



**SUSTAINABLE OYSTER RESTORATION AND MANAGEMENT PLAN
FOR EASTERN BAY, MARYLAND**

OYSTER COALITION WORKGROUP

MEETING #1 – ORGANIZATIONAL

FRIDAY – SATURDAY, FEBRUARY 2 – 3, 2024

CHESAPEAKE BAY ENVIRONMENTAL CENTER
600 DISCOVERY LANE, GRASONVILLE, MARYLAND 21638

MEETING 1 OBJECTIVES

- ✓ To Review Oyster Coalition Workgroup Goals and Expected Outcomes
- ✓ To Review and Agree on Operational and Procedural Policies and Guidelines
- ✓ To Provide Relevant Background on Eastern Bay Maryland
- ✓ To Review Questionnaire Results
- ✓ To Discuss and Approve Draft Goal Framework: Goals, Vision Themes, Outcomes, and Objectives
- ✓ To Discuss Next Steps, Schedule and Assignments

MEETING AGENDA DAY 1 – FRIDAY, FEBRUARY 2, 2024

All Agenda Times – Including Adjournment – Are Approximate and Subject to Change

12:00 PM		LUNCH AND INTRODUCTIONS – PROVIDED BY OYSTER RECOVERY PARTNERSHIP
1)	1:00 PM	WELCOME AND OVERVIEW OF THE OYSTER RECOVERY PARTNERSHIP’S GOAL IN CONVENING THE OYSTER COALITION WORKGROUP, INTRODUCTION OF THE FACILITATOR
2)	1:15	INTRODUCTIONS & REVIEW OF EXPECTED OUTCOMES FROM THE OYSTER COALITION WORKGROUP (OCW) PROCESS <i>(Review Questionnaire Responses)</i>
3)	1:45	AGENDA REVIEW AND MEETING OBJECTIVES
4)	1:50	REVIEW AND ACCEPT PARTICIPATION GUIDELINES AND CONSENSUS-BUILDING PROCEDURES, AND GUIDING PRINCIPLES
5)	2:00	EASTERN BAY OF MARYLAND SYSTEM OVERVIEW PRESENTATION <ul style="list-style-type: none"> • History and Scope of Eastern Bay (ORP) (30) • Current Status of Oyster Fishery & Management in Eastern Bay (MDNR) (15) • Ongoing Work in Eastern Bay (MDNR) (15)
~3:00 PM		BREAK
6)	3:15	REVIEW OF QUESTIONNAIRE RESULTS <ul style="list-style-type: none"> • Looking Back (15) • Looking Around – Key Factors Enhancing or Impeding Oysters in Eastern Bay (15) • Setting the Context – Critical Issues and Challenges (60)
7)	4:45	REVIEW AND RATING OF OCW DRAFT GOAL STATEMENT
8)	5:00	SHARED VISION OF SUCCESS IN 2045 – MOVING FROM THEMES TO GOALS



		<ul style="list-style-type: none"> • Undesirable Future and Successful Future (<i>Review Questionnaire Results</i>) • Review and Rating of Draft Vision Themes • Discuss Vision Themes as Goal Framework
9)	5:25	SUMMARY OF DAY ONE AND REVIEW OF DAY TWO AGENDA
	<i>~5:30 PM</i>	<i>RECESS AND INFORMAL SOCIAL – PROVIDED BY OYSTER RECOVERY PARTNERSHIP</i>

MEETING AGENDA DAY 2 – SATURDAY, FEBRUARY 3, 2024		
<i>All Agenda Times – Including Adjournment – Are Approximate and Subject to Change</i>		
<i>COFFEE AND BAGELS – PROVIDED BY OYSTER RECOVERY PARTNERSHIP</i>		
1)	8:30 AM	WELCOME AND AGENDA REVIEW
2)	8:45	GOAL A. RESTORE THE OYSTER RESOURCE IN EASTERN BAY <ul style="list-style-type: none"> • Review and Refinement as Needed of Draft Vision Theme, Goal Statement, Outcome, and Objectives • Identification of Key Issues
	<i>~10:15 AM</i>	<i>BREAK</i>
3)	10:30	GOAL B. MANAGE THE OYSTER FISHERY AND AQUACULTURE TO INCREASE AND SUSTAIN HARVEST AND A THRIVING ECONOMY <ul style="list-style-type: none"> • Review and Refinement as Needed of Draft Vision Theme, Goal Statement, Outcome, and Objectives • Identification of Key Issues
4)	12:00 PM	GOAL C. AN ENGAGED STAKEHOLDER COMMUNITY THAT SUPPORTS SUSTAINABLE OYSTER RESTORATION AND MANAGEMENT <ul style="list-style-type: none"> • Review and Refinement as Needed of Draft Vision Theme, Goal Statement, Outcome, and Objectives • Identification of Key Issues
5)	12:50	NEXT STEPS AND AGENDA ITEMS FOR THE NEXT MEETING <ul style="list-style-type: none"> • Review of the OCW Schedule of Meetings • Review of Action Items and Assignments • Identify Agenda Items and Any Needed Information for the 2nd. OCW Meeting • Meeting Evaluation
	<i>~1:00 PM</i>	<i>ADJOURN</i>

PROJECT RESOURCES AND CONTACTS

PROJECT WEBPAGE: <https://www.oysterrecovery.org/our-work/oyster-restoration/easternbaycoalition>

PROJECT CONTACT: Olivia Caretti: ocaretti@oysterrecovery.org; Cell: 1.443.617.7254

PROJECT FACILITATION, PROCESS DESIGN, & REPORTING: Jeff Blair of Facilitated Solutions, LLC. Information at: <http://facilitatedsolutions.org>.

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ATTACHMENT 1	
OYSTER COALITION WORKGROUP MEMBERSHIP AND REPRESENTATION	
MEMBERS (#17)	AFFILIATION
NON-GOVERNMENTAL ORGANIZATIONS (NGO): ENVIRONMENTAL AND CITIZEN GROUPS	
1) Ben Ford	ShoreRivers (Miles-Wye Riverkeeper)
2) Vicki Paulas	Chesapeake Bay Environmental Center
3) Ward Slacum	Oyster Recovery Partnership
4) Dan Sweeney	The Nature Conservancy
RECREATIONAL FISHING	
5) Mark Galasso	Tuna the Tide Charter Service
SEAFOOD INDUSTRY	
6) Scott Budden	Orchard Point Oyster Company, Aquaculture
7) Moochie Gilmer	Queen Anne County Waterman, Clam Harvester
8) Nick Hargrove	Talbot County Waterman and Aquaculture
9) Jeff Harrison	Talbot County Waterman
10) Richard Jones	Queen Anne County Waterman
11) Matt Latham	Queen Anne County Waterman
12) Jason Ruth	Harris Seafood Company, Queen Anne County Waterman and Aquaculture
13) Troy Wilkins	Queen Anne County Waterman
LOCAL AND STATE GOVERNMENT	
14) Kathy Brohawn	Maryland Department of Environment
15) Brian Callam	Maryland DNR – Aquaculture & Industry Enhancement Division
16) Chris Judy	Maryland DNR – Shellfish Division (Designated Alternate: Jodi Baxter)
17) Jim Moran	Queen Anne County
OYSTER COALITION WORKGROUP LEADERSHIP TEAM	
OYSTER RECOVERY PARTNERSHIP	
Olivia Caretti	Coastal Restoration Program Manager
Beth Franks	Senior Manager
Ward Slacum	Executive Director
FACILITATED SOLUTIONS, LLC	
Jeff Blair	Workgroup Facilitator, Consensus Building, and Process Design

ATTACHMENT 2

OYSTER COALITION WORKGROUP PROJECT MEETING SCHEDULE AND WORKPLAN

OYSTER COALITION WORKGROUP MEETINGS SCHEDULE AND WORKPLAN – 2024

MEETING #	DATES	OBJECTIVES
Meeting #1	Feb. 2-3, 2024	<p>Organizational Meeting. Operational and Procedural Policies and Guidelines.</p> <ul style="list-style-type: none"> Overview and acceptance of process, Workgroup charge, and goals and objectives of Workgroup Process Presentations on the Eastern Bay System Review of Questionnaire Responses Discussion of draft Framework for the Plan: Vision Themes, Goals, Outcomes, and Objectives.
Meeting #2	March 29-30, 2024	<ul style="list-style-type: none"> Presentations on federal agency perspectives and approaches for oyster restoration. Presentations on spatial tools for oyster siting. Discussion of strategies, actions, and resource needs to achieve objectives and goals. Discussion of performance measures to track progress towards objectives and goals. Final review of Eastern Bay habitat survey plan.
Meeting #3	May 29-30, 2024	<ul style="list-style-type: none"> Presentations and discussions about oyster substrate. Discussion of strategies, actions, and resource needs to achieve objectives and goals. Discussion of performance measures to track progress towards objectives and goals. Overview of local stakeholders and resources in Eastern Bay.
Meeting #4	July 31-Aug. 1, 2024	<ul style="list-style-type: none"> Presentation on results of Eastern Bay habitat surveys. Discussion regarding how results of Eastern Bay habitat surveys will inform recommendations and inclusion in the Plan. Discussion of strategies, actions, and resource needs to achieve objectives and goals. Discussion of performance measures to track progress towards objectives and goals. Acceptability ranking of proposed revisions to draft objectives, strategies, and actions for inclusion in the <i>Draft Sustainable Oyster Restoration and Management Plan for Eastern</i>

		<i>Bay, Maryland</i> using the Strategies Evaluation Worksheet Process.
Meeting #5	Sept. 25-26, 2024	<ul style="list-style-type: none"> • Presentation on CBEC education plan. • Refinement of draft recommendations. • Approval of the OCW <i>Draft Report and Recommendations for the Sustainable Oyster Restoration and Management Plan for Eastern Bay, Maryland. (Day 2).</i>
Community Workshop Forum	Dec. 4, 2024 6:00pm – 8:00pm	<ul style="list-style-type: none"> • Community education on the OCW goals and process. • Community input on the OCW outcomes and recommendations for the <i>Sustainable Oyster Restoration and Management Plan for Eastern Bay, Maryland.</i>
Meeting #6	Dec. 4-5, 2024 <ul style="list-style-type: none"> • Final Plan Revisions • Adopt Final OCW Report and Recommendations for the Plan 	<ul style="list-style-type: none"> • Evaluation of Community Open House input. • Finalization of plan revisions. • Adoption of the OCW’s Report and Recommendations for the <i>Sustainable Oyster Restoration and Management Plan for Eastern Bay, Maryland,</i> and submittal to ORP.



