



Chesapeake Bay Program
Science. Restoration. Partnership.

Goal Team Operations and Structure: Setting the Stage

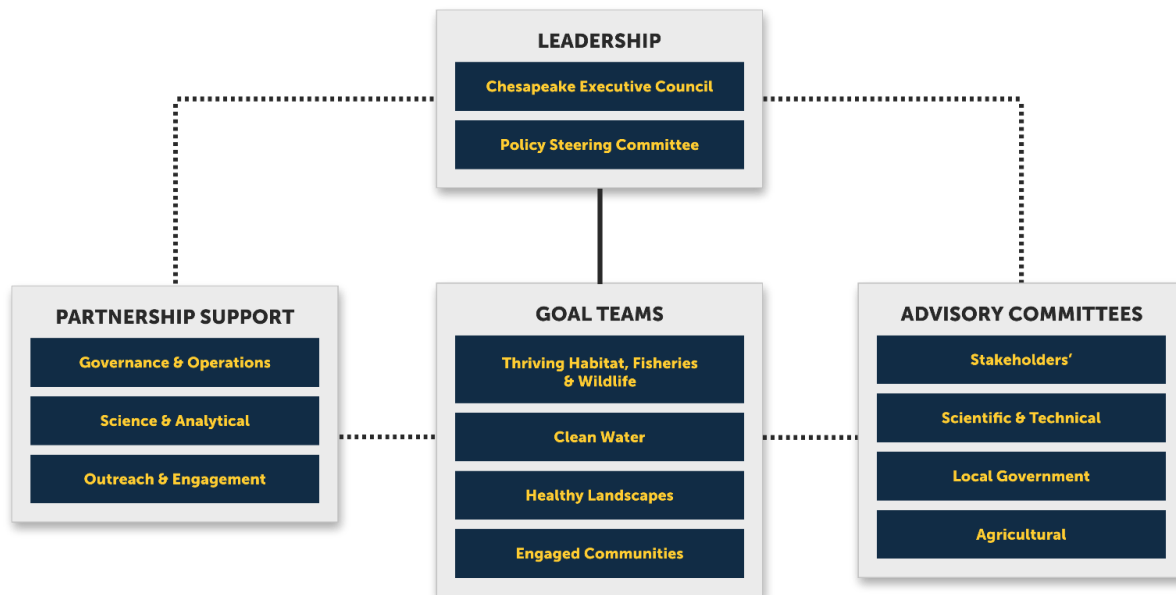
CWGT Hybrid Meeting | June 23rd, 2026

Updates Since May CWGT Meeting

- Management Board met June 11th for their final meeting and approved the Governance and Management Framework
- CWGT recommended structure was presented to the Management Board, with feedback to move Plastic Pollution Workgroup (PPoW) to be tied under the TEC Outcome. Continued discussion on Federal Facilities Workgroup (FFWG) was noted.
- FFWG met June 9th to discuss where the group's functions should reside. Feedback was received by June 17th. A decision from the CWGT is requested today on the role of FFWG in structure.

Chesapeake Bay Program Organizational Structure

*“A **simplified and streamlined** structure and **PROCESS** for the partnership that supports all partners as they work toward achieving their commitments in an **effective, efficient, and inclusive manner.**” - Charting a Course B25 (12.04.24)*



Eliminated the Management Board

- Decrease decision-making redundancy and processing time.
- Enhance Goal Team authority
- Clarify roles and responsibilities across the CBP.

Substructure aligned with the revised Agreement

- Assessed existing Workgroups and Action Teams

Explicit Decision-Making Frameworks

- Standardized where appropriate but also tailored to a body's membership and purpose.
- Established criteria for when it is necessary to elevate a decision.

Detailed federal coordination practices

- Documented for consistency
- Summarized in the GMF
- Publicly accessible for transparency

Consistent Opportunities for Public Participation

- Standard practices at all CBP public meetings
- Promote accountability and inclusivity.

