

STAC WORKGROUP UPDATE

INFORM GOVERNANCE AND
ACCOUNTABILITY AD HOC
WORKGROUP

ERIN LETAVIC, P.E.

Governance and Management Framework for the Chesapeake Bay Program

[https://www.chesapeakebay.net/files/documents/CBP-Governance-Documents/5.0_2023-06-14-134248_nimt.pdf](https://www.chesapeakebay.net/files/documents/CBP-Governance-Documents/CBP-Governance-Documents/5.0_2023-06-14-134248_nimt.pdf)

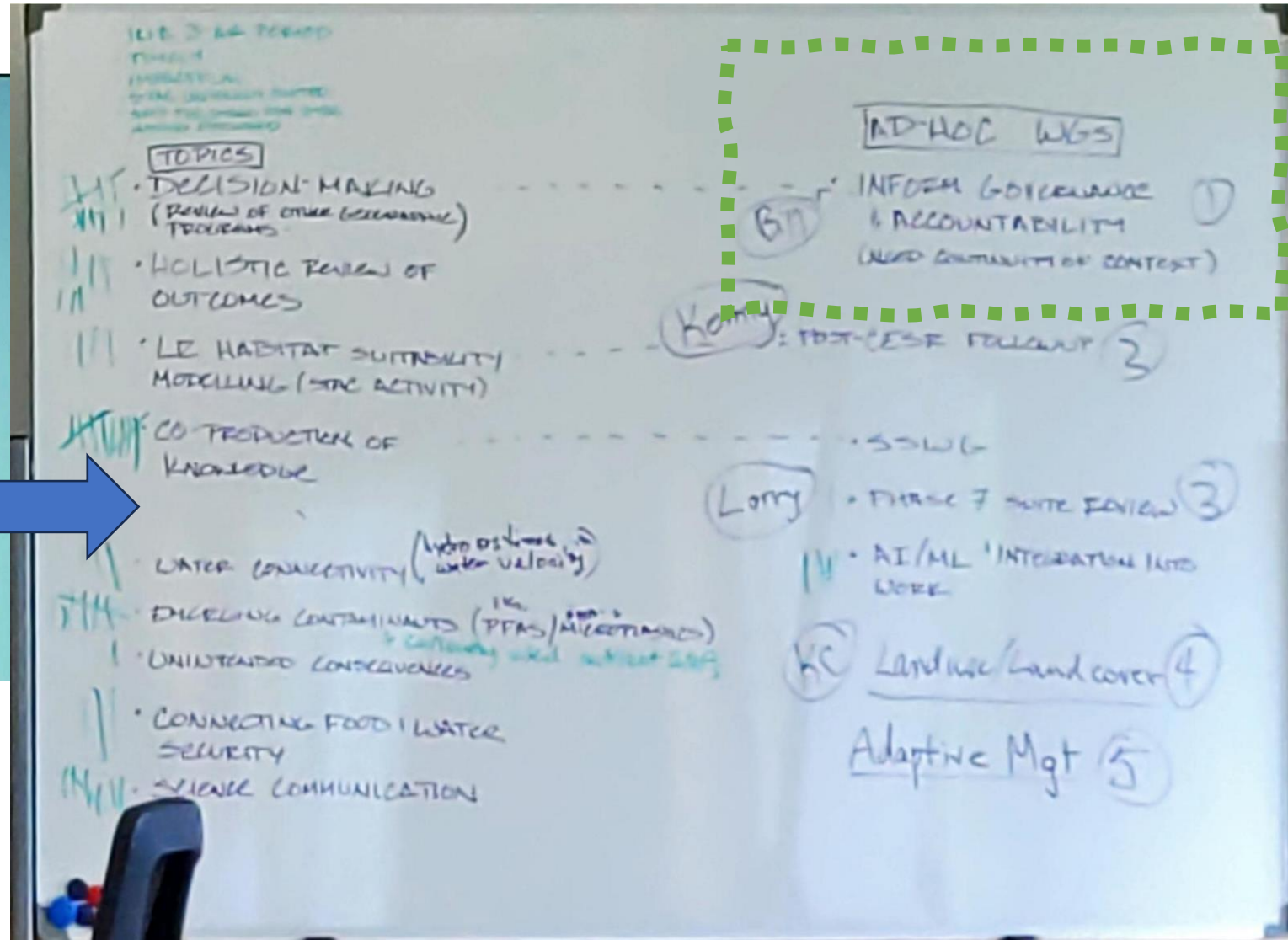
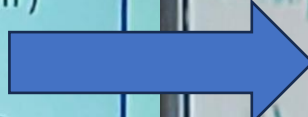


