

## **Chapter 14. Organizational Structure**

### **14.0 Overview**

The organizational structure sets forth the roles of the entities responsible for implementing the resource management plan. The proposed organizational structure incorporates some of the working dynamics employed successfully during the plan's development: inter-municipal cooperation, a policy-setting body, a technical resource body, a coordinating staff function, and substantive community participation.

### **14.1 Inter-municipal Agreement**

The organizational structure would be established through an inter-municipal agreement involving Orleans, Chatham, Harwich, and Brewster. The agreement would set forth the towns' mutual goals, as well as the component parts of the organizational structure, and the duties and responsibilities of each component. Specifically, the agreement would address:

- the intent and purpose of the inter-municipal management project,
- the organizational entities that would be formed to manage implementation of the resource management plan, the roles and responsibilities of each entity and the process for forming each,
- the shared intention to implement the recommendations of the plan, and to coordinate the actions and decisions of town entities with the recommendations of the plan,
- requirements for reporting to the towns on the progress of the plan, and for making necessary revisions to the plan, and
- fiduciary responsibilities.

The inter-municipal agreement would be entered into following the adoption of the resource management plan by the four towns. The agreement would replace the inter-municipal agreement entered into in 1995 for the development of the resource management plan.

### **14.2 Organizational Roles and Responsibilities**

The number of complex issues involved in the management of the Bay, and the interdisciplinary nature of many issues and recommendations, provide support for forming a separate, permanent, interdisciplinary and inter-municipal organizational structure to implement the plan. For example, many recommendations of the plan involve changes in regulations in the four towns to make them more consistent and comprehensive in addressing resource management issues. Accomplishing this would require regulating bodies from the four towns to work closely and cooperatively to review issues and alternative regulatory strategies, and to reach consensus. Recognizing the demands already placed on town boards, it is unreasonable to expect them to identify and

implement regulatory changes without the support of an organizational structure in place to coordinate the regulatory review process. To meet the implementation needs of the plan, the proposed structure emphasizes leadership, technical expertise, consensus-building, accountability, and community outreach. The components of the structure are described below.

#### **14.2.1 Pleasant Bay Management Alliance**

The inter-municipal agreement would establish the Pleasant Bay Management Alliance (“Alliance”) to have overall responsibility and accountability for on-going stewardship of the Bay and, specifically, implementation of the resource management plan. Accordingly, the Alliance would be charged with:

- setting overall policy for the plan’s implementation,
- making findings of consistency with the plan for projects proposed, and permits applied for, within the ACEC,
- overseeing activities of all paid, appointed, and volunteer participants,
- ensuring public involvement in and support of plan-related activities,
- managing funds allocated to the plan from all public and private sources,
- contracting with qualified staff and consultants to undertake projects,
- coordinating with technical professionals from the four towns,
- monitoring progress toward the plan’s implementation,
- updating Selectmen on the status of the plan, and
- updating the plan as needed.

A Steering Committee would be appointed to provide leadership for the Alliance. It is proposed that the Steering Committee consist of four members: one each appointed from the towns of Orleans, Chatham, Harwich, and Brewster. The Alliance Steering Committee would have the status of a town-sponsored committee.

#### **14.2.2 Technical Resource Committee**

The Steering Committee would appoint members to a Technical Resource Committee (“TRC”). The TRC’s role would be to:

- provide technical support and guidance to the Steering Committee on matters regarding the on-going development and implementation of the plan,
- advise the Steering Committee on the selection of paid consultants to perform technical work, and
- recommend and oversee research and planning activities.

It is proposed that the TRC consist of approximately seven to eleven members, including resource management professionals from the four Bay towns or state, county or federal agencies, professionals from regional research institutions, or experienced lay people from the four towns.

### **14.2.3 Working Committees and Task Forces**

Working committees and task forces would be established to facilitate greater focus on specific recommendations, bring in additional experts to address specific topics, and provide a forum for substantive public involvement in implementation. The Steering Committee and the TRC would jointly determine the need for working committees and task forces to implement specific recommendations or groups of related recommendations. The TRC would recommend committee/task force membership for approval by the Steering Committee. Committee/task force members may include community residents, business representatives, technical experts, or regulators who are knowledgeable on the relevant issues. Each working committee or task force would have as its chair a member of the TRC and, as an ex officio member, a member of the Steering Committee. The Pleasant Bay Fisheries Oversight Committee is an example of a working committee that will focus on the implementation of fisheries management recommendations.

### **14.2.4 Executive Director (Baykeeper)**

In addition to the Steering Committee, TRC, and working committees, it is recognized that day-to-day management and coordination of the range of actions and initiatives called for in the plan is needed. Accordingly, the Steering Committee would advertise for and hire an Executive Director to coordinate the implementation of the plan. The Executive Director would report to the Steering Committee, and would work cooperatively with the TRC. Specific responsibilities of the Executive Director include:

- maintaining a depository of all documents and communications,
- developing and implementing a comprehensive public outreach program to involve and educate community members,
- coordinating meetings and internal communication involving the Steering Committee, TRC, all working committees and task forces,
- updating and working with involved town officials, departments, agencies and commissions, as well as state, county and federal agencies, and private organizations such as the Friends of Pleasant Bay,
- working with town officials, agencies and commissions to develop necessary changes in regulations and by-laws,
- identifying sources of financial support for the plan, and developing grant applications,
- keeping record of progress on initiatives,
- coordinating revisions to the plan within five years of its initial adoption, and
- making periodic reports to the Steering Committee.

### **14.3 Reporting, and Revisions to the Plan**

Through the development of the resource management plan it was necessary to focus on the issues that are perceived to pose the greatest threat to resource conditions, or public safety. However, many issues related to resource conditions in the Bay could only be addressed briefly in the plan, and the dynamic nature of the Bay's ecology suggests that new issues important to resource conditions may yet emerge. In the future, management actions not specified in the plan may be required to protect resources. Accordingly, changes or additions to resource management recommendations found in the plan may be called for.

Beginning with its second full fiscal year, the Alliance would prepare an annual budget and operating plan for the coming fiscal year. The budget and operating plan, which may include additions or changes to this plan, would be presented to the Boards of Selectmen of the Bay towns at least sixty days prior to the start of the fiscal year. The budget would present the expenditures planned for the coming year, and the sources of all funding. Also, at the end of each fiscal year the Alliance would generate a report of its accomplishments, to be developed and submitted to the towns in accordance with applicable reporting procedures.

Through regular reporting on the status and progress of the plan, the Alliance would apprise town officials and citizens of any new issues that may emerge and require action. An action not specified in the approved plan would require the support of the towns, and need to be consistent with the purpose and intent of the resource management plan.

Within three years of the adoption of the plan the Alliance would initiate a process to update or revise the plan. The updating and revision process would include strong public participation. The updated and revised plan would be prepared within five years of the plan's vote of adoption by Town Meeting in the four towns. Following this schedule the plan should be presented to Town Meetings for ratification every five years.