ATTACHMENT 3
KEY TO COMMON PROJECT ABBREVIATIONS

ABBREVIATION	DEFINITION
CBEC	Chesapeake Bay Environmental Center
CBF	Chesapeake Bay Foundation
EB	Eastern Bay of Maryland
EPA	U.S. Environmental Protection Agency
HPL	UMCES Horn Point Lab
MDE	Maryland Department of the Environment
MDNR	Maryland Department of Natural Resources
NGO	Non-Governmental Organization
NOAA	National Oceanic and Atmospheric Administration
NRCS	Natural Resource Conservation Service
OCW	Eastern Bay Oyster Coalition Workgroup
ORP	Oyster Recovery Partnership
OAC	Oyster Advisory Commission
Plan	<i>Sustainable Oyster Restoration and Management Plan for Eastern Bay, Maryland</i>
QAC	Queen Anne County
SAV	Submerged Aquatic Vegetation
SR	ShoreRivers
TC	Talbot County
TNC	The Nature Conservancy
UMD	University of Maryland
UMCES	University of Maryland Center for Environmental Science
USACE	United States Army Corps of Engineers
USFWS	United States Fish and Wildlife Service

ATTACHMENT 4

GLOSSARY OF OCW PROJECT TERMS AND DEFINITIONS

ADAPTIVE MANAGEMENT: A process that includes making decisions, evaluating the results, comparing the results to predetermined performance measures, and modifying future decisions to incorporate lessons learned.

EASTERN BAY SYSTEM: Eastern Bay is a tributary of the Chesapeake Bay located between Queen Anne and Talbot Counties on Maryland’s Eastern Shore. Its main tributaries include the Miles and Wye Rivers. Eastern Bay is connected to the Chester River to the north via Kent Narrows, a working waterfront that supports a thriving commercial and recreational fishing community and includes seafood processing facilities, restaurants, and tourism. The estuary is a mesohaline system with expansive oyster, SAV, and sandy bottom habitats. The project will focus on existing oyster habitats and those areas suitable for oyster aquaculture and oyster restoration activities in Eastern Bay.

ECOSYSTEM HEALTH:
A “healthy” ecosystem is one that conserves diversity, supports fully functional ecological processes, and sustains a range of ecological and ecosystem services.

ECOSYSTEM SERVICES: The contributions of ecosystems to human wellbeing. These include provisioning services (food, raw materials, fresh water, medicinal resources), regulating services (climate, air and water quality, moderation of extreme events, and erosion prevention), habitat services (habitat for species that support ecosystem services), and cultural services (recreation for mental & physical health; tourism; aesthetic appreciation spiritual experience).

GOAL: A goal is a statement of the project’s purpose to move towards the vision expressed in fairly broad language.

GUIDING PRINCIPLES: The Oyster Coalition Workgroup’s Guiding Principles reflect the broad values and philosophy that guides the operation of the Workgroup and the behavior of its members throughout its process.

OBJECTIVE: Objectives describe in concrete terms how to accomplish the goal to achieve the vision within a specific timeframe and with available resources. (E.g., by 2033, the State of Maryland will have approved a stakeholder developed Ecosystem-Based Adaptive Management and Restoration Plan for the Eastern Bay System.”)

OUTCOME: Outcomes describe the expected result at the end of the project period – what is hoped to be achieved when the goal is accomplished. (E.g., *an ecologically, and economically viable, healthy and sustainable Eastern Bay System oyster fishery and ecosystem*)

OYSTER REPLETION PROGRAM: A state-managed program to replenish oyster populations and bottom substrate on natural oyster bars that are regularly harvested by the commercial industry. The program is funded by the Maryland Department of Transportation Port Authority, revenue from commercial oyster license renewal surcharges, and bushel tax revenue from commercial harvest. The Oyster Recovery Partnership (ORP) implements the coordination and oversight of the production and deployment of wild seed, shell, alternate substrate, and spat-on-shell (SOS) to achieve bottom enhancement per requests from the county oyster committees.



OYSTER RESOURCES: Sources of oysters that provide natural and cultural benefits to humans. These sources can come from the wild or from aquaculture. The responsible management of oyster resources requires integrated approaches that incorporate the social, economic, and environmental considerations of sustainability.

PERFORMANCE MEASURES: The regular measurement of outcomes and results, which generates reliable data on the effectiveness, efficiency, and sustainability of programs and plans.




RESTORATION: The process of repairing, through human intervention, sites whose biological communities and ecosystems have been degraded or destroyed. Restoration goals are site-specific, and would include restoration of the health and ecological functions that are self-sustaining over time.

STAKEHOLDERS: All groups whether public, private or non-governmental organizations who have an interest or concern in the success of a project and can affect or be affected by the outcome of decisions or activities of the project. The Eastern Bay Oyster Coalition Workgroup stakeholders include but are not limited to aquaculture, business, economic development, tourism, environmental, citizen groups, recreational fishing, commercial seafood industry, regional groups, local, state, and federal government.

STRATEGY: A method, action, plan of action, or policy that can be tested to determine whether it solves a problem and helps to achieve objectives and goals in the context of bringing about a desired future for the Eastern Bay System.

VISION: An idealized view of where or what the stakeholders would like the oyster resource and ecosystem to be in the future.

VISION THEMES: The key issues that characterize the desirable future for the oyster resource and ecosystem. The Vision Themes establish a framework for goals and objectives. They are not ordered by priority.

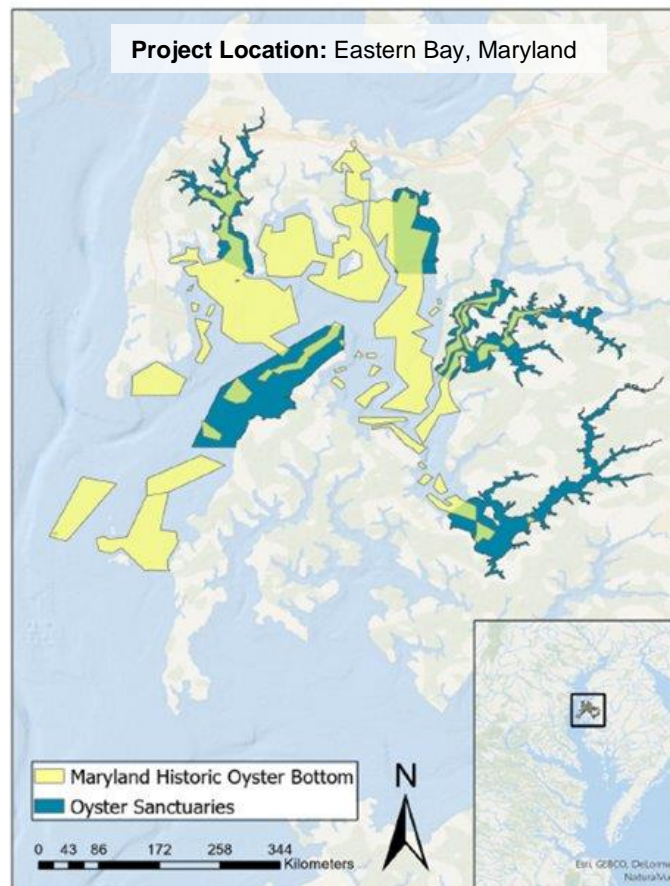
STOPLIGHT INDICATORS		
LEGEND FOR STATUS OF RESTORATION AND MANAGEMENT TARGETS, TRENDS, AND GOALS		
	Red	Substantial deviations from restoration or management targets, creating severe negative condition that merits action.
	Yellow	Current situation does not meet restoration or management targets and merits attention, or indicate improvement in trend.
	Green	Situation is good and restoration or management goals or trends have been reached. Continuation of management and monitoring effort is essential to maintain and assess “green” status.

ATTACHMENT 5 PROJECT SUMMARY

The Oyster Coalition Workgroup is being convened by the Oyster Recovery Partnership (ORP), with support from the National Fish and Wildlife Foundation (NFWF). Workgroup members represent Maryland's three major oyster stakeholder groups – wild harvest, restoration, and aquaculture – as well as NGOs, citizen, and governmental interests that affect and are affected by the oyster fishery and oyster habitat restoration activities in Eastern Bay, Maryland and its tributaries.

