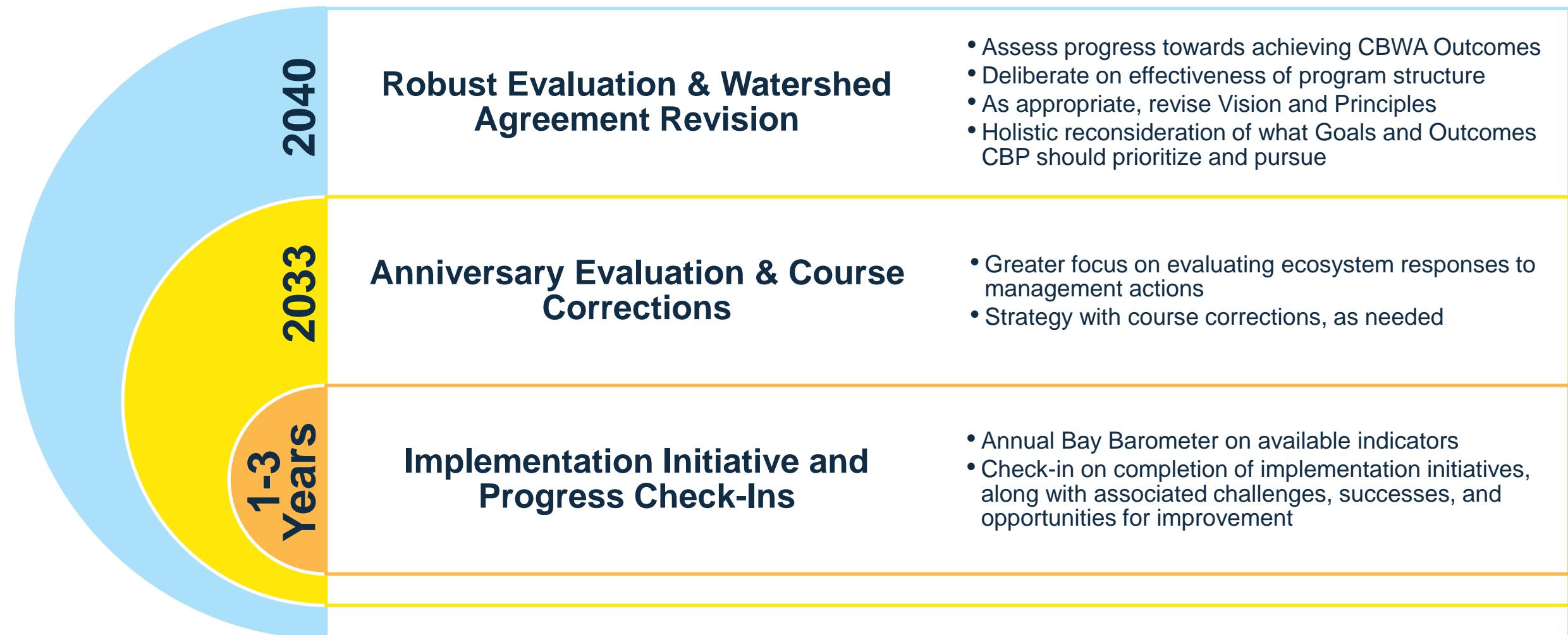
MS Develop. (up to 18 months)	Management Strategy (6 yrs)						Management Strategy (6 yrs)						Agreement Revision	
	Program Evaluation & Strategy Updates													
2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040

The Program will report progress to the public and update work plans on a shorter-term basis for each Outcome in accordance with adaptive management.

Time Horizon & Adaptive Management



Time Horizon & Adaptive Management



Governance and Structure

Boxes = Pre-Meeting Dissemination Dates

Principals' Staff Committee

Management Board

Decisions Items

Discuss Schedule & Process
MB: 12.11

Discuss Coordination
MB: 01.15

Discuss Writing Plan
PSC: 01.22

Brief Update
MB: 02.12

Discuss Progress
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

Execute Writing Plan; Consultations with Implementation Groups

DECEMBER

JANUARY

FEBRUARY

MARCH

Template Development

Discuss Schedule & Outline
MB: 12.15

Discuss MS Purpose / Audience
MB: 01.15

Discuss Template
MB: 02.12

Discuss Drafting Process
MB: 03.12

Coordinate

02.26

02.26

Decisions Items

HOLIDAY BREAK

See Slide 17
MB: 01.15

Approve Template
MB: 03.12

Management Strategies

Governance and Structure

Approve Goal Team Framework
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Decisions Items

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REVISIONS

05.28

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APRIL

MAY

JUNE

Drafting

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

Approve MS Framework
PSC: 04.07

Decisions Items

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	Refine Template
March	Drafting and Consultations	Coordinate Goal Teams
April	PSC Review; Revisions	PSC Approve MS Framework
May	Revisions	Drafting
June	PSC Approval	Drafting

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