

CHAPTER 11: IMPLEMENTATION ISSUES

IMPLEMENTATION SUMMARY

RECOMMENDATION	STATUS
Seek approval of the plan by Town Meetings and the EOEА Secretary.	<ul style="list-style-type: none"> ✓ Plan approved by Town Meetings in Orleans, Chatham, and Harwich in 1998, and by EOEА in 1999. ➤ Seek Town Meeting approval of the plan update, followed by submission to the EOEА Secretary for approval.
Form an implementing structure for the plan.	<ul style="list-style-type: none"> ✓ Memorandum of Agreement forming the Alliance is executed in 1998.
<ul style="list-style-type: none"> ✱ Budgeting and grantwriting 	<ul style="list-style-type: none"> ✓ Alliance has obtained \$106,500 in non-town funds since 1998. ➤ Continue to seek non-town grant funds for programs and studies.
<ul style="list-style-type: none"> ✱ Project management and work groups 	<ul style="list-style-type: none"> ➤ Continue formation of work groups that combine Steering Committee and Technical Resource Committee participation with representatives of relevant agencies and organizations.
<ul style="list-style-type: none"> ✱ Public outreach and education 	<ul style="list-style-type: none"> ➤ Developed Alliance website. ➤ Provide presentations to local and regional organizations. ➤ Seek media coverage of issues, reports and projects. ➤ Develop speaker’s bureau. ➤ Sponsor issue forums on selected topics.

➤ CONTINUED ✱ NEW RECOMMENDATION ✓ COMPLETED

OVERVIEW

The resource management plan outlines an organizational structure for implementing the recommendations of the plan. The elements of that structure include:

- Formation of a four-town Alliance to implement the plan and to have overall responsibility and accountability for on-going stewardship of the Bay,
- A Steering committee to govern The Alliance
- A Technical Resource Committee to assist the Steering Committee
- A Coordinator to manage day-to-day activities,

- On-going community involvement through project or task specific work groups.

LOCAL ADOPTION AND AUTHORIZATION

In 1998, Town Meetings in Orleans, Chatham, Harwich and Brewster were requested to take two actions. The first was to adopt the Pleasant Bay Resource Management Plan. The second was to authorize their Board of Selectmen to enter into a memorandum of agreement with the other communities to form the Pleasant Bay Resource Management Alliance to implement the plan.

Town Meetings in Orleans, Chatham and Harwich voted to adopt the plan and form the Alliance. A Memorandum of Agreement was negotiated and executed in December 1998. The Memorandum sets forth the purposes of the Alliance, and its organizational structures and reporting and accounting responsibilities. Among the provisions in the memorandum is a provision that the Alliance will come up for renewal at the end of five years. This was incorporated to enable the towns to reassess the need and effectiveness of the Alliance, and renew their commitment to its purposes.

As outlined in the memorandum, the purpose of the Alliance is to implement the recommendations of the approved RMP, and to oversee the process of revising the plan upon the five-year anniversary of its approval. The organizational structure of the Alliance builds upon the high degree of public involvement and intergovernmental cooperation initiated with the development of the RMP.

UPDATE RECOMMENDATION

The Alliance requests that the Towns adopt the resource management plan update and authorize their respective Board of Selectmen to renew the five-year memorandum of agreement forming the Alliance.

ALLIANCE GOVERNANCE AND ADMINISTRATION

A Steering Committee is the policy setting body for the Alliance and has overall accountability and responsibility for coordinating implementation activities, including the authority to contract for services. As outlined in the memorandum of agreement, the Steering Committee consists of one representative appointed by the Board of Selectmen in each Alliance town. In 2001, the Steering Committee requested that each Board of Selectmen adopt an amendment to the MOA authorizing each Board to appoint one alternate member to the Steering Committee. The provision of alternates was intended to enable the Committee to act with a full complement of voting members despite individuals' travel plans and other scheduling conflicts. Accordingly, the alternate member would not have voting privileges unless authorized by the appointed member for that town to vote as proxy. The role of alternate would also allow individuals to gain familiarity with the Alliance's programs in the event that they are asked to assume the role of full voting member. The proposal to appoint alternate members to the Steering

Committee was adopted by the Board of Selectmen in each town, and alternate members were appointed in 2001.

The Steering Committee has a Chairman, a Vice Chairman and a Secretary/Treasurer. Each Board of Selectmen has also appointed from among its members a liaison to meet with the Steering Committee from time to time. The Steering Committee meets approximately once a month and as a municipally sponsored committee is subject to Massachusetts open meeting laws.

A Technical Resource Committee (TRC) consisting of four resource management professionals from each town provides technical assistance to the Steering Committee. TRC members are appointed by their respective Board of Selectmen and consist of harbor masters, coastal resource managers, conservation agents, planners, and water quality scientists with professional responsibility for managing the Bays resources. To facilitate cooperation among other agencies involved in managing the Bay's resources, the TRC has as ex officio members representatives from the Cape Cod Commission, Cape Cod National Seashore, Department of Environmental Management and Massachusetts Coastal Zone Management. The TRC meets approximately once every six weeks and all meetings are open to the public.