The goal of the Eastern Bay Oyster Coalition Workgroup (Workgroup) is to develop consensus recommendations for oyster policies, management, and restoration/replenishment activities that improve oyster production and the ecological and ecosystem services from oyster habitat restoration, and meet the needs of industry, citizen, NGOs, and government stakeholders in Eastern Bay and its tributaries. This includes (1) defining annual and long-term goals for each individual stakeholder group and collectively across all groups, (2) identifying resources required to meet these goals, and (3) defining performance metrics to track progress. The Workgroup process will be informed by the best available science and shared stakeholder values, resulting in the economically and ecologically sustainable long-term maintenance and growth of oyster production and oyster habitat restoration in Eastern Bay and its tributaries.

The recommendations will be developed by the Workgroup through a facilitated, consensus-driven process and compiled into a *Sustainable Oyster Restoration and Management Plan for Eastern Bay, Maryland*. The plan will be shared with Maryland DNR and the Oyster Advisory Commission for implementation.



WORKGROUP MEMBERS' EXPECTATION FOR PROJECT SUCCESS

SUMMARY OF QUESTIONNAIRE RESPONSES REGARDING EXPECTATIONS FOR SUCCESS

Oyster Coalition Workgroup Members were asked: *“From your perspective, what would be the most important successful outcome of the Oyster Coalition Workgroup effort”*

The following table is a summary of the successful Workgroup outcomes expressed by questionnaire respondents listed in order of frequency for which outcomes were noted (complete results are included in the *Questionnaire Summary Report*):

SUMMARY OF SUCCESSFUL WORKGROUP PROCESS OUTCOMES
1) Consensus and a shared goal(s) for oyster habitat and production in Eastern Bay.
2) A focused, realistic, equitable, united, and executable plan for oyster habitat and production in Eastern Bay.
3) Strategies to create a self-sustained and enhanced oyster population in Eastern Bay.
<i>Use the space below to note any additional desired outcomes for a successful Workgroup Process:</i>

OYSTER COALITION WORKGROUP OPERATING ASSUMPTIONS AND PRINCIPLES, AND PARTICIPATION GUIDELINES

ASSUMPTIONS, PRINCIPLES, AND PARTICIPATION GUIDELINES

We Will Be Successful And Have Good Conversation When:

- ✓ All voices are invited, respected and heard.
- ✓ All experiences are treated as valid.
- ✓ Notes are captured in writing real-time using computers.
- ✓ We listen to each other.
- ✓ We observe time frames.
- ✓ We seek common ground and action.
- ✓ Differences and problems are honored—not “worked”.
- ✓ There is full and active attendance.
- ✓ We make the time and space to connect with each other.

The Facilitator Will Seek To:

- ✓ Structure and facilitate a process that will enable us to discover and build on our best moments and practices as stakeholders in the Eastern Bay of Maryland System.
- ✓ Keep us informed of established parameters for time and tasks.
- ✓ Support and facilitate Workgroup discussions.
- ✓ Create the environment that helps people to be at their best.
- ✓ Keep purpose front and center.
- ✓ Suggest and encourage new ways of thinking and doing.
- ✓ Keep us focused and on track.
- ✓ Start and stop on time.

Workgroup Members Will:

- ✓ Participate actively and share opinions in the conversation—engage fully in this process.
- ✓ Tell stories, provide information—make meaning.
- ✓ Experiment & take risks to share, while engaging in conversation with others.
- ✓ Actively contribute to the creation of a shared vision, and restoration and management strategies for a healthy and sustainable Eastern Bay of Maryland System.
- ✓ Listen actively, attentively, respectfully.
- ✓ Take responsibility . . . for the conversation and the ideas developed here.
- ✓ Be here for the entire Workgroup process, be on time, and be *here* while you’re here.
- ✓ Refrain from using electronic devices during the Workgroup meetings—keep all electronic devices turned off or in a silent mode; your participation is valued.
- ✓ Be willing to reach consensus.

Four Personal Guiding Principles:

1. Be impeccable with your word.
2. Don't take things personally.
3. Don't make assumptions.
4. Always participate fully.

Eastern Bay Oyster Coalition Workgroup Members' Role

- ✓ The Workgroup process is an opportunity to explore possibilities. Offering or exploring an idea does not necessarily imply support for it.
- ✓ Listen to understand. Seek a shared understanding even if you don't agree.
- ✓ Be focused and concise – Balance participation & minimize repetition – Share the airtime.
- ✓ Look to the Facilitator to be recognized. Please raise your name tent or hand to speak.
- ✓ Speak one person at a time. Please don't interrupt each other.
- ✓ Focus on issues, not personalities. *"Using insult instead of argument is the sign of a small mind."*
- ✓ Avoid stereotyping or personal attacks. *"Mud thrown is ground lost"*.
- ✓ To the extent possible, offer options to address other's concerns, as well as your own.
- ✓ Participate fully in discussions, and complete meeting assignments as requested.

Oyster Recovery Partnership Project Team's Role

- ✓ Provide science-based research and information as requested by Workgroup members and the facilitator.
- ✓ Consult with stakeholders and provide guidance in using tools and objective science to analyze proposed options.
- ✓ Use best available tools and science to analyze options in response to stakeholder input.
- ✓ Organize meeting logistics and provide relevant documents for use during meetings.
- ✓ Attend all Workgroup meetings.
- ✓ The ORP's OCW Project Team will deliver a project report that will include the results and products of the Workgroup to managers, regulators, and other agencies as appropriate for consideration in its planning for restoration and management of the oyster fishery and Eastern Bay of Maryland ecosystem.

Facilitated Solutions, LLC Facilitator's Role

- ✓ Design, facilitate and report on a collaborative Eastern Bay Oyster Coalition Workgroup process.
- ✓ Assist the Workgroup members to build understanding and consensus on action recommendations.
- ✓ Provide process design and procedural guidance to members.
- ✓ Assist members to stay focused and on task.
- ✓ Assure that participants follow the Workgroup's *Operational and Procedural Policies and Guidelines*.
- ✓ Accurately and fairly capture summary of key discussion points during the Workgroup meetings.

GUIDELINES FOR BRAINSTORMING

- ✓ Offer one idea per person without explanation.
- ✓ No comments, criticism, or discussion of other's ideas.
- ✓ Listen respectfully to other's ideas and opinions.
- ✓ Seek understanding and not agreement during this phase of identifying issues or options.

THE NAME STACKING PROCESS

- ✓ Determines the speaking order.
- ✓ Participant raises hand to speak during Workgroup meetings. Facilitator will call on participants in turn.
- ✓ Facilitator may interrupt the stack (change the speaking order) in order to promote discussion on a specific issue or, to balance participation and allow those who have not spoken on an issue an opportunity to do so before others on the list who have already spoken on the issue.

EASTERN BAY OYSTER COALITION WORKGROUP CONSENSUS BUILDING PROCEDURES

DEFINITIONS

Consensus is a **Process**, an **Attitude** and an **Outcome**. Consensus processes have the potential of producing better quality, more informed and better-supported outcomes.

As a **Process**, consensus is a problem solving approach in which all members:

- Jointly share, clarify and distinguish their concerns;
- Educate each other on substantive issues;
- Jointly develop alternatives to address concerns; and then
- Seek to adopt recommendations everyone can embrace or at least live with.

In a consensus process, members should be able to honestly say:

- I believe that other members understand my point of view;
- I believe I understand other members' points of view; and
- Whether or not I prefer this decision, I support it because it was arrived at openly and fairly and because it is the best solution we can achieve at this time.

Consensus as an **Attitude** means that each member commits to work toward agreements that meet their own and other member needs and interests so that all can support the outcome.

Consensus as an **Outcome** means that agreement on decisions is reached by all members or by a significant majority of members after a process of active problem solving. In a consensus outcome, the level of enthusiasm for the agreement may not be the same among all members on any issue, but on balance all should be able to live with the overall package.

Levels of consensus on a committee outcome can include a mix of:

- Participants who strongly support the solution;
- Participants who can “live with” the solution; and
- Some participants who do not support the solution but agree not to veto it.

For Oyster Coalition Workgroup purposes, **consensus recommendations** shall be defined as any option/recommendation achieving a ≥ 3.0 average ranking (75%) based on the results of all members present and voting.

The Eastern Bay Oyster Coalition Workgroup (Workgroup) will seek consensus on its recommendations for options to be evaluated using the best available science and decision-support tools for restoration and management of the Eastern Bay of Maryland oyster resource. General consensus is a participatory process whereby, on matters of substance, the members strive for agreements which all of the members can accept, support, live with or agree not to oppose. In instances where, after vigorously exploring possible ways to enhance the members' support for the final package of recommendations, and the Workgroup finds that 100% acceptance or support is not achievable, final consensus recommendations will require at least 75% favorable vote ($\geq 75\%$) of all members present and voting. This super majority decision rule underscores the importance of actively developing consensus throughout the process on substantive issues with the participation of all members and which all can live with. In instances where the Workgroup finds that even 75% acceptance or support is not achievable, publication of recommendations will include documentation of the differences and the options that were considered for which there is more than 50% support from the Workgroup. The report that will be a product of the Workgroup process will clearly describe the level of agreement between Workgroup members on each specific recommendation as well as on the suite of recommendations as a whole.

