

## ALBEMARLE-PAMLICO ESTUARINE STUDY

POLICY COMMITTEE  
MINUTES  
NOVEMBER 27, 1990  
ORIENTAL, NCCALL TO ORDER

Secretary William Cobey, Co-chairman of the Policy Committee, called the meeting to order at 10:40 a.m. The attendees list is Attachment A.

Mayor Sherrill Styron welcomed the Committee to Oriental. Secretary Cobey welcomed Mr. Randy Waite, the new A/P Study Director, to his first Policy Committee meeting.

CONSIDERATION OF AUGUST 30, 1990 MINUTES

Mr. Don Bryan recommended adoption of the August 30 Policy Committee minutes as distributed. Dr. John Costlow seconded the motion which passed unanimously.

PROGRAM REPORTSProgram Director's Report

Mr. Waite reported that contracts for FY 90-91 work had been issued; however, there had been some delays due to the state's budget problems. There are three outstanding contracts:

- 1) The Water Quality Awards Program proposed by the Albemarle Resources Conservation and Development Council was declined due to the late issuance of the contract. Mrs. Giordano is investigating the potential for a substitute for this project.
- 2) An Evaluation of Pollutant Removal by a Demonstration Urban Stormwater Detention Pond by Dr. Don Stanley (ECU) has been issued. It was delayed because of problems encountered by the City of Greenville in purchasing the land for the Stormwater Detention Pond project funded in FY 89-90. The land purchase has been accomplished.
- 3) The Estuarine Resources Center project by the Pamlico-Tar River Foundation needs additional action by the Policy Committee. The project was approved for funding on the condition that PTRF match \$12,000 A/P Study funds. PTRF has \$10,000 and proposes to use unspent funds from a previous grant for the balance. The Technical Committee recommends funding the project with \$14,000 A/P Study funds and \$10,000 PTRF funds. After discussion, Dr. William Queen recommended funding the project on a \$14,000/\$10,000 match as recommended by the Technical Committee. Mr. Derb Carter seconded the motion which was approved.

Mr. Waite reported that the FY 91-92 Call for Proposals should be issued during the first week of December. The proposed Call was discussed later during the meeting.

Mr. Waite said interviews for the Technical Coordinator for the Study will begin in early December.

Mr. Waite said that the "Findings on the Environmental Status and Trends of the Estuary" when approved will be available for distribution prior to the public meetings scheduled for January. The meetings are scheduled in Asheville, Greensboro, Raleigh, Elizabeth City, Beaufort and Wilmington. It was suggested that an additional meeting be held in the study area (Williamston, Rocky Mount, Kinston, or Greenville). It was hoped that members of the Policy Committee, Technical Committee and CACs would attend these meetings. The "Blueprint for Action" would also be available at the meetings. The Committee suggested that the "Findings" be the text for the next newsletter as an avenue for getting it out to a large audience. A summary of the meetings should be available at the roundtable meeting in March.

Mr. Waite indicated that the Committee would be addressing program goals later in the meeting. The goals are a key part of the process for developing the CCMP. Mr. Waite will be submitting to the Technical Committee suggested membership for a work group to guide the staff in writing the CCMP.

Mr. Waite asked for clarification on the amount of funds the program director can commit prior to Policy Committee approval. After discussing the need for discretionary funds, Dr. Queen moved to authorize the Program Director to have discretionary funding authority up to \$15,000 per occasion without prior Policy Committee approval with a report to the Committee at its next meeting. Dr. Costlow seconded the motion which was unanimously approved.

#### Project Director's Report

Mr. Ted Bisterfeld reported that the "Findings of the Environmental Status and Trends of the Estuary" was forwarded to the Policy Committee co-chairmen on November 19. Mr. Ray Cunningham of EPA approved the "Findings" pending approval from Secretary Cobey. Mr. Bisterfeld noted that under the Water Quality Findings, Problem 3, Status statement will be changed from "...coastal North Carolina.." to "... the Albemarle-Pamlico system..." He also stated that Dr. Roger Rulifson and Dr. William Hogarth had been consulted on the Fisheries Findings and their input had been incorporated as suggested by the original workgroup on the document. The Committee discussed the "Findings". Mr. Brewster Brown suggested, and the Committee agreed, that the "Findings" report be the text for the upcoming newsletter.

Mr. Bisterfeld reported that OMEP estimates funding for the A/P Study in FY 91-92 at \$1 million compared to \$1.2 million in FY 90-91.

Responding to Mr. Brown's question on unspent funds available to the program, Mr. Waite indicated the program is still in the process of determining if there are unspent dollars. Presently there appears to be between \$10,000 and \$30,000 of left over money. Mr. Waite indicated the Department will be asked for an accounting of funds believed to be left over (lapsed salaries, etc.).

Dr. Queen asked about the Near Coastal EMAP program's relationship with the estuarine programs. Dr. Queen requested that someone from EMAP make a presentation at the next meeting to give an overview of what EMAP plans.

Mr. Hoss suggested Mr. John Paul from Narragansett be contacted for the EMAP presentation.

#### Public Involvement Report

Mrs. Giordano reported on public involvement activities as follows: 1) NC Coastal Federation has agreed to notice in their newsletter the dates and locations of the public meetings and OMEP's newsletter "Coastwatch" wants to publish the "Findings"; 2) the CAC's continue to meet quarterly and the upcoming CAC meetings are planned to be held jointly; 3) the Albemarle area outreach coordinator has resigned and the Albemarle Environmental Association is in the process of recruiting for this position; 4) Robbie Blinkoff with ECU is the new coordinator for the Citizens' Monitoring effort; 5) DEHNR's exhibit at the State Fair won the "Governor's Award for Best Non-Commercial Exhibit"; 6) a great deal of time is being directed toward 4th cycle projects and their products; 7) 13 NEP's participated in an OMEP/NEP/CAC workshop in Beaufort in November which was very successful; 8) the Researchers Review Workshop was held in Beaufort on October 5 and the Annual Meeting was held in Morehead City on October 6; and 9) the A/P Study will be participating in the Coastal Celebration sponsored by WRAL on April 13/14 in Raleigh.

#### CITIZENS' ADVISORY COMMITTEES' REPORT

Mr. Brewster Brown and Mr. Derb Carter also felt the OMEP/NEP/CAC meeting held in Beaufort was helpful and it was good to share the various NEP's experiences.

Mr. Brown made a motion that the Policy Committee adopt the Albemarle/Pamlico CAC resolution (Attachment B) involving the Legislative Liaison Committee and other items presented at a previous meeting. Mr. Bisterfeld noted that the resolution states certain things that the CCMP will recommend and how the CCMP will be drafted. Approval of the resolution would make very stringent and specific statements of what the CCMP will recommend and how implementation might take place. It was agreed that the resolution be signed by the Chairs of the CACs and presented to the Policy Committee. Mr. Brown withdrew the motion and the Policy Committee then considered each point in the resolution.

#### 1) Establishment of a Legislative Liaison Committee

Dr. Costlow and Mr. Brown were asked to provide leadership to this committee and to develop common themes about which to talk with legislative members. Mr. Brown requested a letter of invitation to participate in this effort be sent to all CACs/TC/PC. Dr. Costlow was asked to talk with Senator Lura Tally and Representative Bruce Ethridge regarding possible legislative membership on this committee. Mrs. Giordano was asked to assist in the drafting of the letter to the CACs/TC/PC.

The Committee adopted as a matter of policy the establishment of a Legislative Liaison Committee.

#### 2) The Policy Committee recommended giving priority consideration to Items 2, 3, and 4 in the resolution during the development of the CCMP.

PC  
11/27/90

- 3) Item 5 (hiring an individual to work closely with the CACs in writing and editing the CCMP) was included at the time the resolution was submitted because there was no program director nor technical coordinator on staff at that time.

Dr. Queen asked for a summary at the next meeting of how other NEP's developed their draft CCMPs. Mr. Carter also suggested that the Policy Committee be sent the formal and informal structures of the other NEPs.

#### TECHNICAL COMMITTEE REPORT

Mr. Crum reported that Apogee, Inc., the consulting firm hired by OMEP to assist the NEPs in financial planning, made a presentation to the Technical Committee on November 13. They will be providing assistance to the A/P Study in late winter or early spring.