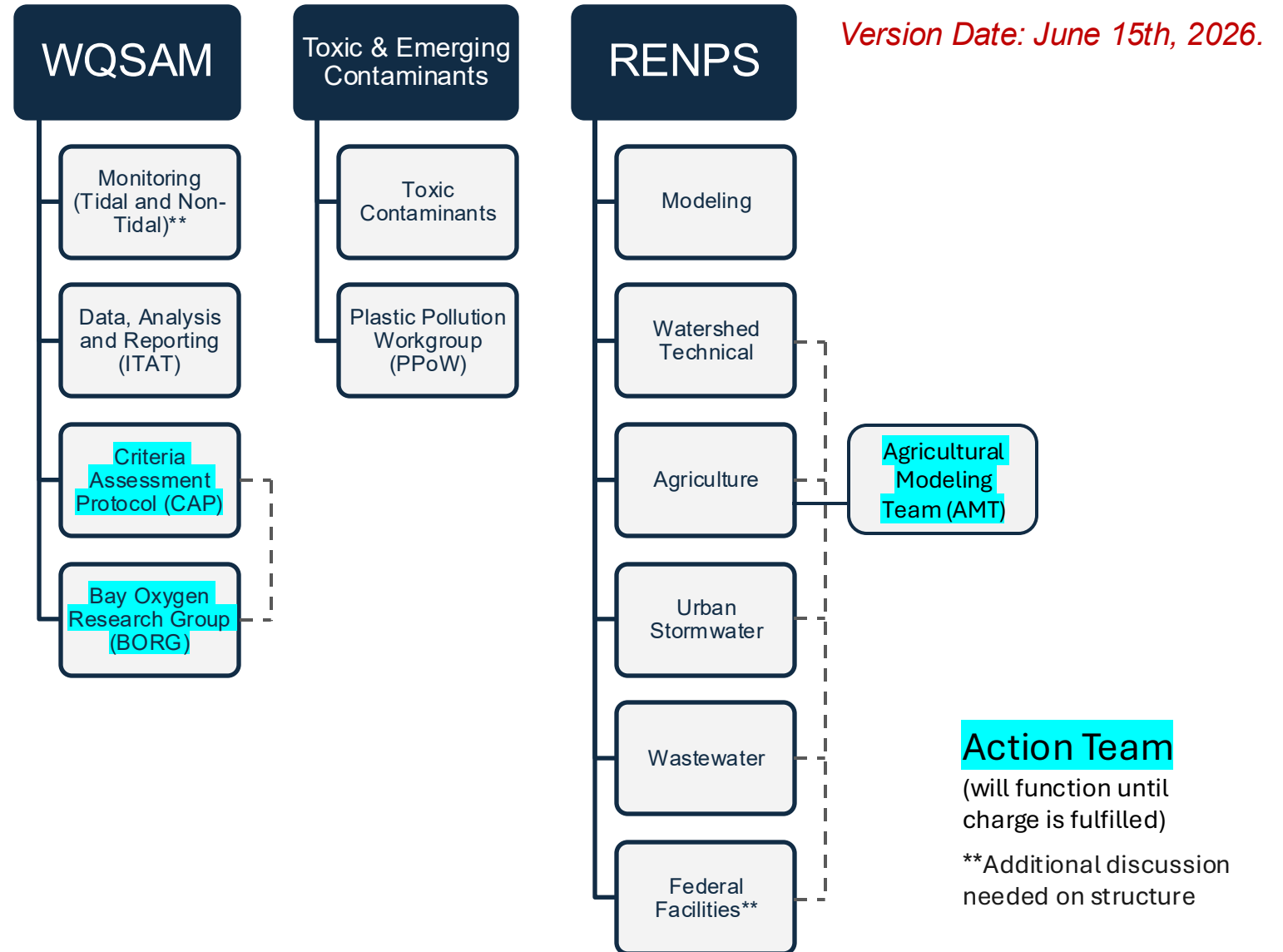
Clean Water Goal Team: Proposed Structure

Sunsetting Workgroups

- Milestones Workgroup
- Hypoxia Collaborative Team (integrated into Monitoring Workgroup)
- Non-Tidal Workgroup (integrated into Monitoring Workgroup)
- Data Integrity Workgroup (integrated into Monitoring Workgroup)