The Workgroup will develop its recommendations using consensus-building techniques with the assistance of the facilitator. Techniques such as brainstorming, ranking and prioritizing approaches will be utilized. The Workgroup's consensus process will be conducted as a facilitated consensus-building process. Workgroup members, project staff, and the facilitator will be the only participants seated at the table. Only Workgroup members may participate in discussions and vote on proposals and recommendations. The facilitator, or a Workgroup member through the facilitator, may request specific clarification from a subject area experts in understanding an issue.



The Facilitator will work with the Project Team and Workgroup members to design agendas that will be both efficient and effective. The Project Team will help the Workgroup with information and meeting logistics.

The Workgroup may convene subcommittees which have assigned tasks in specific areas. For example, an outreach and community engagement sub-committee could be responsible for making recommendations about public awareness strategies and resources.

To enhance the possibility of constructive discussions as members educate themselves on the issues and engage in consensus-building, members agree to refrain from public statements that may prejudice the outcome of the Workgroup's consensus process. In discussing the Workgroup process in any form of media, members agree to be careful to present only their own views and not the views or statements of other participants. In addition, in order to provide balance to the Workgroup process, members agree to represent and consult with their stakeholder interest groups. The Workgroup as a group develops consensus recommendations on issues, and does not advocate for them outside of the Workgroup process. Members are free to advocate for their own stakeholder interests, but again should be careful to present only their own views. Workgroup members agree not to speak negatively about other Workgroup or Project Team members during, between, and/or after meetings.

CONSENSUS SOLUTIONS PROCESS PROCEDURES

Acceptability Ranking Scale for Options and Recommendations

During the Organizational Meeting, Workgroup members will be asked to evaluate and rank project goals, vision themes, outcomes, and objectives using a 4-Point acceptability ranking scale. During subsequent meetings Workgroup members will be asked to develop proposed options, to review existing consensus level ranked options, to propose any additional options for Workgroup consideration, and to rank the options for acceptability.

Once ranked for acceptability, items with a ≥ 3.0 average ranking (75%) will be considered preliminary consensus recommendations for inclusion in the package of recommendations for the *Sustainable Oyster Restoration and Management Plan for Eastern Bay, Maryland* (Plan).

This is an iterative process, and at any point during the process, any item may be re-evaluated and re-ranked at the request of any Workgroup member or ORP Project Team Member. The status of a ranked option will not be final until the final Workgroup meeting, when a vote will be taken on the entire package of consensus ranked recommendations for inclusion in the Plan.

Workgroup members should be prepared to state their minor and major reservations when asked, and to offer proposed refinements to the item to address their concerns. If a Workgroup member is not able to offer refinements to make the item acceptable (4) or acceptable with minor reservations (3) they should consider ranking the strategy with a 1 (not acceptable).

The following scale will be utilized for the ranking exercises:

ACCEPTABILITY RANKING SCALE	4 = Acceptable, I agree	3 = Acceptable, I agree with minor reservations	2 = Not Acceptable, I don't agree unless major reservations addressed	1 = Not Acceptable
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CRITERIA TO CONSIDER FOR PROPOSING AND EVALUATING OPTIONS AND RECOMMENDATIONS	
CRITERIA	EXPLANATION
IMPORTANCE	Is this proposed option critically important to achieving the goals of the <i>Restoration and Management Plan</i> ?
TIMELY	Will things get worse if the proposed option is not implemented?
FEASIBLE/ PRACTICAL	Is it likely that the proposed option will be successful in achieving the relevant goals of the <i>Restoration and Management Plan</i> ?
RESOURCES	Are there resources available, or likely to become available for implementing the proposed option? Is implementation cost effective?
COMMITMENT	Is there commitment from the stakeholders and regulators regarding implementation of the proposed option?

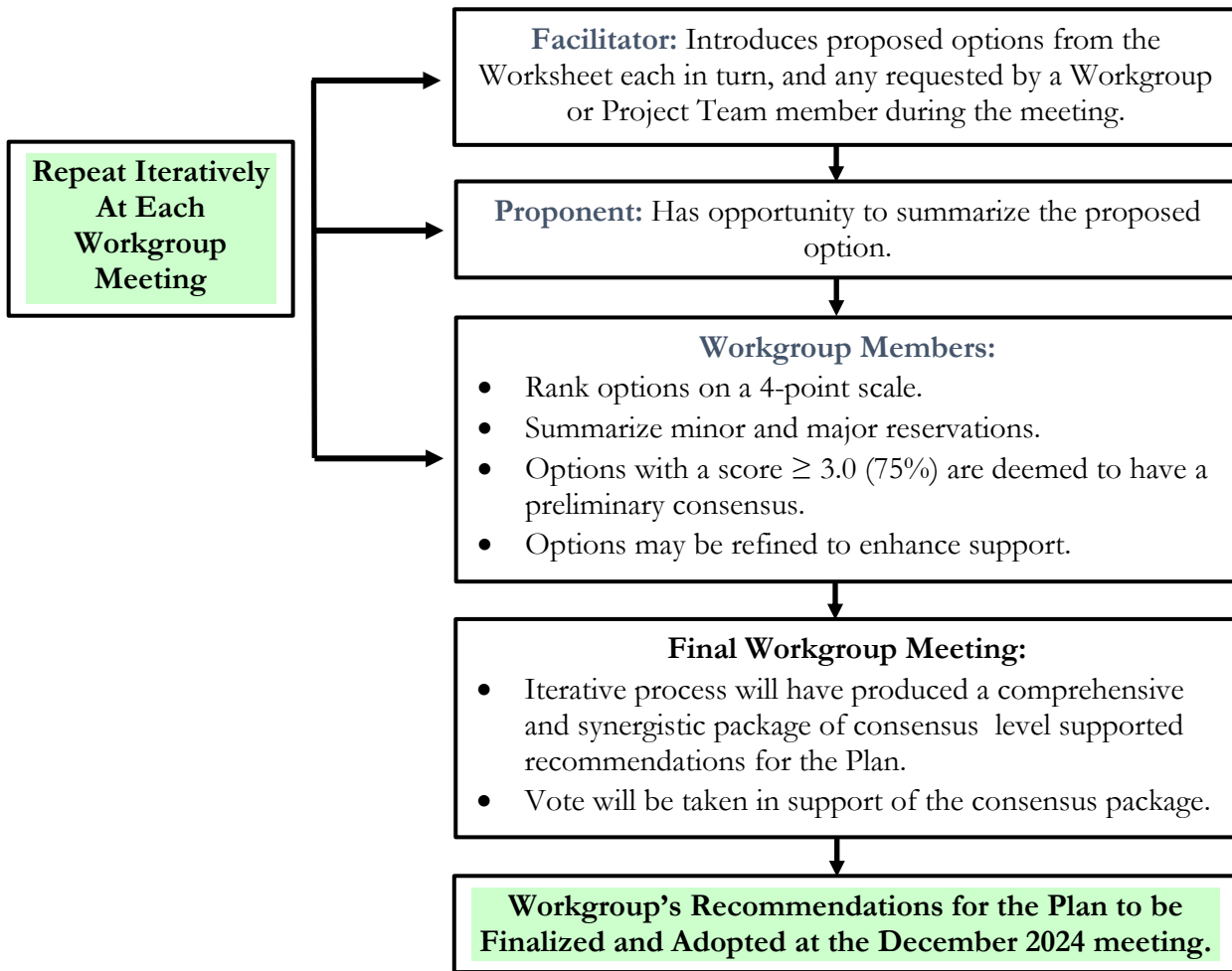
CONSENSUS SOLUTIONS PROCESS

The *Strategies Acceptability Ranking Exercise Process* and the *Consensus Solutions Process* (Fig. 1) was designed by Jeff Blair from Facilitated Solutions, LLC. Information at: <http://facilitatedsolutions.org>.

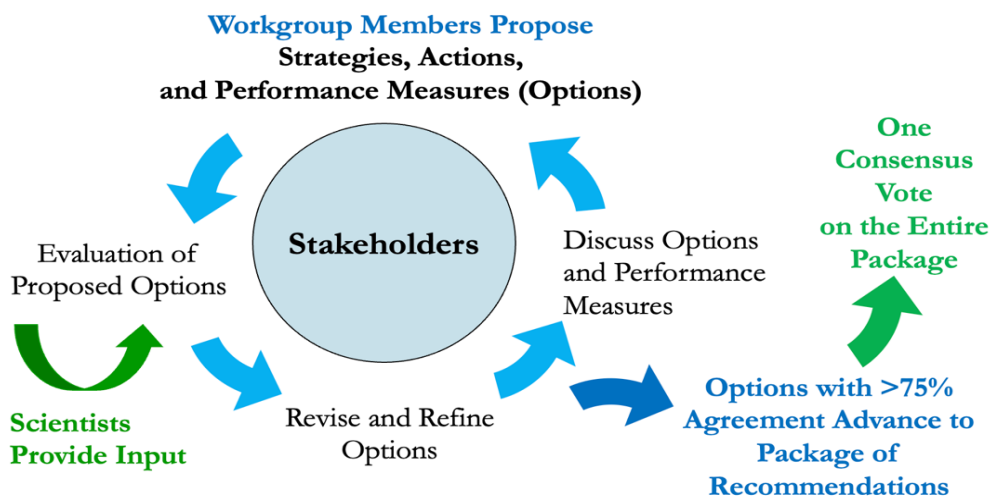


Figure 1: Flow Scheme for the Iterative Process of Acceptability Ranking Options.