#### Recommended Call for Proposals

Mr. Crum briefly summarized the development of the 1991-92 Call for Proposals. The Call was developed by the Technical Review Subcommittee, the CACs and the Citizens' Affairs Subcommittee. Mr. Waite briefed the Committee on the areas included in the Call. Mr. Bisterfeld noted that the "Blueprint for Action" was considered by the Technical Review Subcommittee when the technical information acquisition call was developed. Dr. Queen made a motion to adopt the FY 1991-92 Call for Proposal as presented. Mr. Bryan seconded the motion. Mr. Brown moved to delete Items 5 and 6 from the public participation Call for Proposals. Mr. Carter seconded the deletion. The motion to delete Items 5 and 6 was approved. Mr. Brown asked why artificial wetlands was not included under Action Plan Demo Projects since an artificial wetlands project was ranked as a high priority during FY 90-91. Mr. Bisterfeld responded that OMEP is interested primarily in projects that have not been done in the past. The Committee recommended that Item 2 under Action Plan Demonstrations be expanded. The motion to adopt the Call for Proposals as amended was approved.

#### Environmental Goals

Mr. Crum asked the Policy Committee to submit comments to the staff on the draft environmental goals. The draft environmental goals are needed to go to the public meetings. Mr. Carter suggested that the draft environmental goals be broken down into separate goals and more specific objectives. After discussion, Dr. Queen made a motion to take draft instead of final environmental goals and objectives to the public meetings. Dr. Costlow seconded the motion which passed with one objection. Mr. Waite and Mr. Bisterfeld were instructed to develop goals and objectives and then call the workgroup on the "Findings" document together to develop a final draft. Mr. Carter suggested that the draft be sent to the CACs for comment.

#### REVIEW MEETING SCHEDULE

The meeting schedule had been previously sent to the Committee. Secretary Cobey suggested adding the public meetings to the schedule.

PUBLIC COMMENTS

Secretary Cobey suggested that time for public comment be allotted at the beginning of meetings rather than the end.

Mr. Neil Armingeon of the NC Coastal Federation suggested it would be helpful to present central goals of the program at the beginning of the public meetings as a means of letting the public know where the program is heading.

The Committee continued to discuss the issue of the environmental goals. Mr. Don Bryan made a motion to bring the subject of the environmental goals back to the table for reconsideration of whether or not to create the goals for the public meetings. The Committee decided not to distribute the draft environmental goals and objectives at the public meetings but to have them available as potential environmental goals to respond to any questions that may be raised.

ADJOURNMENT

The meeting was adjourned at 4:10 p.m.

POLICY COMMITTEE ATTENDANCE LIST  
NOVEMBER 27, 1990

<u>NAME</u>	<u>AGENCY</u>
JOHN COSTLOW	APES - PC
BREWSTER BROWN	APES - ACAC
DONALD W. BRYAN	APES - PC
WILLIAM H. QUEEN	ECU
DERB S. CARTER	PCAC
DAN ASHE	APES - PC
DON HOSS	NOAA/NMFS
BO CRUM	EPA REGION IV
BILL COBEY	DEHNR
ERNIE CARL	DEHNR
TED BISTERFELD	EPA REGION IV
RANDALL G. WAITE	A/P STAFF
GRACE EVANS	PCAC
NEIL ARMINGEON	NC COASTAL FEDERATION
ROBERT BLINKOFF	ECU/ICMR
BONNIE HOBBS	SUN JOURNAL NEWSPAPER
SHERRILL STYRON	MAYOR/ORIENTAL
JOAN GIORDANO	A/P STAFF
KARON DONNELLY	A/P STAFF
KATHY NORRIS	A/P STAFF

Resolution

WHEREAS, the Albemarle-Pamlico Estuarine Study (A/P Study) is a joint effort between State and Federal Governments and interested citizens of the State of North Carolina; and

WHEREAS, the Citizens' Advisory Committees (CACs) are comprised of interested citizens; and are charged with helping to produce an effective Comprehensive Conservation Management Plan (CCMP) and developing a strong consensus of public support; and to reaffirm the health and purpose of the A/P Study

NOW, THEREFORE, BE IT RESOLVED:

1. That previous recommendations for the establishment of a Legislative Liaison Committee be implemented immediately to act as a liaison between all A/P Study Committees and the State Legislature.
2. That recommendations for the CCMP be implemented on a sub-basin watershed basis listing separately suspected problems along with projected solutions and the agencies responsible for resolving these problems.
3. That the CCMP shall include a Citizen Oversight Committee empowered with the ability to review and monitor actions of the appropriately responsible state agencies.
4. That the CCMP shall be written in clear, concise language that is readily understood by the general public.
5. That a half-time or full-time (as needed) individual be hired to work closely with the CACs in the writing and editing of the CCMP.

Adopted this 30th day of August, 1990.

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Director, Albemarle-Pamlico Estuarine Study

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Co-Chair, Policy Committee

\_\_\_\_\_  
Co-Chair, Policy Committee



State of North Carolina  
Department of Environment, Health, and Natural Resources  
ALBEMARLE-PAMLICO ESTUARINE STUDY  
225 N. McDowell Street • Raleigh, North Carolina 27603

James G. Martin, Governor  
William W. Cobey, Jr., Secretary

Randall G. Waite, Director

January 31, 1991

MEMORANDUM

TO: Technical Committee  
FROM: Randall G. Waite *RGW*  
SUBJECT: February 22 Technical Committee Meeting

The Technical Committee meeting has been rescheduled from February 19 to February 22 due to meeting room conflicts.

Enclosed is the agenda for the Technical Committee meeting to convene February 22, 1991, in the Ground Floor Hearing Room of the Archdale Building in Raleigh, N.C. The purpose of this meeting is to review the Technical Review Subcommittee's recommendations regarding Information Acquisition Projects to be funded in FY 1991. The Citizens' Affairs Subcommittee will recommend public involvement projects to be funded in FY 1991. We will also discuss any changes made to the Status and Trends document as a result of the public meetings.

I hope you can attend this important meeting. Please let me know if you have any questions or comments concerning the agenda.

RGW:kn

Enclosure

cc: Policy Committee  
ACAC/PCAC  
Joan Giordano  
Ted Bisterfeld

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A G E N D A

ALBEMARLE-PAMLICO ESTUARINE STUDY

TECHNICAL COMMITTEE

TIME: 10 A.M. FEBRUARY 22, 1991  
LOCATION: GROUND FLOOR HEARING ROOM  
ARCHDALE BUILDING  
RALEIGH, NC

10:00 - 10:05	CALL TO ORDER	BO CRUM
10:05 - 10:10	CONSIDERATION OF MINUTES	
10:10 - 10:30	PUBLIC COMMENTS	
10:30 - 10:45	PROGRAM DIRECTOR'S REPORT PROJECT OFFICER'S REPORT	RANDY WAITE TED BISTERFELD
10:45 - 11:15	STATUS AND TRENDS DOCUMENT	JENNIFER STEEL
11:15 - 11:30	SUBCOMMITTEE REPORTS	
11:30 - 12:00	LUNCH	
12:00 - 3:30	FINAL REVIEW OF RECOMMENDED PROPOSALS & ANNUAL BUDGET	JIM TURNER/ MIKE ORBACH
3:30 - 3:35	REVIEW MEETING SCHEDULE	
3:35	ADJOURNMENT	

CITIZEN ADVISORY COMMITTEE (CAC)

FACT SHEETS

FOR

THE TIER I AND TIER II ESTUARIES

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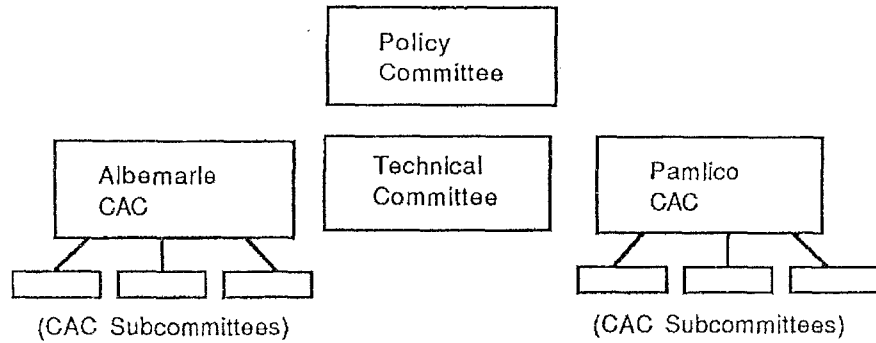
Prepared for the CAC conference in Beaufort, North Carolina