JUNE 2025 STAC RETREAT

STAC Ad-hoc Workgroups

Formation:

- STAC will consider specific issues to address through an ad-hoc workgroup
- Formally approve workgroups (by STAC Chair)
- STAC members volunteer for workgroups
- Working lunch – ad-hoc workgroups discuss potential goals, timeline, feasibility (does this workgroup make sense?)



THE CHARGE FOR THE GOVERNANCE & ACCOUNTABILITY TEAM (GAT)

June 27 Principals' Staff Committee

- **Decision:** The PSC approved the MB's proposed approach for developing structure and governance recommendations as part of the Executive Council's Beyond 2025 Charge.
- **Action:** The MB and the small team are to proactively collaborate, as needed, with partners who have the skillsets and expertise identified by GIT 6 in developing recommendations on structure and governance.
 - PSC requested that the Advisory Committees share a list of Committee members with those suggested skillsets and expertise with the Management Board and the small team.

GOVERNANCE & ACCOUNTABILITY TEAM (GAT)

PURPOSE: DEVELOP RECOMMENDATIONS ON GOVERNANCE AND ACCOUNTABILITY FOR THE BAY PROGRAM PARTNERSHIP; STRUCTURE RECOMMENDATIONS AT A LATER DATE

TIMELINE: ~ 1 YEAR

MEMBERSHIP: EACH STATE, FEDERAL AGENCIES, ADVISORY COMMITTEE, ALLIANCE FOR THE BAY, BAY FOUNDATION, BAY COMMISSION

APPROACH: COLLABORATIVE



RESOURCES

¹ The Beyond 2025 Steering Committee was formed to develop recommendations for next steps on “meeting the goals and outcomes of the Chesapeake Bay Watershed Agreement lead up to and beyond 2025” as well as “prepare recommendations that continue to address new advances in science and restoration, along with a focus on our partnership for going beyond 2025.” Chesapeake Bay Program Beyond 2025 Steering Committee, [A Critical Path Forward for the Chesapeake Bay Program Beyond 2025](#) (Oct. 24, 2024), at 2.

² Eastern Research Group, Inc., [Chesapeake Bay Program Beyond 2025 Evaluation](#) (June 18, 2024).

³ [Beyond 2025 Report Public Comments](#) (Aug. 2024) (“The Beyond 2025 Steering Committee recommends strengthening the Chesapeake Bay Program by identifying ways to simplify and streamline the partnership’s structure and process, including potential changes to the Governance and Management Framework for the Chesapeake Bay Program to ensure that partner commitments can be met.”).

⁴ Chesapeake Bay Program Beyond 2025 Steering Committee, [A Critical Path Forward for the Chesapeake Bay Program Beyond 2025](#) (Oct. 24, 2024).

⁵ [Feedback on the Revised Chesapeake Bay Water Agreement \(7/01 – 8/20\)](#); [Feedback on the Revised Chesapeake Bay Watershed Agreement \(8/21 -9/01\)](#).

⁶ Chesapeake Bay Program Partnership [Executive Council Charge to the Principals’ Staff Committee: Charting a Course to 2025 and Beyond](#) (Oct. 11, 2022).

⁷ See, e.g., Chesapeake Bay Program Beyond 2025 Steering Committee, [A Critical Path Forward for the Chesapeake Bay Program Beyond 2025](#) (Oct. 24, 2024), at 9, 10, 13.