CONSENSUS SOLUTIONS OPTIONS EVALUATION PROCESS FLOWCHART



STAKEHOLDER ARE AT THE CENTER OF THE CONSENSUS SOLUTIONS APPROACH



WORKSHEET 1

OYSTER COALITION WORKGROUP DRAFT GUIDING PRINCIPLES

GUIDING PRINCIPLES DEFINED: The Oyster Coalition Workgroup’s Guiding Principles reflect the broad values and philosophy that guides the operation of the Workgroup and the behavior of its members throughout its process and in all circumstances regardless of changes in its goals, strategies or membership.

- 1.) Workgroup members will strive to work together collaboratively, and seek to understand and respect differing perspectives.
- 2.) The Workgroup will strive to achieve consensus on the evaluation and development of recommendations submitted to the ORP’s Project Team and appropriate management and regulatory agencies.
- 3.) Workgroup members agree to identify and evaluate a range of options for possible inclusion in the Plan that are informed by the best available science and shared stakeholder values, and predicated to result in the economically and ecologically sustainable long-term maintenance and growth of oyster production and oyster habitat restoration in Eastern Bay and its tributaries.
- 4.) The Workgroup will operate under policies and procedures that are clear, concise, and consistently and equitably applied.
- 5.) Workgroup members will serve as accessible liaisons between the stakeholder groups they have been appointed to represent and the Eastern Bay Oyster Coalition Workgroup, and should strive to both inform and seek input on issues the Workgroup addressing from those they represent.
- 6.) Workgroup members will demonstrate commitment to the process, and be willing to reach consensus on development and adoption of the Plan.

WE WILL BE SUCCESSFUL:

- When we seek common ground and action;
- Differences and problems are honored and not “worked;”
- Listen and participate actively, attentively, and respectfully;
- Create a shared vision for the Eastern Bay of Maryland System; and
- **Are willing to reach consensus.**

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Guiding Principles</i>				
Comments				
•				



WORKSHEET 2
OYSTER COALITION WORKGROUP DRAFT GOAL STATEMENT

The goal of the Eastern Bay Oyster Coalition Workgroup (Workgroup) is to develop consensus recommendations for oyster policies, management, and restoration/replenishment activities that improve oyster production and the ecological and ecosystem services from oyster habitat restoration, and meet the needs of industry, citizen, NGOs, and government stakeholders in Eastern Bay and its tributaries. This includes (1) defining annual and long-term goals for each individual stakeholder group and collectively across all groups, (2) identifying resources required to meet these goals, and (3) defining performance metrics to track progress.

The Workgroup process will be informed by the best available science and shared stakeholder values, resulting in the economically and ecologically sustainable long-term maintenance and growth of oyster production and oyster habitat restoration in Eastern Bay and its tributaries.

AVERAGE	4= <i>Acceptable</i>	3= <i>Minor Reservations</i>	2= <i>Major Reservations</i>	1= <i>Not Acceptable</i>
<i>February 2-3, 2024 Ranking of Goal Statement</i>				
3.8	9	3	0	0
<i>Comments Regarding Proposed Revisions</i>				
<ul style="list-style-type: none"> • Proposed Revision: The Workgroup process will be informed by the best available science and shared stakeholder values, resulting in the economically and ecologically sustainable long-term maintenance and growth of oyster <u>restoration and</u> production in Eastern Bay and its tributaries. • 				
<i>Note below any ideas on how to clarify and strengthen the OCW Goal Statement:</i>				

WORKSHEET 3

LOOKING BACK – SHARED HISTORY – WHERE HAVE WE BEEN?

“What’s past is prologue.”- Shakespeare, The Tempest
“Don't let yesterday use up too much of today. -- Cherokee Indian Proverb

Workgroup members were asked to list the key milestones, people, actions, and time periods that have made a difference (for better or for worse) for the entire Eastern Bay System, and to list the key milestones, people, actions, and time periods that have made a difference (for better or for worse) for oyster production and habitat in Eastern Bay.

“Key Milestones/Initiatives” - “People” who made a difference - “Eras”

From the Questionnaire Responses:

TOPICAL AREA	FOR THE BETTER	FOR THE WORSE
Infrastructure/ Development	<ul style="list-style-type: none"> Adding public sewer to replace aging septic systems to improve water quality. 	<ul style="list-style-type: none"> Conowingo Dam privately operated for profit. Waterfront development on Kent Island and lower QA County. QA and Talbot County gov. – detrimental for promoting or allowing significant development to occur in Eastern Bay watershed (1980s-present). Increased population on Eastern Bay has increased pressure on natural resources (without added pressures of sea level rise, local subsidence, runoff).
Relationships, Funding, Politics	<ul style="list-style-type: none"> Funding to Horn Point Laboratory & oyster hatchery has increased. Governor Ehrlich (2003 – 2007) seemed to have an interest in oysters along with DNR Secretary Franks – this was short-lived. Getting harvest and seafood industry/restaurants back up and running after COVID More interest in oysters has been positive for leaseholders and restoration work in general. 	<ul style="list-style-type: none"> Discord within DNR and impacts on progress and employees – Over the years DNR has squelched good employees in the oyster division because they didn’t want to hear that restoration reefs were not performing or that power dredging wouldn’t kill everything. Relationships between DNR, NGOs, and watermen seemingly weren’t always pleasant. COVID halted production in seafood industry and support for Maryland oyster market.
Fishery Regulations & Restoration Activities	<p>Activities & Regulations –</p> <ul style="list-style-type: none"> Beginning of seed and shell repletion program (1960s) – on harvest bars and later sanctuaries. 	<p>Activities & Regulations –</p> <ul style="list-style-type: none"> Introduction of oyster power dredge (1800s). Introduction of commercial hydraulic clam dredge (1900s).

	<ul style="list-style-type: none"> • Dredge shell used to create reefs that produced billions of oysters (1960-2006). • Introduction of commercial diving for oysters (1980s). • Dive and hand tong boundaries established. • Dredging with open bags to turn shell over (2000s). • Planting shell on leased bottom (2000s). • Establishment of oyster sanctuaries by DNR. • Planting of spat on shell • Revamping aquaculture in Maryland (2010). • DNR focused management on Eastern Bay (2019). • Poplar Island Reclamation project. • TNC SOAR program. <p>Groups –</p> <ul style="list-style-type: none"> • MD State government, QA Co government, watermen and others on OAC – beneficial for focusing attention and dedicating resources to restoring EB oyster habitat (2022). • Local NGOs – beneficial for promoting health of EB ecosystem, • Harris Seafood attempts for adding shell and spat in Eastern Bay and other areas. 	<ul style="list-style-type: none"> • Introduction of commercial diving for oysters (1980s). • The removal of 750,000 bushels of shell and seed under repletion program that were never replaced (2000s). • End of dredged shell program (2000s). • Revamping aquaculture in Maryland (2010). • Dive and hand tong boundaries established. • When dive bottom was taken and given to dredgers. • Diving was not the best harvest practice for eastern Bay. <p>Groups –</p> <ul style="list-style-type: none"> • DNR – detrimental to EB by removing seed and shell under repletion program.
<p>Natural Processes/Ecology</p>	<ul style="list-style-type: none"> • Natural spat sets (1997, 2003, 2009). • Good water quality. • High production of oysters in 1970s and 80s until Dermo and MSX. 	<ul style="list-style-type: none"> • Prevalence of oyster disease – Dermo and MSX (1970s, 80s). • Hurricane Agnes (1972) • Storm runoff and siltation (1990s). • Drought (1999-2002). • Dermo and MSX wipe out oysters in Eastern Bay (2002). • Hurricane Isabel (2003) brought heavy sedimentation to Eastern Bay and killed everything. • Freshets (2011, 2019). • Water quality.

Use the space below to note any additional significant “Key Milestones,” “People”, and “Eras” that come to mind in terms of the management of the Eastern Bay System oyster fishery and ecosystem.

WORKSHEET 4
LOOKING AROUND – SETTING THE CONTEXT – TAILWINDS, HEADWINDS, AND TRENDS

SUMMARY OF QUESTIONNAIRE RESPONSES – TAILWINDS

TAILWINDS-FACTORS ENHANCING THE HEALTH AND SUCCESS OF THE EASTERN BAY SYSTEM <i>Listed In order of frequency</i>
1) Favorable historic, geological, geographic, and recent environmental conditions.
2) Recent focus on and support for oyster restoration and replenishment activities in Eastern Bay.
3) Maintenance of harvest areas.
4) Management tools and initiatives.
5) Improved communication and changes in perception.
<i>Note below any additional Tailwinds:</i>

SUMMARY OF QUESTIONNAIRE RESPONSES – HEADWINDS

HEADWINDS-FACTORS IMPEDING THE HEALTH AND SUCCESS OF THE EASTERN BAY SYSTEM <i>Listed In order of frequency</i>
1) Lack of oyster habitat and broodstock to support sustainable population.
2) Conditions, fisheries management, and activities in Eastern Bay are limiting the recovery of oysters, harvest, and the ability to properly manage them.
3) Continued development in watershed continues to degrade water quality.
4) Collaboration and communication continues to be challenging.
<i>Note below any additional Headwinds:</i>