November 1990

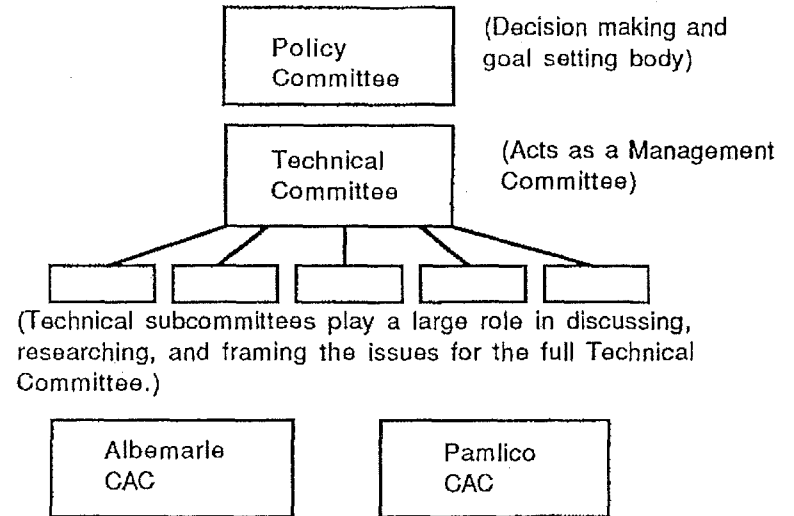
*Handwritten notes:*  
CAC  
Beaufort  
Nov 1990  
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# ALBEMARLE/PAMLICO ESTUARINE STUDY

The "Formal" Committee Structure



The Current "Informal" Structure



## ALBEMARLE AND PAMLICO CAC COMMITTEES

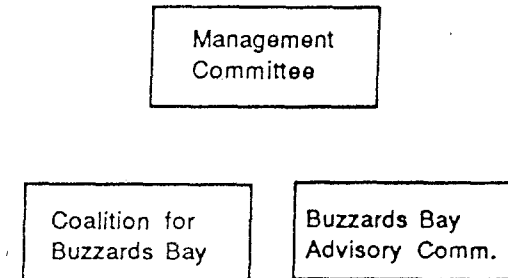
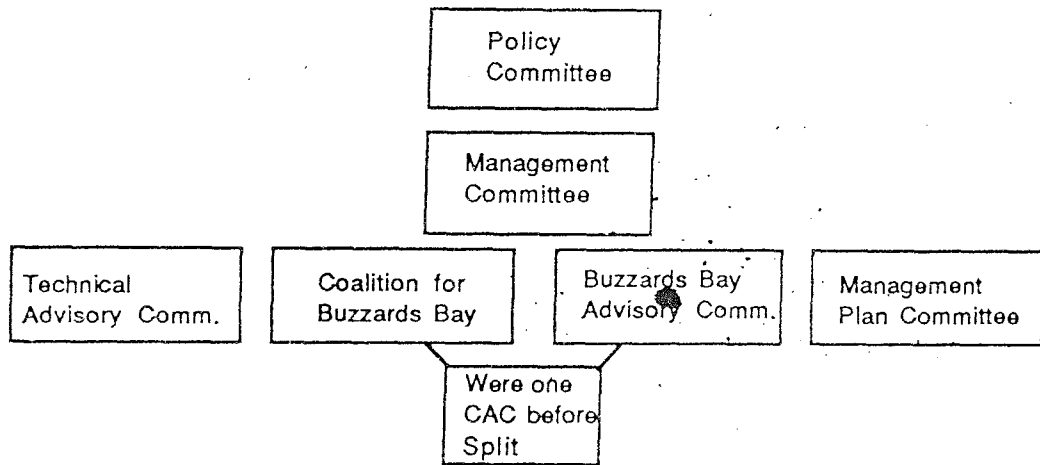
<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- Both CACs have 30 members, 19 citizens at large and 11 that represent constituencies</li> <li>- Members are nominated by CAC, appointed by Policy comm.</li> <li>- Meet quarterly, or more often as the need arises</li> <li>- Attendance varies by topic/turnover medium</li> <li>- 1 full time staffer/2 part. devoted to public participation</li> <li>- Budget for public partic., \$290,000 excluding salaries 17% of the total budget</li> </ul>	<p>Two CACs exist because the region has two distinct watersheds, Albemarle and Pamlico. The chairs of each CAC sit on the Policy committee and the CAC vice chairs sit on the Tech. committee. This arrangement has allowed the CACs to be an integral part in the decision making process. (Though, the CAC as a group is still advisory to the Technical committee).</p>	<ul style="list-style-type: none"> <li>- CACs frustrated with lack of action, at times feel they are spinning their wheels especially when the answer is more research is required.</li> <li>- Want to focus on CCMP development and implementation; concerned that plan will not be implemented.</li> <li>- Some members feel they have less influence on decisions than do the other committees</li> <li>- CAC recommendations may be critical of existing environmental programs causing some tensions between committees</li> </ul>	<p>CACs need to be empowered early on with projects and goals so they feel involved and are participating. Even if the CACs recommendations are not adopted, it is the responsibility of the other committees to acknowledge those recommendations and explain to the CACs why a different decision was made.</p>	<p>Build into the structure CAC involvement. Also, good communication between and among committees is very important. Round table discussions twice a year with all committees works well for this study. Self criticism of existing environmental programs is essential for success in the estuary program.</p>

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# BUZZARDS BA. ESTUARY PROGRAM

The "Formal" Committee Structure

The Current "Informal" Structure



## BUZZARDS BAY ADVISORY COMMITTEE

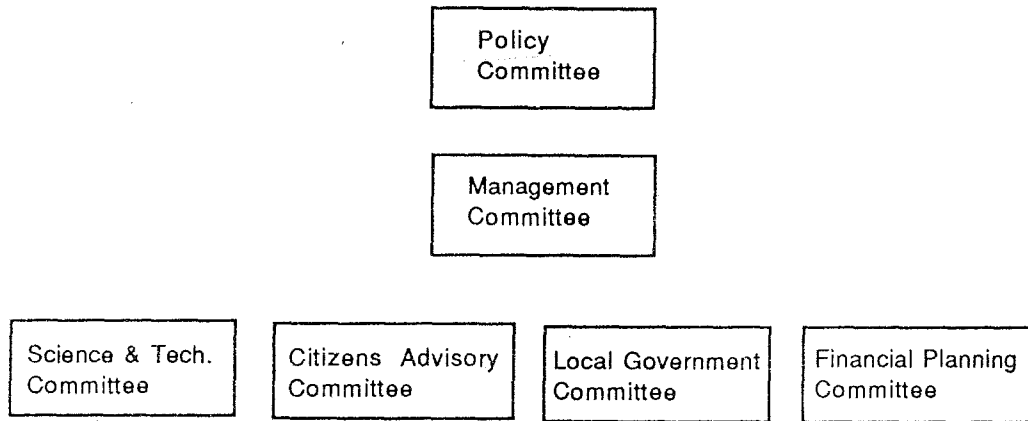
<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 17 members, 8-11 core group</li> <li>- Members Town Selectmen (mayors)</li> <li>- Meetings intermittent</li> <li>- Attendance fair</li> <li>- One 1/2 time outreach staffer</li> <li>- Outreach budget \$50,000 including salaries, 25% of total budget</li> </ul>	<p>No formal review of Mgmt. committee decisions, mostly advisory; but do have two votes on the Mgmt. committee.</p>	<ul style="list-style-type: none"> <li>- Their role never clearly defined</li> <li>- Do not feel they have uniform goals and objectives as a group</li> </ul>	<p>The committee is hiring an executive director to act as a unifying force and to help ensure uniform implementation of the plan on the local level.</p>	<p>Make clear early on that working toward a common purpose is important and requires interest and commitment from all.</p>