Workgroups Moving to Healthy Landscapes GT

- Forestry Workgroup
- Land Use Workgroup



Clean Water - Outcome Groups

2025 Outcome	Workgroup/Action Team	Action
Water Quality Standards Attainment & Monitoring	Monitoring Workgroup (Tidal and Non-Tidal) ¹ Data, Analysis and Reporting Workgroup Bay Oxygen Research Group Action Team Criteria Assessment Protocol Action Team	Relocated [STAR ²]; Consolidated Relocated [STAR ²]; Renamed ³ Relocated [STAR ²]; Relocated [STAR ²];
Reducing Excess N,P & S	Modeling Workgroup Agriculture Workgroup Agriculture Modeling Team (AT) Watershed Technical Workgroup Urban Stormwater Workgroup Wastewater Treatment Workgroup Federal Facilities Workgroup ¹	Maintained Maintained Maintained Maintained Maintained Maintained TBD
Toxic & Emerging Contaminants	Toxic Contaminants Workgroup Plastic Pollution Workgroup	Maintained Action Team → Workgroup

¹ Additional discussion needed on structure

² Science Technical Assessment and Reporting team

³ Integrated Trends Analysis Team

Federal Facilities Workgroup

- At the June Federal Facilities Workgroup meeting and in follow-up via email, FFWG members were asked to provide their preferences for the following options:

Option 1: Integration of the functions of the Federal Facilities Workgroup into the Watershed Technical Workgroup.

- Federal Facilities related topics would be discussed quarterly at the WTWG.
- Key concepts for the potential integration process are outlined in Slide 20 of the presentation linked [here](#) and are available in the **reference slides**.

Option 2: Federal Facilities Workgroup and Watershed Technical Workgroup remain separate workgroups under the Clean Water Goal Team.

- It was noted that should this option be selected, members should identify potential nominations to fill the leadership roles (chair/co-chair) for the Workgroup.

Federal Facilities Workgroup Feedback

In Favor of Option 1: Integration of the functions of the Federal Facilities Workgroup into the Watershed Technical Workgroup.	In Favor of Option 2: Federal Facilities Workgroup and Watershed Technical Workgroup remain separate workgroups under the Clean Water Goal Team.
Pennsylvania	FWS
D.C.	
Virginia	
Maryland	
New York	
Delaware (No Federal Facilities, supported consolidation as WTWG members)	
West Virginia	
GSA	
NASA	
NPS	
EPA	
USACE	
DoW	
USFS	
USDA	

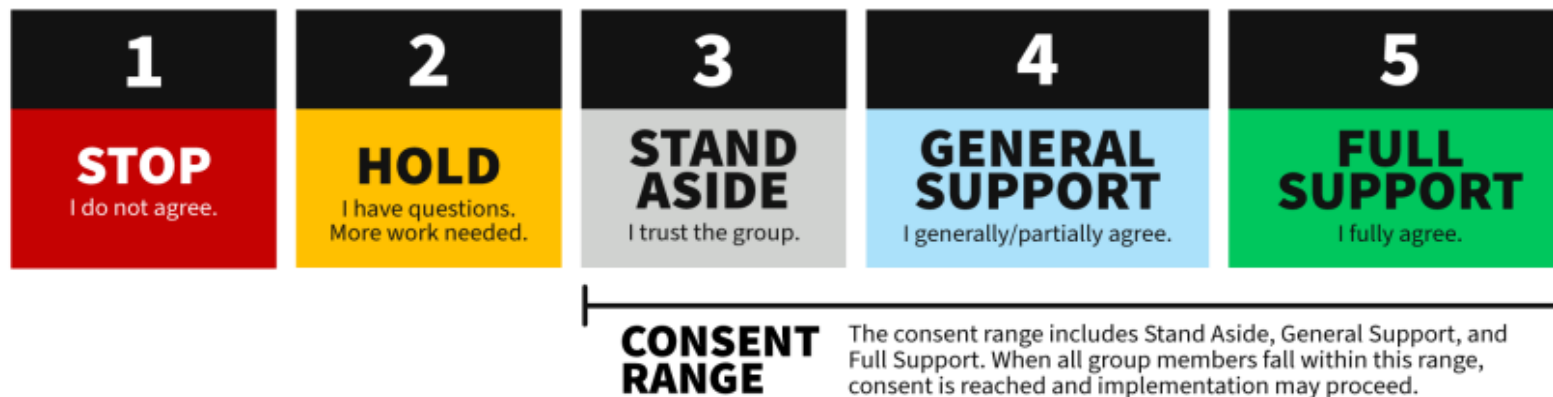
Table represents feedback received from FFWG voting members by June 17th.