[Beyond-2025-Resource-Binder-ToC-11-19-24.pdf](#)

[Final-2024-EC-Charge-Beyond-2025-CORRECTED-11-7-24-clear](#)

[PSC-Proposed-Agreement-Revisions-Process-Final.pdf](#)

- [Governance and Management Framework for CBP](#)
- [Beyond 2025 Evaluation Report \(ERG\)](#)
- [Beyond 2025 SC “Critical Path” Report, Part II](#)
- [GIT 6 Key Priorities document](#)
- [GIT 6 Key Issue Log with Priorities](#)
- [Phase I public feedback that pertains to Phase II](#)



DISCUSSION RESULTS

LOGISTICS

Chasing a changing model

Science is generated but not applied in implementable way

Support on decisional items (context)

Partnership coordination across GITs is not meeting full potential

MB lacks expertise to rep full breadth of outcomes

Complexity of program across GITs, WGs, structure, etc. - siloing and duplication

Roles and resources - clearly define responsibilities and degrees of participation

Governance doesn't map entire partnership

Increase adv committees in structure

Defining Roles: Structural Changes to GITs, WGs, Adv Committees +

Streamlining (Standardization GIT, WG structure, audits

Role / membership and mgmt of MB

Passive staffing - need to empower CRC

Governance to reduce program complexity and reduce silos

STRUCTURE

Break down in communication in partnership

Transparency - internal and external engagement and budget

Better vertical and horizontal knowledge sharing

Lack of understanding - on the ground implementers

Onboarding and ensure understanding of roles

Transparency - honest about progress

COMMUNICATIONS

What is implementation timeline: Program provides updates but need plan

Seek accountability in outcomes and principles, funding decisions

Leadership - status quo (big goal setting is important)

Lack of transparency in access (inside baseball)

ACCOUNTABILITY

Intra GIT competition for resources

Scope too broad (mission critical vs enhancement) + (prioritization but how? Utilize STAR)

Resource deployment inefficiencies +

Jurisdictional capacity

RESOURCES

Elevating conservation and social science

Program more procedural than actionable/ implementation

Lack of focus on planning and zoning - Cradle to grave conservation

Operationalizing principles in everyday actions at GIT, WG, MB, etc.

Focus on communities/ hyper local focus

Partnership viewed as procedural vs practical

Tensions between state and fed re evaluations

FUNDAMENTAL

Accountability framework (SRS) not yielding results, process should be improved

Max value of adaptive mgmt (SRS revise)

Finding data and decisions within bay.net, etc.

Need logic model: outcomes to actions of WGs

Decision making and reaching consensus

What does it mean to sign on to an outcome

SOPs distributed decision trees / decision making

Consensus driving decisions to LCD

Appropriate decision makers aren't on GITs

DECISION MAKING

1. Priority Setting, Decision Making, and Resources

Clear methodology, align priorities & capacity

2. Role Definition and Logistics

Explicitly define, improve collaboration and coordination framework

3. Complexity, Structure, Disconnect to Local Communities

Streamline connection between implementation actors

4. Transparency

Decisions, priorities, resources, actions, reporting

5. Accountability and Adaptive Management

Clear guidelines for outcome attainment, decrease burden, enable innovation

6. Communication

Ensure awareness and connection is robust where needed

GAT AD HOC WORK GROUP



MEMBERS:

CHRIS BROSCHE

BILL DENNISON

LARRY SANFORD

MIKE RUNGE

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PURPOSE:

- INFORM INPUT FOR GAT MEETINGS, REPRESENTING STAC
- ANALYZE EXISTING STRUCTURE TO IDENTIFY KEY DISCONNECTS IMPEDING ADAPTIVE MANAGEMENT
- PROVIDE INPUT ON DECISION MAKING ALTERNATIVES AT VARIOUS LEVELS OF THE PROGRAM