## COALITION FOR BUZZARDS BAY

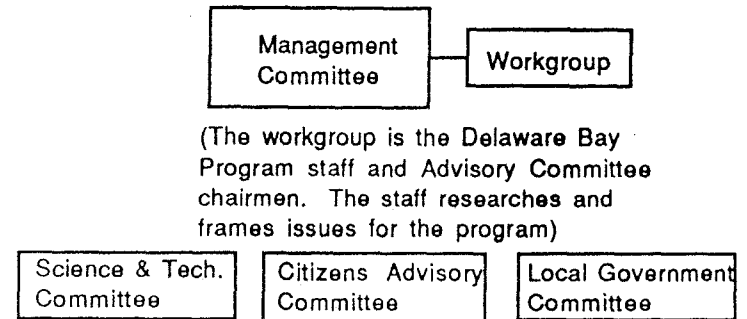
<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 600 members, including individuals, organizations, and businesses</li> <li>- Two staffers and an intern all do outreach part-time</li> <li>- Outreach budget \$65,000 including salaries, 75% of total budget</li> </ul>	<p>See their role as an advocate for the CCMP by creating public awareness and support for water quality issues; however coalition has a broader focus than just the CCMP. Do have a vote on the Management committee.</p>	<ul style="list-style-type: none"> <li>- When coalition formed considerable sensitivity needed to be paid about encroaching on the turf of other existing organizations.</li> </ul>	<p>It is important to include existing groups into the process and work as a team. In the 1st yr. only groups were invited to join so other groups wouldn't lose membership; in the 2nd. yr. individuals could join.</p>	<p>Advocacy groups are important to help heighten public awareness which guides public officials, and hopefully ensures implementation of the plan.</p>

# DELAWARE BAY ESTUARY PROGRAM

## The "Formal" Committee Structure



## The Current "Informal" Structure



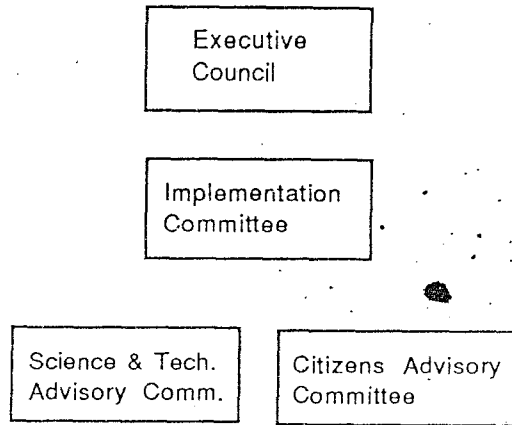
## CAC COMMITTEE

<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 20 voting members half profit, half non-profit unlimited non-voting members</li> <li>- Voting members appointed by the Mgmt. committee</li> <li>- Meet once every two months</li> <li>- Attendance medium</li> <li>- Low turnover so far</li> <li>- 1 full time public participation staff person/ 2 part time.</li> <li>- 1990 budget \$178,000 including use of contractor, 15% of the total budget</li> </ul>	<p>The CAC is mostly advisory to the Mgmt. committee, though the CAC chair is a member of the Mgmt. committee. All advisory committee chairs are members of the workgroup.</p>	<ul style="list-style-type: none"> <li>- Unclear of their role and responsibilities (i.e. advisory or advocacy)</li> <li>- Lines of communication among the CAC and between committees needs to be improved</li> <li>- At times feel that issues are resolved by the workgroup before CAC has a chance to comment.</li> </ul>	<p>Program hired an outside public participation coordinator to focus the outreach efforts and plan a long range participation strategy. Communication may be enhanced by meeting more often such as monthly. Task forces are useful for focusing attention on an issue; they also keep people interested and involved in the program.</p>	<p>Design a system that ensures good communication among and between committees. This program has the advisory committees send representatives to the other advisory committee meetings to update each other on the status of projects, etc..</p>

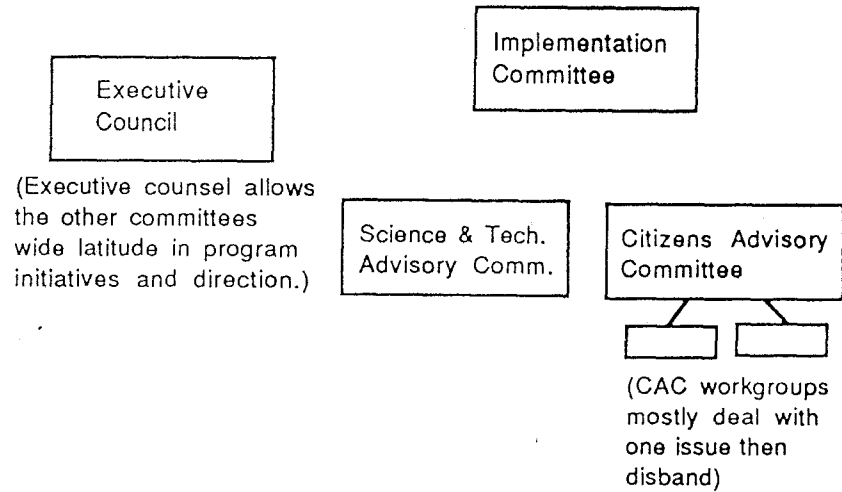
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# DELAWARE INLAND BAYS ESTUARY PROGRAM

The "Formal" Committee Structure



The Current "Informal" Structure



## CAC

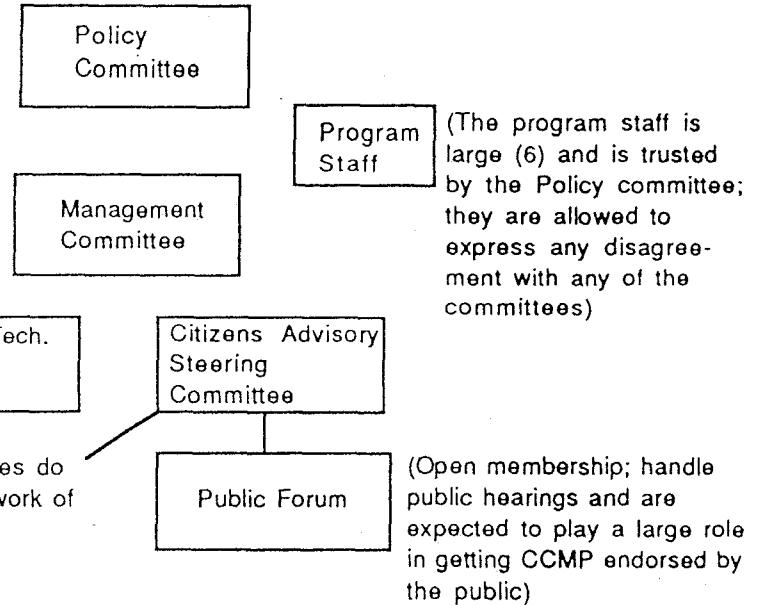
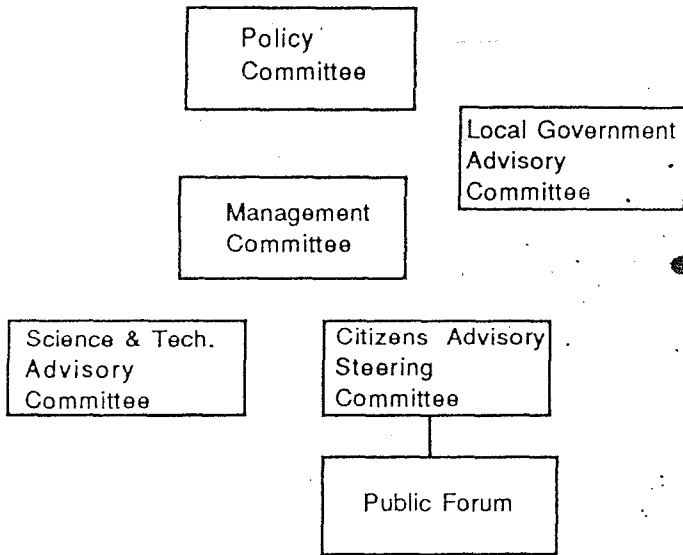
<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 68 members (40 permanent 28 alternates)</li> <li>- Members self selected</li> <li>- Meet every 2 mo./ Attendance good</li> <li>- Low turnover</li> <li>- 1 full-time and 2 part-time staffers devoted to outreach</li> <li>- 1990 Outreach budget \$90,000 including salaries, 17% of the total budget</li> </ul>	<p>CAC is advisory to the Mgmt. comm., but can and does come up with new program initiatives. CAC chair has a vote on the Mgmt. comm. and often sits in on Exec. comm. meetings. CAC has a STAC liaison who reports to CAC what STAC is doing.</p>	<ul style="list-style-type: none"> <li>- Role of CAC is not entirely clear</li> <li>- Knowledge of the CCMP process needs clarification</li> <li>- At times CAC gets sidetracked by focusing on specific problems rather than looking at the cause of the problem (problem vs. process oriented).</li> </ul>	<p>Program wants to have a meeting with all committees to discuss each committee's role and responsibilities. Workgroups help frame issues for the entire group.</p>	<p>Look for windows of opportunity where the CAC can be effective in its roles. It is important in the beginning to educate the CAC on what a CCMP is and how the CAC fits into that system. (Sample bylaws of other CACs would help.)</p>