SUMMARY OF QUESTIONNAIRE RESPONSES – TRENDS

TRENDS-AFFECTING THE EASTERN BAY SYSTEM <i>Listed In order of frequency</i>
1) Political support is generally in favor of oysters, but is challenging to navigate.
2) Overdevelopment in watershed continues.
3) Economy and funding are currently favorable for oyster production. However, funding is competitive, not guaranteed, not always well spent, and gaps remain.
4) Increased oyster activities and management initiatives focused on Eastern Bay.
5) Current environmental conditions and impacts from climate change will have variable impacts on oyster production and habitat value.
6) Limited availability of substate (i.e., shell) due to competing substrate needs.
7) Loss of widespread knowledge of oyster culture in Eastern Bay continues.
<i>Note below any additional Trends:</i>

WORKSHEET 5

LOOKING AROUND – SETTING THE CONTEXT – CRITICAL ISSUES

SUMMARY OF ISSUES AND OPTIONS THE WORKGROUP SHOULD EXPLORE <i>From the Questionnaire Responses – Listed In order of frequency</i>
1) Dynamics, interacting benefits, and conflicts between oyster management zones and activities in Eastern Bay.
2) Shell resource dynamics and needs – options for recovering, retaining, cost, sources, and deployment, shell budget for Eastern Bay.
3) Location of and rationale for current management boundaries delineating public fishing grounds, sanctuaries, and aquaculture. Considerations for changing these and rationale.
4) Equitable distribution of space, resources, and funding among oyster stakeholder groups and equitable strategies to sustain oyster production.
5) Optimize siting of public fishery replenishment, sanctuary restoration, and aquaculture leasing. The characteristics that are used to determine oyster habitat worthy of repletion activities.
6) Land use impacts on watershed, water quality, and oysters.
7) Unified oyster population and harvest goals for Eastern Bay.
8) Define key groups in Eastern Bay watershed.
9) Alternate materials – allowable substrates, sources, infrastructure to deploy, permitting, etc.
10) Existing efforts in Eastern Bay and groups conducting these – oyster plantings, monitoring, education, public engagement.
11) Information on management and priorities from DNR, QA and Talbot Counties for Eastern Bay – water quality, oysters, other fisheries/habitats, land use, recreation and tourism.
12) Strategies to engage public.
13) Explore management plans/efforts in other regions of Chesapeake Bay, and investigate components from those that may be applicable to Eastern Bay.
14) Consequences of not having a plan, how to maintain the plan, who owns and implements the plan.
15) How to design a collaborative structure that can be adaptive based on user input.
16) Define goals, objectives, and metrics to achieve measurable results.
17) Current funding and workforce development goals, needs, and plans to support comprehensive restoration and growth of oyster industry in Eastern Bay – is current framework and funding enough?

1) The role of oysters in a healthy Eastern Bay System.

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somenbat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
4.1	5	4	3	2	1	0	
	9	3	1	3	0	0	1

Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.

•
Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.
•

2) Oyster habitat characteristics and restoration siting.

(Suitable locations, heights, water depth, and salinity)

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somewhat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
4.4	5	4	3	2	1	0	
	8	7	1	0	0	0	1

Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.
•
Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.
•

3) Siting of aquaculture leases and public fishery replenishment activities.

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somewhat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
3.9	5	4	3	2	1	0	
	5	5	3	2	0	0	2

Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.
•
Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.
•

4) Oyster substrate and cultch.

(Availability and use of shell or alternate cultch materials)

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somewhat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
4.8	5	4	3	2	1	0	
	11	3	0	0	0	1	0

Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.
•
Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.

•

5) Water quality and quantity.

(Freshwater flow, quantity, timing, nutrient loading and other inputs, salinity balance, parasites and disease, and drought)

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somewhat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
3.9	5	4	3	2	1	0	
	5	7	2	2	0	0	1

Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.

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Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.

•

6) Land use, development, and tourism impacts on the fishery and Eastern Bay System.

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somewhat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
3.3	5	4	3	2	1	0	
	2	4	6	2	1	1	1

Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.

•

Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.

•

7) Lack of holistic, sustainable Eastern Bay management plan informed by science.

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somewhat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
3.8	5	4	3	2	1	0	
	5	2	2	3	0	3	2

Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.

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Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.

•

8) Status of Eastern Bay public oyster fishery management and strategy.

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somenbat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
3.9	5	4	3	2	1	0	
	4	5	6	0	0	1	1
Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.							
•							
Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.							
•							

9) Emergence of aquaculture.

(And its relationship to wild oyster harvest in Eastern Bay)

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somenbat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
2.9	5	4	3	2	1	0	
	1	5	3	0	4	2	2
Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.							
•							
Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.							
•							

10) Oysters and Chesapeake Bay in decline.

(Status quo is failing)

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somenbat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
3.5	5	4	3	2	1	0	
	2	6	4	3	0	1	1
Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.							
•							
Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.							
•							

11) Public awareness.

(Awareness of culture, economy, and environment in Eastern Bay)

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somewhat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
3.8	5	4	3	2	1	0	
	3	8	2	2	0	2	0

Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.

-

Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.

-

12) Current process for building consensus on oyster restoration and management in Eastern Bay.

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somewhat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
3.6	5	4	3	2	1	0	
	3	5	5	2	0	1	1

Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.

-

Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.

-

13) Availability of resources.

(Funding, infrastructure, oyster larvae, workforce)

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somewhat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
4.4	5	4	3	2	1	0	
	8	7	2	0	0	0	0

Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.

-

Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.

-

14) Recreation and tourism in Eastern Bay

Average Rating	<i>Very Critical</i>	<i>Critical</i>	<i>Somewhat Critical</i>	<i>Less Critical</i>	<i>Not Critical</i>	<i>Don't Know</i>	<i>No Response</i>
2.8	5	4	3	2	1	0	
	2	3	3	4	3	1	1
Additional related issues and options the Workgroup should explore not listed in the Questionnaire Summary Report.							
•							
Additional key information the Workgroup needs to be able to make informed recommendations to address the issue(s) not listed in the Questionnaire Summary Report.							
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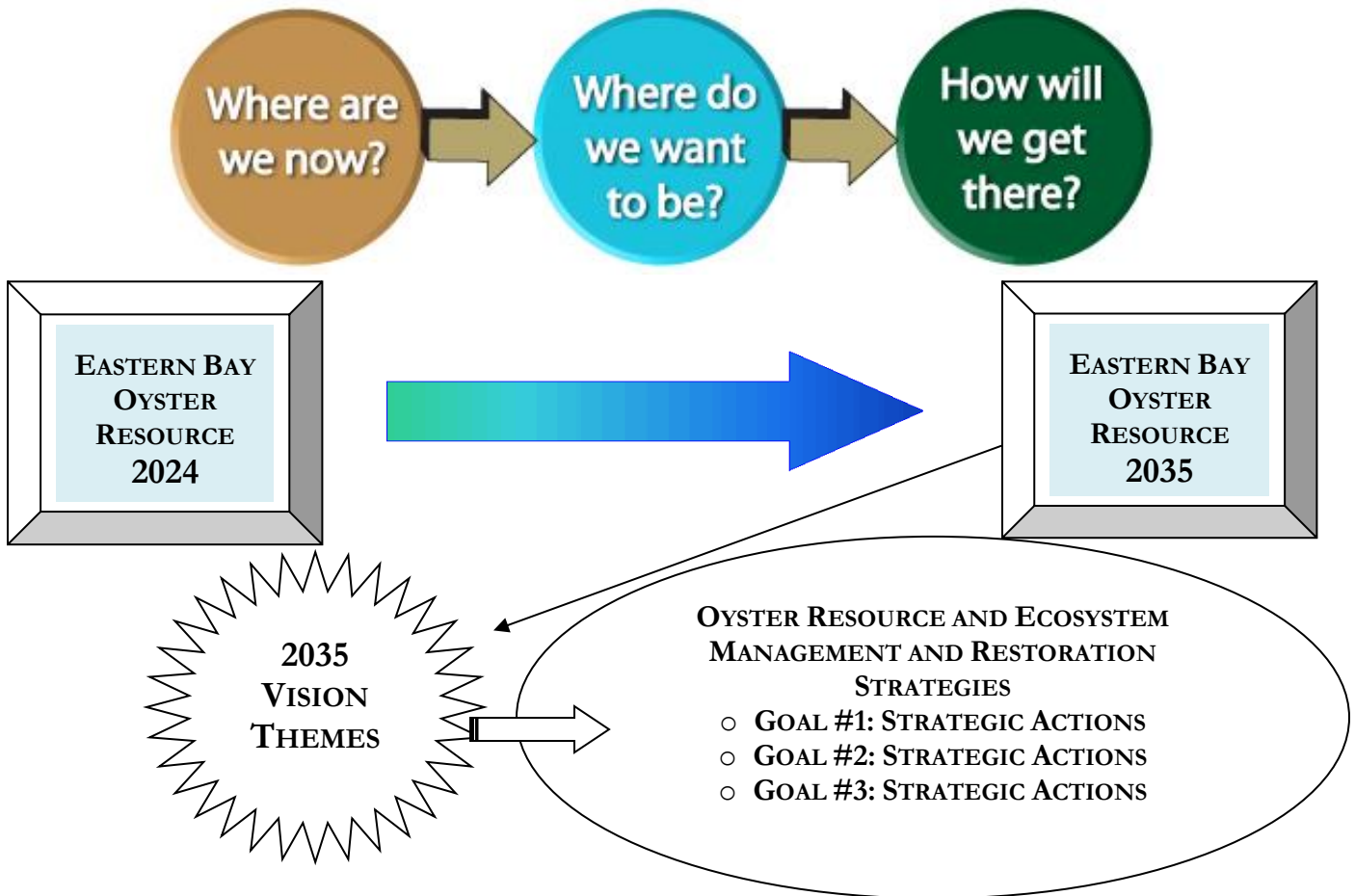
15) Additional issues that the Workgroup would like to explore that were not listed in the Questionnaire:

- How does oyster production compete or impact other uses of and habitats/marine resources in Eastern Bay?
 - Need data from DNR - Historic habitat and overlapping resources, maps of historic oyster and clam harvest and seeding,
 - Need data from counties on other uses of Eastern Bay,
 - Need maps of SAV beds and information on current SAV restoration efforts in Eastern Bay.
- Funding and long-term planning.
- Other benefits of oyster habitat.
- Incentivizing aquaculture via ecosystem improvement payments.
- Harvest reporting – Lack of enforceable harvest reporting requirements in public fishery makes effective/accurate stock assessment nearly impossible.
- DNR regulatory, permitting, licensing, and enforcement changes needed:
 - Delays in permitting and lease issuance by DNR,
 - Blanket DNR enforcement vs. smart DNR enforcement for both aquaculture and fishery,
 - DNR regulatory overhaul as it relates to aquaculture and fishery,
 - Limiting the amount of oyster harvest licenses available to new people.
- Pile dredging in Miles River and Eastern Bay.
- Upstream contributors of pollution:
 - Conowingo Dam and massive release of sediment into the Bay,
 - Treated sewage discharged into the Bay.