Federal Facilities Workgroup Next Steps

Clean Water Goal Team members are asked to vote by consent on approval of the proposed next steps for the Federal Facilities Workgroup:

The functions of the Federal Facilities Workgroup should be included in the Watershed Technical Workgroup.

CHESAPEAKE BAY PROGRAM DECISION MAKING MODEL



The Role of the Goal Team

- Goal Team Responsibilities
 - Laying out plans and strategies to meet our outcomes
 - Two way street on tasking workgroups with assignments to accomplish our outcomes
- Workgroup Responsibilities
 - Each workgroup/action team will have a workplan that rolls up under the outcome that they support and is approved by CWGT
 - Workplans will include a schedule and timing for delivery of work products that will be delivered to the goal team
 - Workgroups will report out progress on their workplans on a regular basis at CWGT meetings

The Role of the Goal Team – Discussion Qs

- Given the broader scope than the previous WQGIT, how should the role of the Clean Water Goal Team itself change?
- What topics and level of detail should come to CWGT meetings?
- How will we ensure and communicate clear expectations for workgroups?

Membership

- Goal Team Membership

- 15 voting members – 9 signatory/6 at-large
 - Call for the 3 at-large members who would have rolled off in December 2025, with suggested term through December 2027 to keep previous turnover of 3 every year.
- Non-voting members
 - Workgroup chairs, representatives from each advisory committee, additional representatives from state and federal agencies
 - There is no limit to the number of non-voting members under the goal team.

Clean
Water
Goal
Team
Voting
Members

Call for
nominations
for these 3 at-
large member
positions for a
term Aug 2026
– Dec 2027



Affiliation	Lead Representative	Alternate or Term
DE	Holly Walker, DNREC	TBD
DC	Jonathan Champion, DOEE	Caitlin Blair, DOEE
MD	Greg Sandi, MDE, co-chair	DNR and MDA staff also to participate actively as non-voting members
NY	Cassie Davis, DEC	
PA	Scott Heidel, PA DEP (Primary)	Ashley Hullinger, DEP (Alternate) Kate Bresaw, DEP (Alternate)
VA	Kevin McLean, DEQ	Amanda Shaver, DEQ
WV	Scott Settle, DEP	
CBC	Marel King	Norah Carlos
Federal Reps	Lee McDonnell, co-chair Suzanne Trevena (EPA)	Bo Williams, EPA
At-Large	Kevin DuBois, DoD	Jan 2024 – July 2026 (extended)
At-Large	Mike LaSala, Land Studies	Jan 2024 – July 2026 (extended)
At-Large	VACANT	Jan 2024 – July 2026 (extended)
At-Large	KC Filippino, HRPDC	Jan 2025 – Dec 2026
At-Large	Joe Wood, CBF	Jan 2025 – Dec 2026
At-Large	Emily Dekar, USC	Jan 2025 – Dec 2026

Membership

- Workgroup Membership
 - Ideally the same 15-member setup utilized by the goal team, with exceptions
 - Groups with larger membership lists currently will likely need time change to this format
 - Suggest that existing leadership of workgroups and action teams remain
 - For newly formed workgroups (Monitoring and DAR), suggest that CWGT appoint chairs at August 2026 CWGT meeting to serve a term through December 2028

Membership – Discussion Qs

- What flexibility can exist for workgroups to have membership other than a 9 signatory and 6 at-large voting member structure?
- Which groups should this apply to?
- What is the timeline to convert to this type of structure?
- How will leadership recruitment for new groups occur?

Decision Making

- Existing WQGIT Governance Protocols align well with the Partnership's forthcoming Governance and Management Framework
- Call for consent/consensus will happen with the 15 members
- New: super majority voting for Goal Team
 - When consent cannot be reached, we can have 2/3 majority (10 out of 15) to move something along
- CWGT needs to outline what decisions from workgroups need to be brought to the CWGT for approval

Decision Making

From Governance and Management Framework:

Decision-making results that should be elevated may include:

- Recommendations for nominees to serve as chairs, co-chairs, or vice-chairs.
- Issues delegated by a higher-level organizational group for discussion, recommendation, and decision-making.
- Decisions proposing or recommending changes to current Management Strategies, Workplans, resource allocations, and programmatic policy.
- Decisions where consent cannot be reached unanimously or by vote, and where the group has not tabled the issue for the time being.
- Decisions that will ultimately impact or inform the work of two or more workgroups within the same GT, or two or more workgroups that cross GTs, must be elevated and coordinated across GTs to ensure transparency and support from all signatories.
- Workgroup decisions that have budgetary, programming, or jurisdiction- or watershed-wide policy-related impacts must be elevated to the GT for consideration and decision-making.