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# GALVESTON BAY ESTUARY PROGRAM

The "Formal" Committee Structure

The Current "Informal" Structure



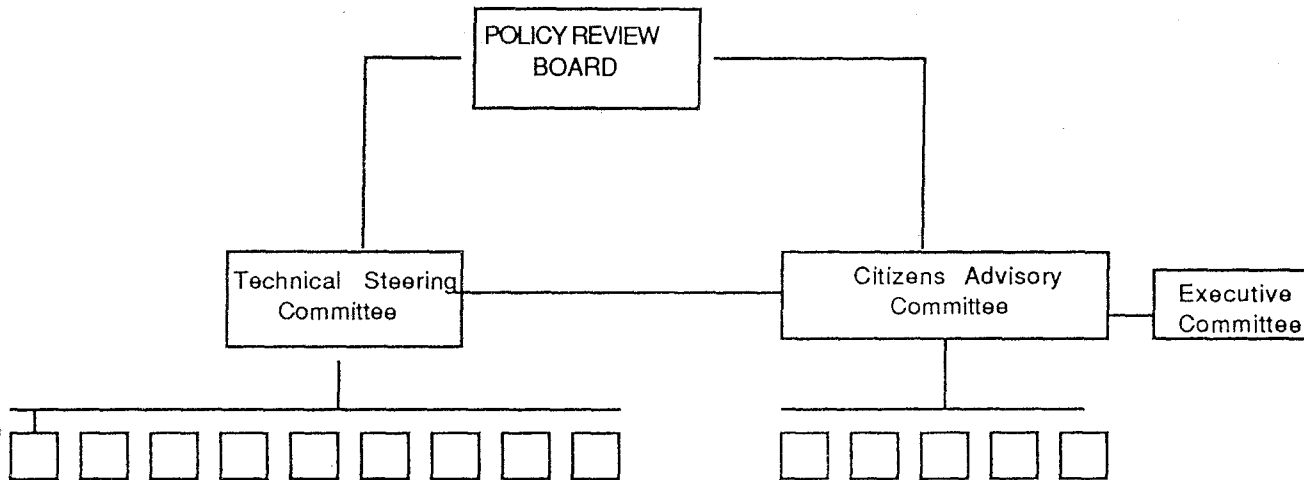
## CASC COMMITTEE

<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 18 members (2 vacancies)</li> <li>- Appointed by the Mgmt. committee</li> <li>- Organizations decide who the representatives will be</li> <li>- Monthly meetings/attendance varies</li> <li>- 14 core members</li> <li>- 2 staffers who do public outreach full time</li> <li>- 1991 outreach buget \$333,000, including salaries, 20% of the total budget</li> </ul>	<p>The CASC has a great deal of influence with the Mgmt. committee, but are less influential with the Policy committee. There are good relations among different committee members due to long term professional interactions. CASC chair does not have a vote on the Mgmt. comm., but feels one is not necessarily needed.</p>	<ul style="list-style-type: none"> <li>- Previously, a lack of communication between committees</li> <li>- Keeping some groups interested and involved in the program</li> <li>- Tension between taking a stand on current issues vs. planning a long term strategy (project vs. process) Not taking some short-term actions can lead to public apathy</li> </ul>	<p>Communication problems have been improved by a program retreat where members got to know each other and recommit to the program. Also, members attended each others committee meetings which has to some extent continued beyond the retreat. To lessen public apathy about the program, the program has decided to focus attention on the bay rather than on the program.</p>	<p>Communication among and between committees is very important. A large and skilled program staff is also important to the smooth and productive workings of the committees.</p>

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# GULF OF MEXICO PROGRAM

## The "Formal" Committee Structure



Policy Review Board includes 20 senior level representatives of state and federal agencies and technical and citizen advisory committees. Role is to guide and review program activities.

Citizens Advisory Committee (CAC) includes five representatives appointed by the governors of each Gulf Coast state to represent environmental, agricultural, business/industry, development/tourism, and fisheries interests. Role is to provide public input and help disseminate information relevant to the goals and results of the program.

Technical Steering Committee include: state, federal, academic, and other technical representatives appointed to provide technical support to the Board.

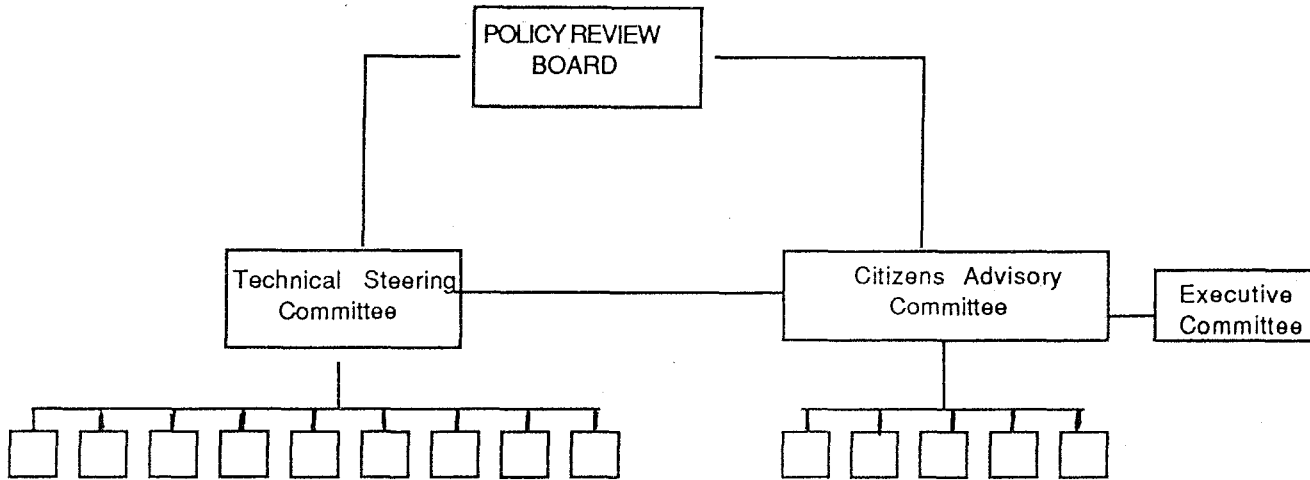
<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 25 members, five from each state</li> <li>- Members are appointed by governors</li> <li>- Committee elects its own Chairman</li> <li>- Executive Committee is responsible for CAC guidance and administration</li> </ul>	<ul style="list-style-type: none"> <li>- CAC advises the Technical Steering Committee and Policy Review Board</li> <li>- CAC Chair and Vice-Chair are members of Policy Review Board</li> <li>- CAC members serve on all subcommittees</li> </ul>	<ul style="list-style-type: none"> <li>- No formal committee structure, clearly defined role, or official reporting process</li> <li>- Lacks continuing activities for state members between meetings</li> <li>- Few short- or long-range goals or actions plans at state level</li> </ul>	<ul style="list-style-type: none"> <li>- Organize CAC subcommittee structure similarly for each state</li> <li>- Staff report to CAC</li> <li>- Assign specific tasks to state chairmen and report on state progress at each CAC meeting</li> <li>- Provide time at CAC meetings for state caucus</li> </ul>	<ul style="list-style-type: none"> <li>- Identify five areas of interest applicable to all states and develop action plans</li> <li>- Have staff conduct quarterly conference calls with state chairmen</li> <li>- Provide for semi-annual staff visits to each state</li> </ul>



# GULF OF MEXICO PROGRAM

## The "Formal" Committee Structure

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- Policy Review Board includes 20 senior level representatives of state and federal agencies and technical and citizen advisory committees. Role is to guide and review program activities.