A professional coordinator for the Alliance was hired on a contractual basis by the Steering Committee. The Coordinator is responsible for developing and managing implementation projects, coordinating activities with local and state officials, grant writing, media management, and public outreach and involvement.

Pursuant to the intermunicipal agreement, the Director of Finance for the Town of Chatham acts as fiscal agent for the Alliance. The Town of Chatham manages a separate account for the Alliance for the receipt and disbursement of funds associated with the Alliance's implementation activities. The Board of Selectmen in each Alliance town also have appointed a liaison from among the members of their respective Boards to work with the Alliance.

BUDGETING AND GRANTWRITING

The Steering Committee, TRC and Coordinator developed a program budget and work plan for each fiscal year which identifies priority implementation projects and activities. Each action item or project in the work plan relates to a recommendation of the RMP. Funding for Alliance activities comes from annual appropriations from the towns and a combination of public and private grants.

Municipal funds cover the cost of the Alliance's administration and laboratory expenses for the water quality monitoring program. All other projects are funded through non-town sources. The Alliance has been successful in obtaining \$106,500 in grants from non-town sources over the past four years. The Alliance greatly appreciates the financial support of the following agencies, foundations and organizations:

Executive Office of Environmental Affairs
Friends of Pleasant Bay, Inc.
Community Foundation of Cape Cod – Saltwater Fund
Community Foundation of Cape Cod – Freshwater Fund
Edward Bangs and Ezra Kelley Foundation, Inc.
Sudbury Foundation, Inc.
Eastern National
Massachusetts Department of Environmental Management
Cape Cod Commission

UPDATE RECOMMENDATION

The Alliance will continue to seek non-town sources of funding for its studies and programs.

PROJECT MANAGEMENT AND WORK GROUPS

The Coordinator works closely with the Steering Committee and TRC to manage individual projects. Work Groups have been formed for specific implementation projects as a way to increase technical expertise and provide a forum for substantive community involvement. In addition to TRC and Steering Committee members, work groups involve researchers from the National Park Service and Woods Hole Oceanographic Institute, local officials, members of local boards and commissions, interested citizens, and representatives of conservation organizations and state environmental agencies.

Membership in work groups may change depending on the focus of the group at a given time. The following is a list of work groups that have completed or are now working on Alliance projects:

Citizen Water Quality Monitoring Program Work Group,
Shoreline Structures Work Group,
Freshwater Resource Assessment Work Group,
Waterways Work Group,
Intertidal Habitat and Sediment Assessment Work Group,
Public Access Work Group,
Wetlands Work Group, and
Watershed Planning Work Group.

PUBLIC OUTREACH AND EDUCATION

Public outreach and education was integral to the development and approval of the original resource management plan, and continues to be through the plan's implementation. Over the past five years the Alliance has undertaken the following implementation activities:

- **Outreach and Involvement of Local and Regional Organizations.** The Alliance coordinator and other members of the Steering and Technical Resource Committees frequently make presentations to local and regional organizations explaining the Alliance's programs and activities. As an outgrowth of these efforts, numerous towns on the Cape and throughout Southeastern Massachusetts have requested information about the Alliance and its programs to assist in their coastal resource protection efforts. In addition, the Alliance encourages the participation of representatives of a variety of local and regional agencies, environmental groups and citizen-based organizations in the discussion of issues, review of reports and documents, and the identification of technical resources.
- **Media Outreach.** The Alliance issues media releases on the occasion of noteworthy events, such as receipt of grants, and the launching or completion of studies or projects. Media outlets that frequently carry news about the Alliance and its activities include: the *Cape Cod Times*, *Cape Codder*, *Harwich Oracle*, *Cape Cod Chronicle*, *Cape Cod Voice*, and *WQRC*.
- **Website.** The Alliance established www.pleasantbay.org, through which visitors can:
 - View a description of the Alliance and its programs and activities;
 - Download the resource management plan and other documents and reports prepared by the Alliance;
 - View media releases; and
 - View the schedule of upcoming meetings.
- **Annual Reports.** The Alliance submits an annual report to the Town Clerk of each community for inclusion in the annual Town Reports

UPDATE RECOMMENDATION

The Alliance should continue all of the outreach activities listed above. In addition, the following activities should be developed:

- A Speakers Bureau should be developed to enhance the ability of the Alliance to keep local groups apprised of the Alliance's programs and activities.
- The Alliance is proposing to sponsor issue forums focused on specific topics relevant to the resource management plan. The forums would provide opportunities to review issues in-depth, and invite outside experts
- **Publications.** The Alliance will continue to issue publications of study findings, and make them available through direct distribution to relevant town boards commissions and groups, and by making them available for review at town halls and libraries. Selected publications may also be made available on through the Alliance's website.