

# ***The Last Time We Reorganized...***

***Reflections on the 2007/2008 process from  
someone who was there...and survived!***

*"It's like deja vu all over again" – Yogi Berra*

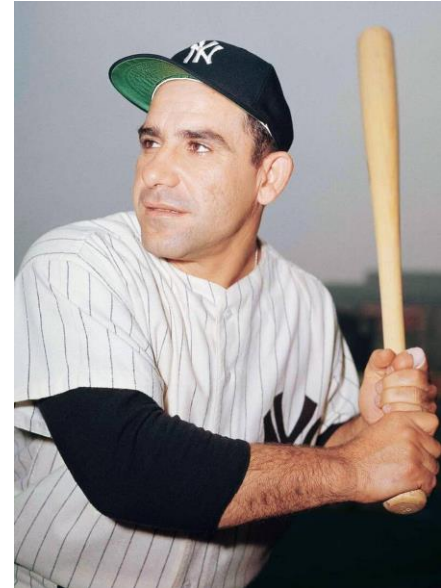
Matt Robinson

Program Analyst

EPA Chesapeake Bay Program Office

Management Board Meeting

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# The Process

August - Nov 2006 – CBP began a process to explore “reinvention” of the program.

- A series of over fifty (50) stakeholder interviews and approximately sixty (60) surveys were completed from August through October 2006 to prepare for initial planning of the reorganization.
- Key stakeholders interviewed and surveyed include: state agencies, academics, non-profits, federal partners, subcommittee and advisory committees, contractors, and others.
- Nov 2006 – CBP held a two day meeting in Washington, DC to highlight results from the interviews and surveys, and begin to explore ideas for reorganization.

# The Process

Sept 2006 – Jan 2007 – Keith Campbell Foundation conducted its own effort into reorganizing the CBP

- KCF convened a series of meetings with CBP stakeholders with knowledge in policy, science, communications, advocacy, philanthropy, and all levels of government.
- Output was a report which outlined operating principles and offered concepts for a framework (incl proposed org structure) aimed at accelerating implementation of Bay restoration.

# The Process

May 2007 to March 2008 PSC Meeting – PSC created an ad hoc workgroup to develop new organizational scenarios and make a final recommendation for change.

- Ad hoc workgroup comprised of federal and state representatives; advisory committee chairs and coordinators; and other stakeholders. The workgroup was co-chaired by Diana Esher, Deputy Director, EPA CBPO; and Frank Dawson, Asst Secretary, MD DNR.
- Series of meetings was held between May and Oct 2007, including a two-day facilitated workshop.
- Recommended reorganization option was presented to PSC on October 5, 2007
- The reorganization option was then presented and discussed with CBP Director, state partners, Chesapeake Bay Commission, advisory committees, and the Management Board (formerly the Implementation Committee).
- PSC agreed on final organizational structure at their March 2008 meeting.

# Critiques of the Pre-2008 Structure

The organizational structure is too complicated and not efficient.

The organization needs to be more flexible so it can adapt when new issues arise.

More focus on implementation.

There needs to be more accountability.

Emphasize short term, action oriented, outcome driven interdisciplinary teams to address critical issues

Improve access and involvement of a broader spectrum of interests

# Aligning Goals, Measures, and Organization

Reorganization of structure attempted to reconcile priorities from three CBP initiatives:

- 1) Chesapeake 2000 (C2K) Agreement – Third iteration of the bay agreement that expired in 2010.
- 2) Chesapeake Action Plan – Required by Congress in 2008 appropriations bill.
  - Required EPA Admin to submit a report to the Senate and House Appropriations Committees and to the Comptroller General stating, with supporting evidence, that EPA has implemented the recommendations contained in a 2005 GAO report.
  - Required EPA to develop a strategic implementation plan for the remaining years of C2K.
- 3) Bay Barometer Health & Restoration Indices