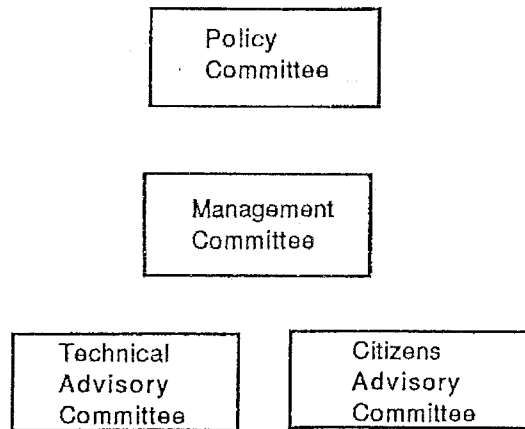
- Citizens Advisory Committee (CAC) includes five representatives appointed by the governors of each Gulf Coast state to represent environmental, agricultural, business/industry, development/tourism, and fisheries interests. Role is to provide public input and help disseminate information relevant to the goals and results of the program.

- Technical Steering Committee includes state, federal, academic, and other technical representatives appointed to provide technical support to the Board.

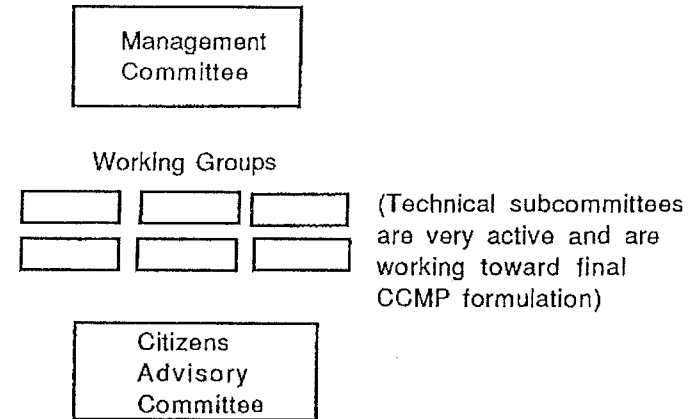
<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 25 members, five from each state</li> <li>- Members are appointed by governors</li> <li>- Committee elects its own Chairman</li> <li>- Executive Committee is responsible for CAC guidance and administration</li> </ul>	<ul style="list-style-type: none"> <li>- CAC advises the Technical Steering Committee and Policy Review Board</li> <li>- CAC Chair and Vice-Chair are members of Policy Review Board</li> <li>- CAC members serve on all subcommittees</li> </ul>	<ul style="list-style-type: none"> <li>- No formal committee structure, clearly defined role, or official reporting process</li> <li>- Lacks continuing activities for state members between meetings</li> <li>- Few short- or long-range goals or actions plans at state level</li> </ul>	<ul style="list-style-type: none"> <li>- Organize CAC subcommittee structure similarly for each state</li> <li>- Staff report to CAC</li> <li>- Assign specific tasks to state chairmen and report on state progress at each CAC meeting</li> <li>- Provide time at CAC meetings for state caucus</li> </ul>	<ul style="list-style-type: none"> <li>- Identify five areas of interest applicable to all states and develop action plans</li> <li>- Have staff conduct quarterly conference calls with state chairmen</li> <li>- Provide for semi-annual staff visits to each state</li> </ul>

# LONG ISLAND SOUND STUDY

The "Formal" Committee Structure



The Current "Informal" Structure



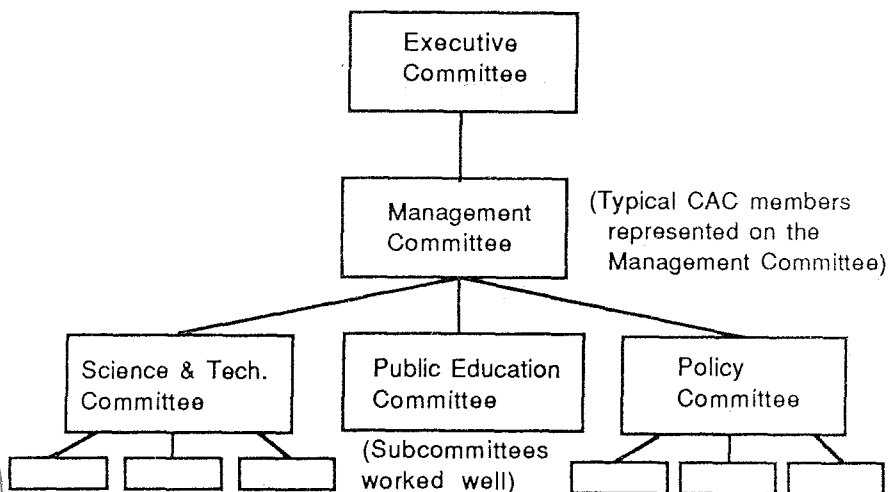
## CAC COMMITTEE

<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 36 members</li> <li>- Members appointed by the Management comm.</li> <li>- Meet every other month, attendance varies depending on location/ Usually 15-25 attendees</li> <li>- Turnover is low</li> <li>- 2 and 1/2 public outreach staff</li> <li>- 1989 budget for outreach \$150,000 including salaries, 7% of total budget</li> </ul>	<p>CAC co-chairs are members of the Mgmt. committee. Mgmt. committee has not traditionally viewed the CAC as important as the TAC; though CAC co-chairs are members of the Mgmt. committee.</p>	<ul style="list-style-type: none"> <li>- CAC is not entirely clear on its role</li> <li>- Lack of communication between CAC and Mgmt. comm., and between CAC and the TAC</li> <li>- CAC at times feels left out of decisions (this especially true now that CCMP formulation is in the final stages)</li> <li>- No "independent" staffer devoted to CAC activities (technical issues need to be framed for CAC members)</li> </ul>	<p>Mgmt. comm. needs to recognize the CAC as an important and viable part of the program. Joint meetings between the CAC and the Mgmt. committee have helped improve communication. CAC has participated on the writing team to increase involvement.</p>	<p>Public needs to be involved early in the process as does the CAC. CCMP needs to be developed slowly with new information building on old. It is a mistake to put too much faith in long term scientific studies. Strong and committed leadership on the CAC is very important.</p>

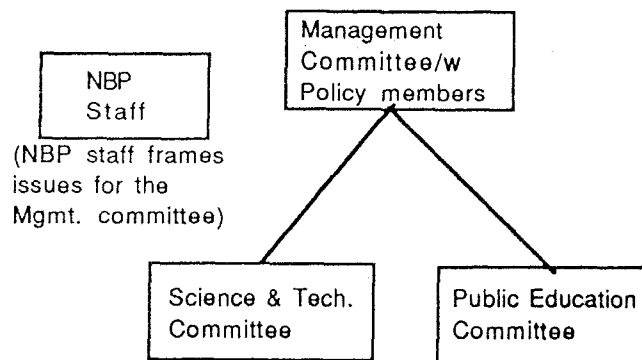
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# NARRAGANSETT BAY ESTUARY PROGRAM

The "Formal" Committee Structure



The "Informal" Structure



## MANAGEMENT (CAC) COMMITTEE

### NUTS AND BOLTS

- Now 37 members, 25 previously
- Members invited on staff recommendation
- Meet once a month or once every two months/ attendance varies
- 10 core members prior to reorganization and high turnover; subordinates often attended
- Now 4 public outreach staff, 1-2 previously
- 1990 budget for outreach \$196,000 excluding salaries, 16% of total budget

### RELATIONSHIP TO OTHER COMMITTEES

Prior to reorganization the committee was not facing substantive issues, and readily approved subcommittee's recommendations. In addition, the NBP staff played a large part in the decision making process by how they framed the issues for the Management committee.