WORKSHEET 6
VISION OF SUCCESS FOR THE MARYLAND EASTERN BAY
OYSTER RESOURCE AND ECOSYSTEM

Vision without action is a daydream. Action without vision is a nightmare. – Japanese proverb
“If you do not know to which port you are sailing, no wind is a good one.” – Seneca
“I skate to where the puck will be, not to where it’s been.” – Wayne Gretsky
“Without a vision, the people perish.” – Proverbs 29:18

- Effective planning begins with a shared vision of the successful destination.
- A vision can establish the common ground upon which to build an action plan for the future.
- A vision shows where we want to go—it provides strategic direction, targets and a focus.
- A plan explains how we get there.





**LOOKING FORWARD – VISION OF SUCCESS
MARYLAND EASTERN BAY OYSTER RESOURCE AND ECOSYSTEM**

Describe what a very undesirable future would look like for the Eastern Bay System in 2033.

A VERY UNDESIRABLE FUTURE FOR THE EASTERN BAY SYSTEM IN 2033
1) A decline in or elimination of the oyster population.
2) A lack of momentum, interest, and resources available for oyster restoration and production.
3) Poor resource management and planning.
<i>Note below any additional undesirable outcomes for the Eastern Bay System:</i>

A Successful Future for Eastern Bay System in 2033

Envision a successful future in 2033 in which everything is going right for a healthy Eastern Bay System and a management and restoration plan is being funded, implemented and is meeting its targets. Describe what this ideal future would look like by answering the following question:

It's 2033. You are drafting a column for the *Baltimore Sun* and *Watermen's Gazette* on the stellar accomplishments in improving the health of the Eastern Bay System and the management and restoration plan that is being funded and implemented. What would be the headline? What would you say?

HEADLINES 2033 – BALTIMORE SUN AND WATERMEN'S GAZETTE
1) Eastern Bay Revival: A Triumph in Environmental Restoration and Sustainable Management.
2) Eastern Bay Shows a Heartbeat.
3) A return to the 60s.
4) 10 years later: We have more oysters in Eastern Bay because we figured out how to work together.
5) Oyster harvest levels in Eastern Bay not seen in 30 years are sustained for fifth year in a row.
6) Recreational fishing tournament held in Eastern Bay a huge success thanks to restored oyster habitat.
7) Today the State of Maryland and the Maryland Department of Natural Resources are happy to report that the Eastern Bay on Maryland's Eastern Shore is no longer on the States endangered list.
8) Eastern Bay Oysters are Making a Splash.
9) The Remarkable Oysters of Eastern Bay.
10) Good planning and Mother Nature returns Eastern Bay to thriving.
11) Localized oyster harvest dominated by spat from Eastern Bay is setting records not seen since the fifties.
<i>Note below any additional headlines for the Plan and health of the Eastern Bay System:</i>

PLANNING TERMS AND DEFINITIONS

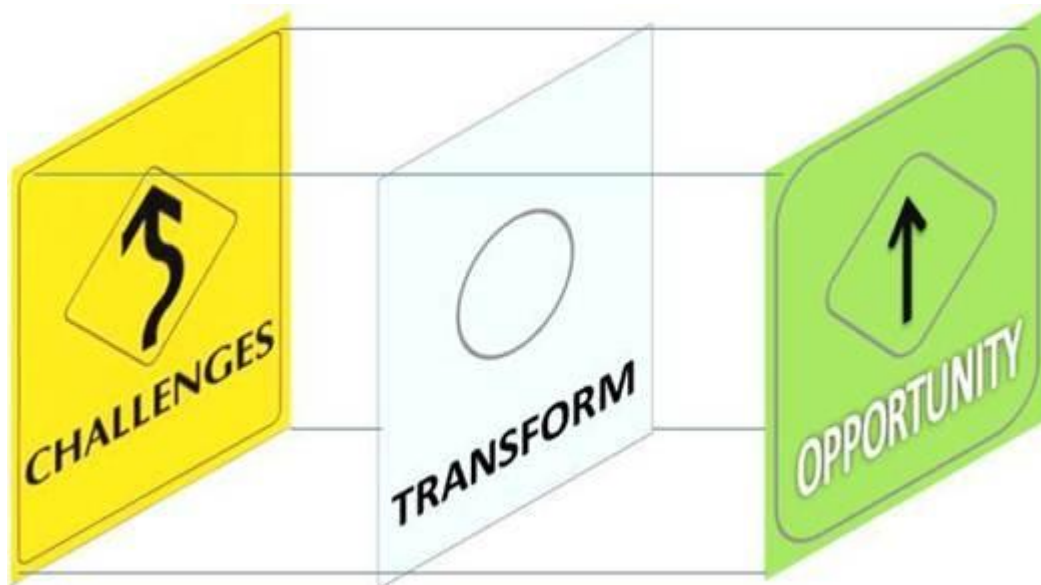
PLANNING ASSUMPTIONS: A belief based upon past experience and knowledge about how current and future events, both internal and external to the oyster resource and ecosystem, are likely to affect the achievement of desired results.

VISION: An idealized view of where or what the stakeholders would like the oyster resource and ecosystem to be in the future.

GOAL: A goal is a desirable end state expressed in fairly broad language to move towards the vision.

OBJECTIVE: Objectives are specific outcomes expressed in concrete terms, that when achieved will help to accomplish the goal and achieve the vision.

VISION THEMES: The related key topical issue area strategies that characterize the desirable future for the oyster resource and ecosystem. The Vision Themes establish a framework for goals and objectives. They are not ordered by priority.



WORKSHEET 7

DRAFT VISION OF SUCCESS THEMES

Workgroup members were asked, from their perspectives, what benefits oysters and oyster habitat provide to the Eastern Bay, Maryland System and the broader Chesapeake Bay.

SUMMARY OF BENEFITS OYSTERS AND OYSTER HABITAT PROVIDE FROM QUESTIONNAIRE
1) Ecosystem benefits of providing habitat, filtration, protection of coastal areas, and serving as a keystone species to improve the broader Eastern Bay ecosystem.
2) Economic benefits to the seafood industry, recreational fishing, and as a food source.
3) Educational and cultural role.

Workgroup members were asked, from their perspectives, to provide any thoughts on what successful oyster restoration and management in Eastern Bay would look like. (Regarding wild harvest activities, aquaculture, and/or retaining oysters in place)

SUMMARY OF WHAT SUCCESSFUL RESTORATION AND MANAGEMENT WOULD LOOK LIKE FROM QUESTIONNAIRE
1) A self-sustained, resilient, and healthy oyster population.
2) Maximized ecosystem services associated with oyster habitat.
3) Healthy and well-managed harvest.
4) Increased oyster aquaculture production and the expansion of aquaculture.
5) Continued and expanded oyster restoration and replenishment activities.
6) Improved communication and cohesion among stakeholders.
7) Science-based and adaptive approach to decision making and management that would allow for all of the above.

The Draft Vision of Success Themes *(drawn from the Questionnaire responses)*

SUMMARY OF VISION OF SUCCESS THEMES FROM QUESTIONNAIRE
1) Self-sustained oyster population.
2) Sustained and booming harvest from fishery and aquaculture.
3) Focused, impactful, sustainable resource management.
4) Economic bounty and tourism.
5) Cultural significance.
6) Careful planning, relying on science and expertise, collaboration.
7) Generous dedicated funding.
8) Ecosystem benefits and resilience.
9) A healthy ecosystem.
10) Improved oyster production and habitat.
11) Engaged and supportive stakeholders, culture, and economy.



WORKSHEET 8
EASTERN BAY OYSTER COALITION WORKGROUP
DRAFT RESTORATION AND MANAGEMENT PLAN FRAMEWORK

Draft Framework for development of Recommendations for the Sustainable Oyster Restoration and Management Plan for Eastern Bay, Maryland (Plan).