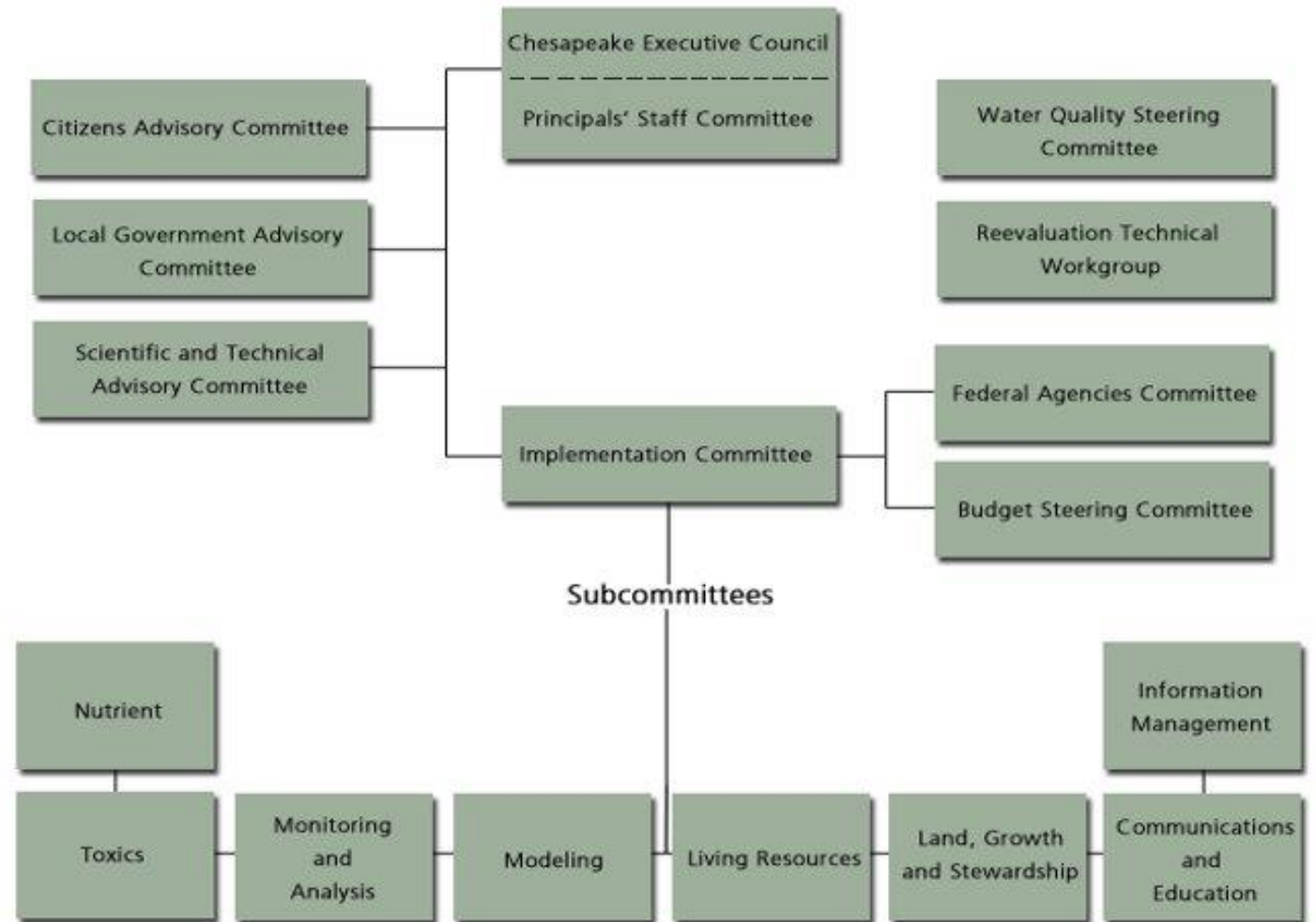
# Aligning Goals, Measures, and Organization

Chesapeake 2000 Pillars	Chesapeake Action Plan Goals	Bay Barometer Indices	Reorganization
Living Resource Protection & Restoration	Protect & Restore Fisheries	-Managing Fisheries -Fish & Shellfish	Sustainable Fisheries
Vital Habitat Protection & Restoration	Protect & Restore Vital Aquatic Habitat	-Restoring Habitats -Habitats & Lower Food Web	Habitat
Water Quality Protection & Restoration	Protect & Restore Water Quality	-Reducing Pollution -Water Quality	Water Quality
Sound Land Use	Maintain Healthy Watersheds	Protecting Watersheds	Healthy Watershed
Stewardship & Community Engagement	Foster Chesapeake Stewardship	Fostering Stewardship	Stewardship
	Enhance Part., Leadership, Mgt		Partnering, Leadership and Management