### PROBLEMS

- Disagreements among regulators over jurisdiction
- Scientific data and policy issues not always framed properly for some groups
- Single issue CAC members not interested in comprehensive issues
- Lack of leadership; committee chair rarely attended
- Consensus based process difficult for such diverse groups

### SOLUTIONS

- NBP reorganized by adding missing constituencies to the Management committee and having intensive all day sessions to gain input and support.
- Also decided to present concise issue papers to committee members with problem description and alternative recommendations
- Executive committee expanded to include key watershed agency heads

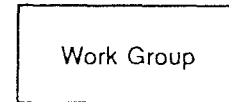
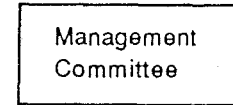
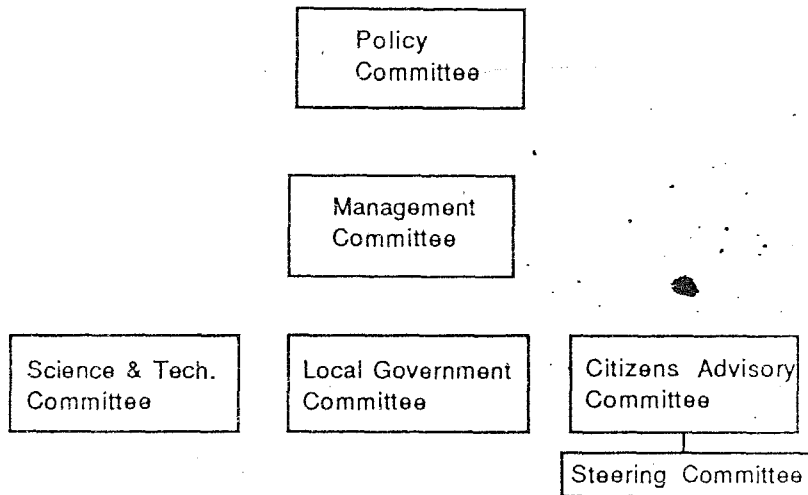
### RECOMMENDATIONS

- Keep separate the CAC from the Management Committee.
- Elect a chairperson that will attend and who is trained in consensus building techniques and has good interpersonal skills in group settings.
- Instill commitment in members through one-on-one outreach, so that activities are not delegated to subordinates

# NEW YORK/NEW JERSEY HARBOR ESTUARY PROGRAM

## The "Formal" Committee Structure

## The Current "Informal" Structure



(Ad hoc committee of the chairs of the STAC, CAC, LGC and NY, NJ and EPA staff representatives to the Mgmt. committee)

(Members appointed on a representative basis from "user" constituencies, will be the decision-making arm of the CAC)

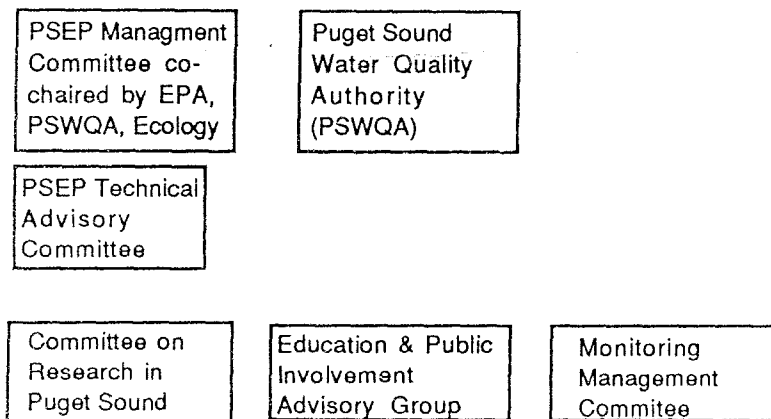
## CAC COMMITTEE

<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 150 members</li> <li>- Members invited to participate</li> <li>- Meet once a month</li> <li>- Attendance 10 - 20 per meeting/turnover high</li> <li>- Chairs and a few others are core members</li> <li>- 1 staff devoted full time to public participation</li> <li>- 1989 public outreach budget \$214,600 including salaries, 13% of total budget</li> </ul>	<p>The CAC in general is not being heard by the Mgmt. committee except for the core members of the CAC who sit on the Mgmt. committee. The CAC thus far has been administrative and process oriented rather than focusing on substantive issues.</p>	<ul style="list-style-type: none"> <li>- Hard getting people's time and interest because of competing efforts in the region</li> <li>- People want clear agenda in order to attend</li> <li>- The agenda to act is not apparent; no direction from the policy committee (they have not yet met)</li> </ul>	<p>Must get members who are willing to stay involved and interested. Need to set agendas for meetings so meetings have a clearly defined purpose. The Policy committee should meet to discuss substantive issues and recommit to the program. An "outside" activist on the policy committee may encourage them to meet and tackle difficult issues.</p>	<p>Mgmt. and CAC need to focus on what is feasible and how to improve existing regulations and organizations. Important to have proof of what the problems are so that the right choices can be made and supported. Leadership from the Policy committee is also very important.</p>

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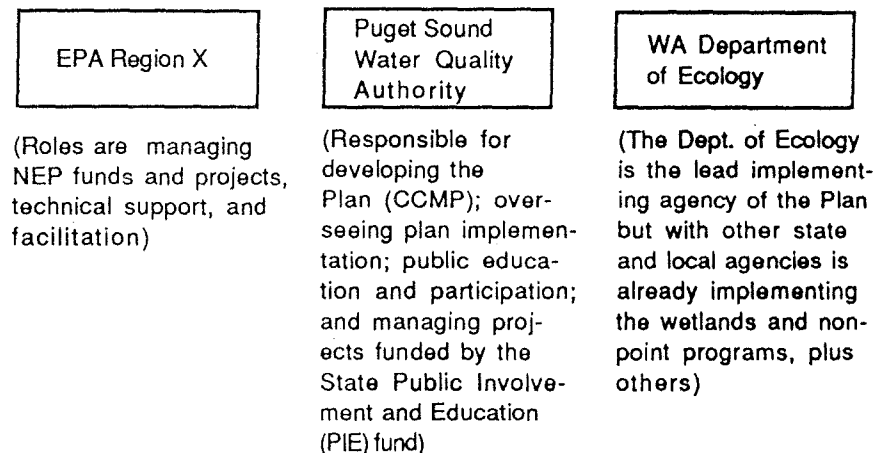
# PUGET SOUND ESTUARY PROGRAM

## The "Formal" Committee Structure



(These bottom three committees serve to advise the PSWQA directly)

## The Current "Informal" Structure



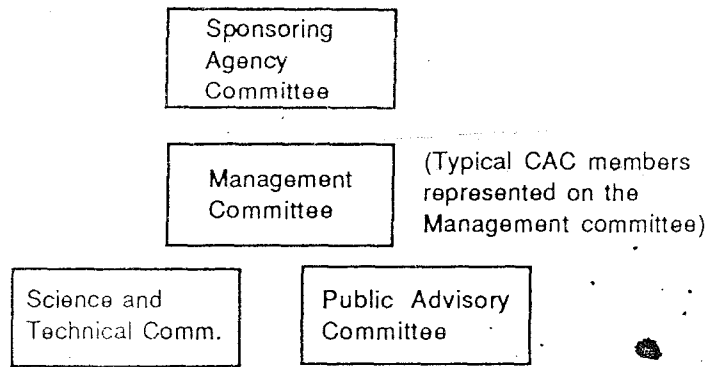
## PUGET SOUND WATER QUALITY AUTHORITY

<u>NUTS AND BOLTS</u>	<u>BACKGROUND INFORMATION</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 11 PSWQA members with a staff of 30</li> <li>- PSWQA members appointed by the Governor</li> <li>- PSWQA meets once a month</li> <li>- Attendance good</li> <li>- 5 full-time staff devoted to public participation/education, 9 part-time</li> <li>- Budget @ \$1 mil/yr for outreach/educ. including P.I.E. fund and salaries, @ 33% of the total budget</li> </ul>	<p>PSEP Management Committee's primary role is developing workplan for expenditure of federal NEP funds for technical support projects.</p> <p>PSWQA was created by WA State to develop a plan to protect Puget Sound. That Plan will be this estuary's CCMP as part of the National Estuary Program.</p>	<ul style="list-style-type: none"> <li>- PSWQA feels they lack a strong group of advocates for continuation of the authority and ultimately implementation of the Plan (CCMP).</li> <li>- Didn't have some of the "right" people on the committees. Need people with political influence.</li> <li>- Funding inadequate for desired level of plan implementation.</li> </ul>	<p>Work with existing advocacy groups and make them stronger if able.</p> <p>Fund projects to groups that are politically active.</p> <p>Pick top level people for committees and be specific about who you want.</p>	<p>Advertise your successes - look like a group with momentum. Don't try to tackle too much.</p>

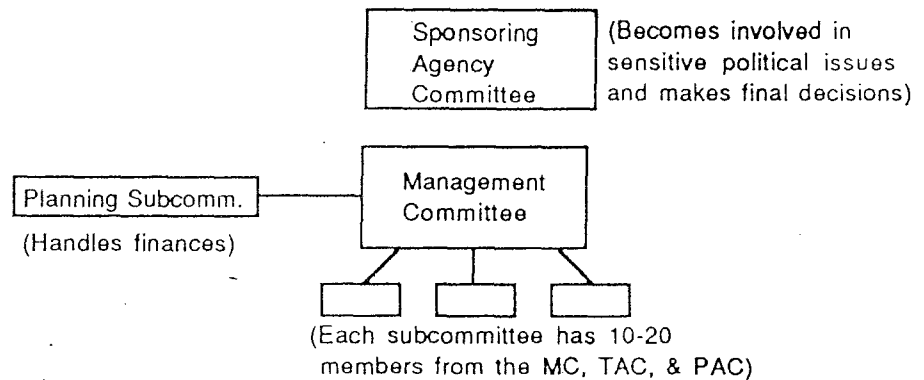
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# SAN FRANCISCO BAY ECOTIARY PROGRAM