Decision-making results that do not need to be elevated:

- Decisions to implement or execute current Management Strategies and Workplans, resource allocations, and programmatic policy.
- Decisions to table an issue indefinitely until the group feels that further reconsideration or discussion is warranted

Decision Making

Other Considerations

- From previous [WQGIT Governance Protocols](#): "Any WQGIT Workgroup decision that has cross-sector implications will come before the WQGIT membership for final approval of that decision rather than as informational briefings."
- Seeking balance between having workgroups present every decision vs. those that rise to some level of needed oversight from the goal team
- Can we, and do we need to, come up with a standard rule for this?
- All workgroups should have a report out after each meeting and list all actions and decisions to ensure GT members awareness
- GT members can always bring a workgroup decision to the GT for re-consideration.

Decision Making – Discussion Qs

- CWGT decision making.
- Workgroup decision making.
- What decisions should be elevated to the CWGT?



Goal Team Operations and Structure: Discussion



The Role of the Goal Team – Discussion Qs

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Reference Slides



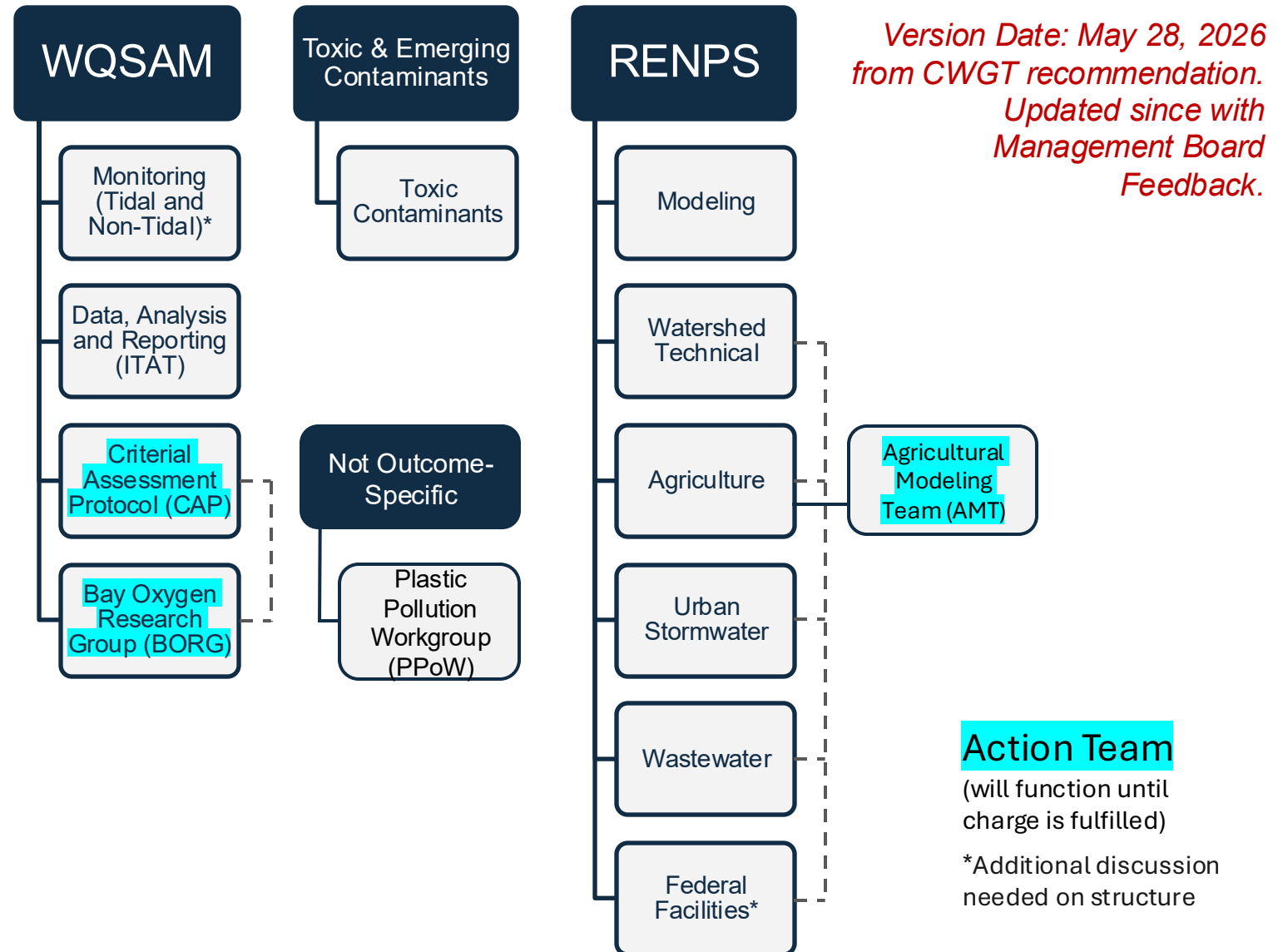
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FFWG Possible Restructuring:

Key Concepts:

- Feds have quarterly meetings as requested but venue will now be at the WTWG.
 - Keep the two previous workgroup memberships distinct for messaging/emails specific to each groups.
- Feds only need participate in these quarterly meetings – tailored to feds with supporting presentations as desired.
- WTWG meets as usual, including these quarterly meetings.
- If topics for one group or another come up that are urgent, these items will be flagged on agenda to the relevant workgroup membership.
- Elevate disagreements to CWGT or FMC depending on topic of disagreement.
 - Voting structure of workgroup maybe changes if it is a topic specific to feds.

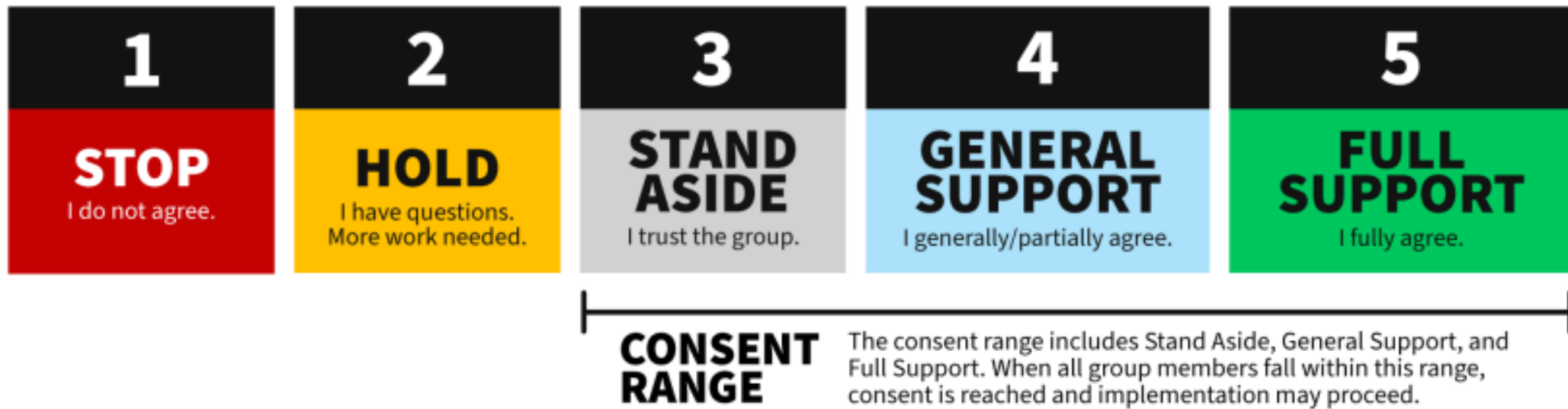
FFWG Possible Restructuring:

FFWG Quarterly Meeting Topics:

- August* – start of progress reporting checkin and community of practice building
- November* – deadline for fed data to jurisdictions (Nov 1)
- February* – confirmation of data inputs from feds and jurisdictional partners and community of practice building
- May* – progress overview for all partners (feds and jurisdictions)

*Fed items take priority on agenda, WTWG items follow as needed, Feds can stay at remainder of the meeting as useful.

CHESAPEAKE BAY PROGRAM DECISION MAKING MODEL



Chesapeake Bay Program's Decision-Making Continuum. Based on the University of Maryland's Center for Leadership and Organizational Change Consensus Continuum.