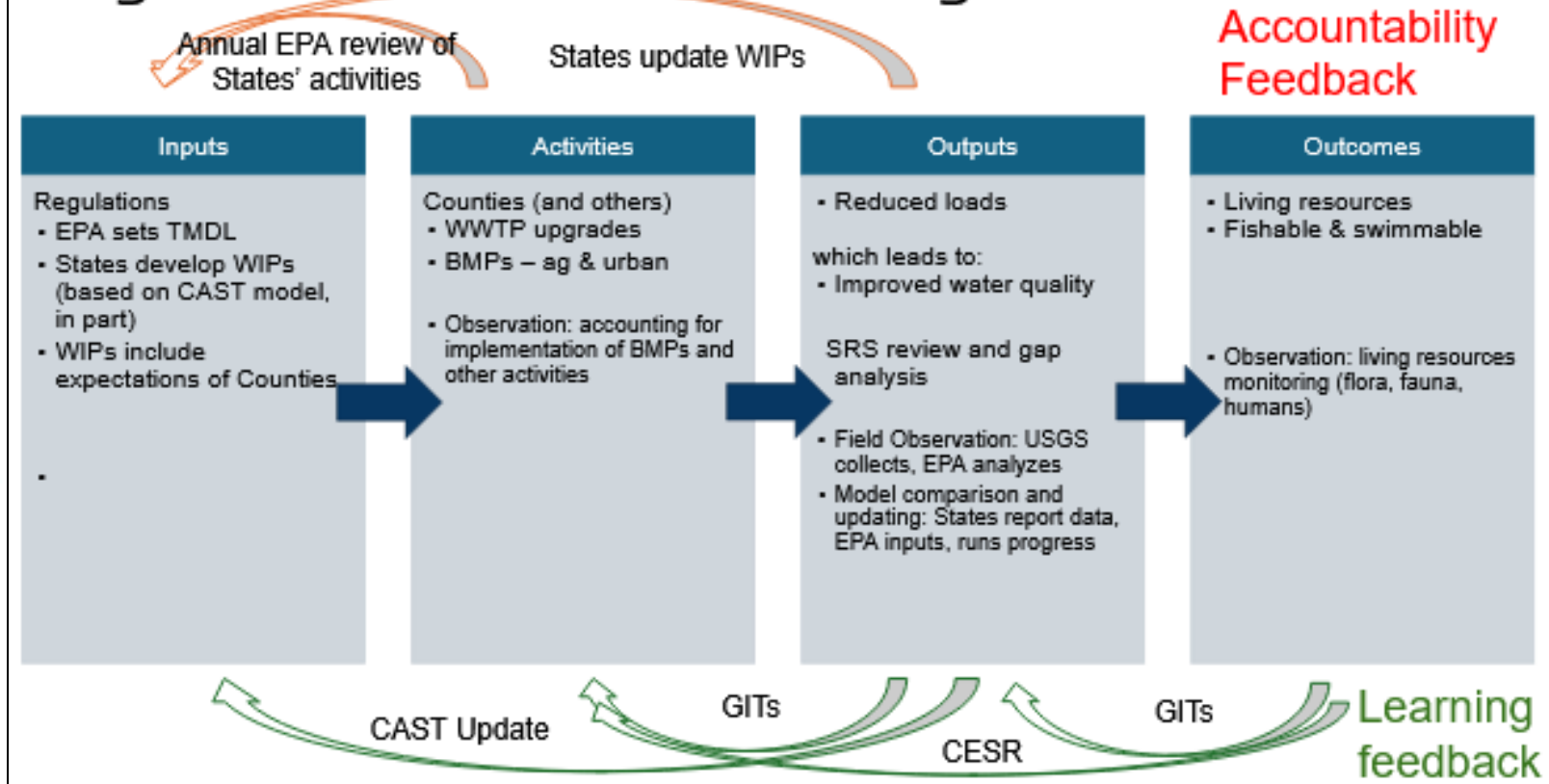
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Triple Loop Learning



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Logic Model for CBP - existing condition



GAT AD HOC WORK GROUP – DECISION MAKING

AI-GENERATED EXAMPLE:

Recommended Alternative: Tiered Decision-Making Framework

Here's a structure that could work even better for CBP's scale and complexity:

Tier	Decision Type	Method	Why It Works
Tier 1	Technical/Operational	Advice Process	Empowers workgroups and experts to act quickly with input from affected parties.
Tier 2	Strategic/Programmatic	Consent-Based	Moves faster than consensus, but still allows objections to be addressed.
Tier 3	Policy/Outcome-Level	Supermajority Vote	Ensures legitimacy and action when consensus fails.

This model blends **distributed leadership**, **structured escalation**, and **adaptive governance**—all of which align with CBP's evolving approach [1](#) [2](#).

NEXT STEPS

- **MANAGEMENT BOARD RETREAT DISCUSSION**
- **CONTINUE ADDING DETAILED RECOMMENDATIONS TO 6 TOPICS → REDLINE FRAMEWORK**
- **CONSIDER STRUCTURAL CHANGES IN THE FUTURE**