GOAL A – RESTORE THE OYSTER RESOURCE IN EASTERN BAY

- Vision Theme
- Outcome
- Objectives
 - Strategies
 - Actions

GOAL B – MANAGE THE OYSTER FISHERY AND AQUACULTURE TO INCREASE AND SUSTAIN HARVEST AND A THRIVING ECONOMY

- Vision Theme
- Outcome
- Objectives
 - Strategies
 - Actions

GOAL C – AN ENGAGED STAKEHOLDER COMMUNITY THAT SUPPORTS SUSTAINABLE OYSTER RESTORATION AND MANAGEMENT

- Vision Theme
- Outcome
- Objectives
 - Strategies
 - Actions

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Framework for the Restoration and Management Plan</i>				
Comments				
•				

2034 DRAFT VISION THEMES

Vision Themes: The related key topical issue area strategies that characterize the desirable future for the oyster resource and ecosystem. The Vision Themes help establish a goal framework for the restoration and management plan that is designed to achieve the vision.

The draft Goal, Vision Themes, and Outcomes are drawn from the Questionnaire responses. They are not ordered by priority.

GOAL A. RESTORE THE OYSTER RESOURCE IN EASTERN BAY

Draft Vision Theme A:

A healthy, self-sustained Eastern Bay oyster population.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal A Vision Theme</i>				
Comments				

Draft Outcome: By 2034 oyster resources that include natural habitat, public oyster grounds, and privately owned aquaculture leases will be thriving and contributing toward a sustainable population and improvements to the Eastern Bay System.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal A Outcome</i>				
Comments				

Draft Goal A Objectives

A1) To define what constitutes a healthy and sustainable oyster population in Eastern Bay, with target and threshold levels identified.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal A Objective A1</i>				
Comments				

A2) To develop strategies and dedicate resources required to restore the oyster population to a self-sustaining level.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable

<i>February 2-3, 2024 Ranking of Goal A Objective A2</i>				
Comments				

A3) To define measurable ecosystem health metrics to quantify ecosystem services resulting from the restoration of the oyster population in Eastern Bay.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal A Objective A3</i>				
Comments				

A4) To develop stakeholder recommendations for a Sustainable Oyster Restoration and Management Plan for Eastern Bay.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal A Objective A4</i>				
Comments				

GOAL B. MANAGE THE OYSTER FISHERY AND AQUACULTURE TO INCREASE AND SUSTAIN HARVEST AND A THRIVING ECONOMY

Draft Vision Theme B: A productive oyster population that sustains a vibrant commercial oyster fishery, a thriving aquaculture industry, and recreational and tourism related activities.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal B Vision Theme</i>				
Comments				

Draft Outcome: By 2034 both private and public oyster resources will sustain a vibrant commercial oyster fishery, a thriving aquaculture industry, and recreational and tourism related activities in Eastern Bay.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal B Outcome</i>				

<i>Comments</i>

Draft Goal B Objectives

B1) To develop strategies and dedicate resources required to sustainably harvest oysters.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal B Objective B1</i>				
<i>Comments</i>				

B2) To define a sustainable level of oyster harvest from the commercial fishery and aquaculture.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal B Objective B2</i>				
<i>Comments</i>				

B3) To evaluate baseline data and establish targets to improve recreational fishing and tourism activities in Eastern Bay.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal B Objective B3</i>				
<i>Comments</i>				

B4) To evaluate existing Eastern Bay oyster regulatory and management boundaries to maximize oyster production and provide a sustainable harvest that supports a thriving oyster economy.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal B Objective B4</i>				
<i>Comments</i>				



GOAL C. AN ENGAGED STAKEHOLDER COMMUNITY THAT SUPPORTS SUSTAINABLE OYSTER RESTORATION AND MANAGEMENT

Draft Vision Theme C: Stakeholders in Eastern Bay are committed to working together to advocate for a sustainably managed oyster habitat and a healthy Eastern Bay ecosystem.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal C Vision Theme</i>				
Comments				
•				

Draft Outcome: By 2034 stakeholders and the public are informed of the importance of sustaining the health of oysters in Eastern Bay, and are engaged and working actively together along with elected and appointed leaders and managers to invest in and implement the Plan.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal C Outcome</i>				
Comments				
•				

Draft Goal C Objectives

C1) To develop outreach and educational strategies to promote the value of healthy oyster habitat in Eastern Bay.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal C Objective C1</i>				
Comments				

C2) To create a network of community experts on the Eastern Bay ecosystem and oyster culture and resources dedicated to the long-term health of Eastern Bay.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal C Objective C2</i>				
Comments				



C3) To develop a funding framework for maintaining oyster production and healthy oyster habitat in Eastern Bay.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal C Objective C3</i>				
Comments				

C4) To ensure that industries and businesses within Eastern Bay are engaged in and supportive of the long-term health of Eastern Bay.

AVERAGE	4= Acceptable	3= Minor Reservations	2= Major Reservations	1= Not Acceptable
<i>February 2-3, 2024 Ranking of Goal C Objective C4</i>				
Comments				

WORKSHEET 9

INFORMATION NEEDS

Information that would be most helpful to Workgroup members at Workgroup meetings and in preparing to participate in the Workgroup. Averages from the Questionnaire responses are listed in rank order with 5 representing most helpful and 1 the least helpful.

INFORMATION NEEDS	AVERAGE
Information about oyster restoration activities and outcomes.	4.5
Current status and trends of oyster populations, harvest, and economic value of Eastern Bay-wide oyster fishery.	4.4
Briefing on historic, current, and projected commercial harvesting from the oyster fishery and aquaculture in Eastern Bay.	4.2
Briefing on State regulation programs related to the oyster fishery.	3.9
Briefing and information on the use of decision-support tools (modeling).	3.9
Briefing and information on climate changes and rising sea levels impacts on oyster habitat and production.	3.6
Scientific information about oysters.	3.6

Other Information Requested:

- OysterFutures model applied to Eastern Bay.
- MDNR Fall survey data from the past 10 years.
- Shell charts from Seed Repletion program.
- Historical data on license holders for oysters, clams, crabs, and rockfish.
- Historical data on yearly harvesting.
- Historical data on water quality for the area under consideration.
- Models that have worked in other areas of the Bay.
- Any website links from other states/NGOs working through the same issues or questions.

ATTACHMENT 6

ABOUT THE OYSTER COALITION WORKGROUP'S FACILITATOR

Jeff A. Blair has over 30 years of experience in assessing and analyzing complex issues and facilitating meetings designed to build consensus between stakeholder interests, and is the principle and owner of **Facilitated Solutions, LLC**. In addition, Jeff is retired research faculty at Florida State University (FSU) and served as Associate Director for the FCRC Consensus Center at FSU for twenty-one years. He specializes in facilitation and process design and in addition his work includes situation assessment, strategic planning and implementation, and consensus building among diverse stakeholder interests with divergent perspectives on complex issues. He has worked with federal, state, local government, non-governmental organizations, and private sector representatives to design and implement collaborative approaches to consensus-building, planning, rulemaking, and dispute resolution with an emphasis on stakeholder participation in the planning, design, implementation, and monitoring of policy actions in more than 190 projects and over 2500 meetings. In addition, he conducts custom tailored trainings in various dispute resolution and meeting management topics.

Ongoing projects include serving as process designer, lead facilitator, and conflict resolution consultant for stakeholder groups including: The Oyster Recovery Partnership's Oyster Coalition Workgroup tasked with developing recommendations for a *Sustainable Oyster Restoration and Management Plan for Eastern Bay, Maryland* (Chesapeake Bay); and the Florida Department of Business and Professional Regulation's Florida Building Commission's ongoing process of building consensus on all aspects of the Florid Building Code System including facilitating over 1,500 individual meetings for the Commission since 1999 including 70 special issue stakeholder workgroup projects.

Relevant project examples include deigning the process and successfully facilitating unanimous consensus agreement between diverse stakeholder interests for the following projects:

- Apalachicola Bay System Initiative. Community Advisory Board. (2019 – 2023). Florida State University Coastal Marine Lab. Recommendations for the *Apalachicola Bay System Ecosystem-Based Adaptive Management and Restoration Plan*.
- Greater Pensacola Bay Oyster Ecosystem-Based Fishery Management Plan. Pensacola Bay System Stakeholder Working Group. (2019 - 2021). The Nature Conservancy. Recommendations for an Oyster Fisheries and Habitat Management Plan for the Pensacola Bay System.
- OysterFutures. OysterFutures Stakeholder Workgroup. (2015 – 2018). University of Maryland Center for Environmental Science, Virginia Institute of Marine Science, and Florida State University FCRC Consensus Center. National Science Foundation. Coastal SEES. Recommendations for Oyster Management and Restoration in the Choptank and Little Choptank Rivers.
- Project FishSmart. (2008). Atlantic King Mackerel Fishery Stakeholder Workgroup. University of Maryland Center for Environmental Science and Florida State University FCRC Consensus Center. Recommendations for an Atlantic King Mackerel Fishery Management Plan.
- Gulf Angler Focus Group Initiative (2015 - 2016). Gulf Angler Focus Group. American Sportfishing Association, Coastal Conservation Association, Congressional Sportsmen's Foundation, and Theodore Roosevelt Conservation Partnership. Recommendations for Private Recreational Management Options for Gulf of Mexico Red Snapper.
- Lobster Advisory Board. (2005 - 2006). Florida Fish and Wildlife Conservation Commission (FWC). Florida Lobster Fishery Management Plan.
- Blue Crab Advisory Board. (2003 - 2005). Florida Fish and Wildlife Conservation Commission (FWC). Florida Blue Crab Fishery Management Plan.