# Previous Organizational Structure



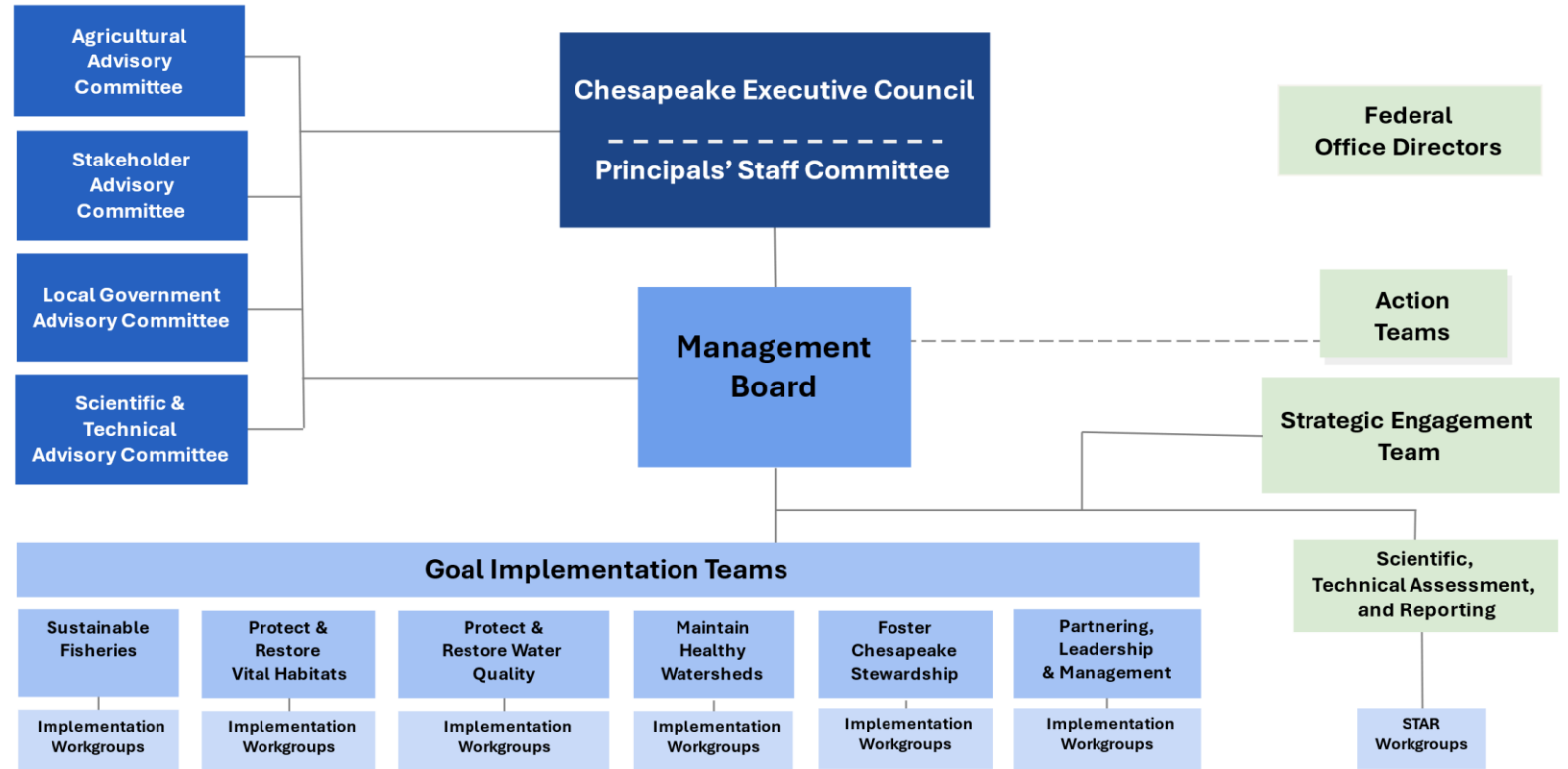


# Summary of Changes Made

- Management Board
  - Formed by merging the Implementation Committee, Budget Steering Committee, and Federal Agencies Committee
  - Subsequently, Federal Leadership and Federal Office Director's Committees were created in 2009 in response to E.O. 13508, Chesapeake Bay Protection.
- Goal Implementation Teams
  - Parts of Nutrient Subcomm, Water Quality Steering Committee, Reevaluation Tech Workgroup, Toxics Subcommittee, and parts of the Modeling Subcommittee merged under the **Water Quality GIT**.
  - Monitoring and Analysis Subcomm, Information Management Subcomm, and part of Modeling Subcomm merged to form **STAR**.
  - Living Resources Subcomm split into **Sustainable Fisheries GIT** and **Habitat GIT**.
  - Part of Land, Growth, and Stewardship Subcomm and part of Communications and Education Subcomm merged into **Stewardship GIT**.
  - Other part of Land, Growth, and Stewardship Subcomm changed to **Healthy Watersheds GIT**.

# Current Organizational Structure

## Structure and Leadership



# My Thoughts...

- Define your objectives for reorganization up front.
  - Translate “too many meetings” into an objective like “enhancing efficiency by reducing redundancies.”
- Define program priorities before we organize around them.
  - The 2014 Agreement followed the reorganization. This time it’s the other way around.
- Be realistic about the objectives and be prepared to compromise.
  - This program has existed for 42 years. It’s very hard for an organization to reorganize itself because it’s in a paradigm and it’s very hard to ask someone else to do it because the program is so complex.
- Have a plan.
  - Outline the steps and timeline up front. People need to know when decisions are made and when their input is needed.
- Do your research.
  - Talk to people, research history, and look at other structure examples.
  - Do as much of this up front as possible.



Matt Robinson  
Program Analyst  
EPA Chesapeake Bay Program Office  
[robinson.matthew@epa.gov](mailto:robinson.matthew@epa.gov)