## The "Formal" Committee Structure



## The Current "Informal" Structure



### MANAGEMENT (CAC) COMMITTEE

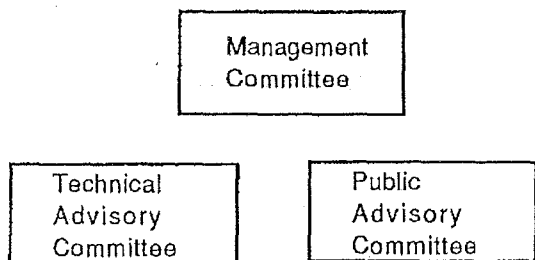
<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 47 members</li> <li>- Members selected by special Mgmt. subcomm.</li> <li>- Meet 3 times/yr./ Attendance varies by topic, but members are urged not to miss more than 3 meetings</li> <li>- Very low turnover</li> </ul>	<p>The Management committee is the main working committee, but it reports to the Sponsoring Agency comm. Much of the substantive work is accomplished in the Mgmt. subcommittees. In order to vote in the subcommittee the member must first attend 3 meetings, and keep attending.</p>	<ul style="list-style-type: none"> <li>- Mgmt. committee needs to focus more on substantive issues rather than committee process issues (voting, who reports to whom, etc..)</li> <li>- Concerned that some members are in the program simply to protect their turf, and may obstruct recommendations further along in the process.</li> </ul>	<p>Presentations from subcommittee members to the Mgmt. committee on key issues (not staff presentations). Consistent participation by members is important for consensus building and long term support of the CCMP.</p>	<p>Have clearly defined operating procedures in the beginning. Issues such as who reports to whom, consensus, voting, and attendance must be understood by all. Need a strong chair committed to consensus.</p>

### PUBLIC ADVISORY COMMITTEE

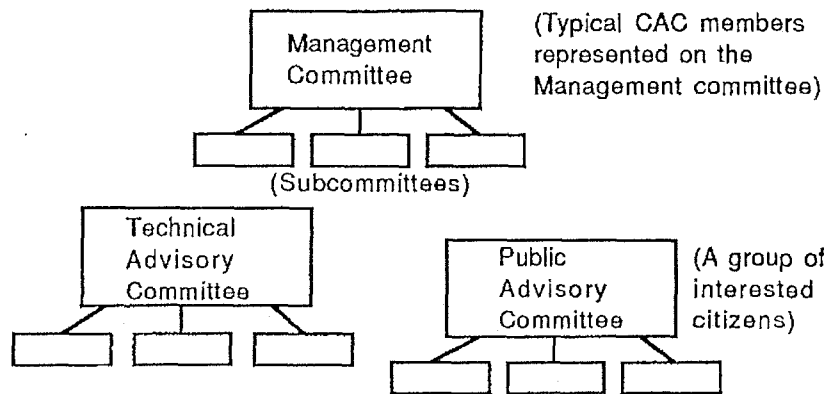
<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 50 members/membership open</li> <li>- Meet every 2 months/attendance varies by topic</li> <li>- Roughly 25 core members</li> <li>- Little turnover</li> <li>- 2 full time staff for public participation/ 2 pt-time</li> <li>- 1990 outreach budget \$370,000 including salaries, 25% of total budget</li> </ul>	<p>Committee advises the Mgmt. Comm., but chair of the PAC sits on the Mgmt. comm. and the Planning subcomm. The PAC handles all public education and participation projects and manages the public involvement budget. Most members are comfortable with this role.</p>	<ul style="list-style-type: none"> <li>- Haven't had the "right" players on the committee; local government officials are missing</li> <li>- Early on there was a lack of direction and the committee had nothing to do, even disbanded for a while</li> </ul>	<p>Need to know who the key players are; Check with groups such as the League of Women Voters who track voting records. Allocate money to the PAC to empower it.</p>	<p>Communication between groups is essential and working well for this program. Formal and informal briefings of project status and decision rationale are very important and are given by the Mgmt. committee.</p>

# SANTA MONICA BAY ESTUARY PROGRAM

## The "Formal" Committee Structure



## The Current "Informal" Structure



### MANAGEMENT (CAC) COMMITTEE

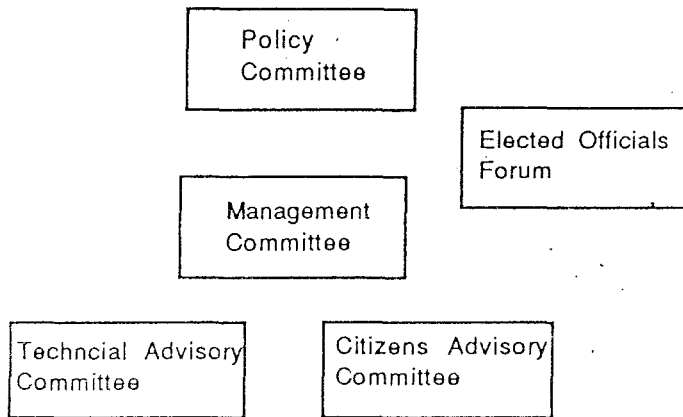
<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
196 - 50 members - Members voted in by Mgmt. committee - Meet monthly/ Attendance good - 2 meeting substitutes selected for every member - Turnover low	The Management committee is the main working committee and is the highest level committee. The Mgmt. comm. may be listening a bit closer to the TAC than to the PAC because of the importance of scientific studies at this stage of the program.	- Some communication gaps between committees - Not enough staff to accomodate such a large Mgmt. committee	Joint meetings between committees is being implemented. So far large membership has not been unmanageable due to voting when consensus fails, and relying on subcommittees to handle details.	If user groups are going to be represented on the Mgmt. comm, those members should be carefully selected and come to the table with an already heightened level of knowledge of the issues which this Mgmt. committee has.

### PUBLIC ADVISORY COMMITTEE

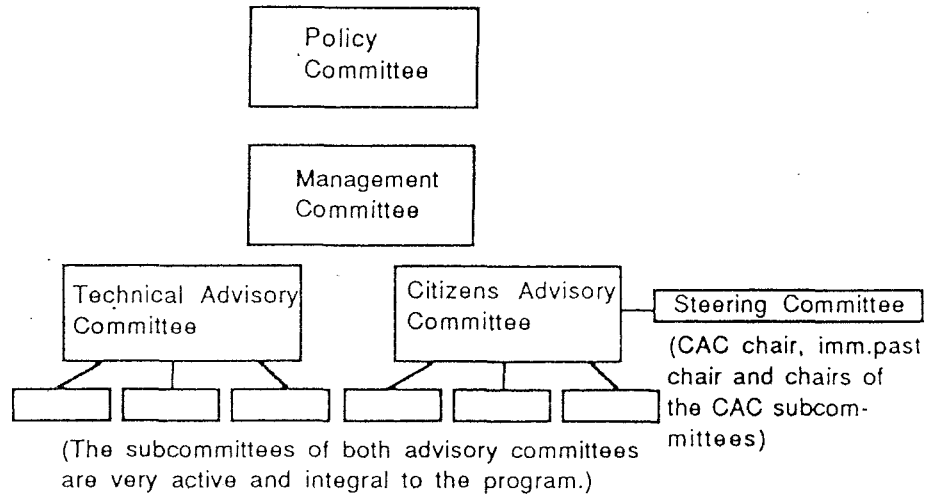
<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
- 25 members, 15 active - Members self selected - Meet once a month/ Attendance fair - Turnover low - 3 staff who do outreach 10% of their time, consultant 100% - 1990 budget for outreach \$100,000 excluding salaries, but including consultant's fees; outreach budget is 7% of total budget	The PAC chair attends Mgmt. committee meetings, and is a voting member. The PAC understands that their role is to educate the public and to advise the Mgmt. committee in that capacity.	- At first not enough hands on work for the committee to do - Difficulty keeping people involved who have varying levels of interest and time	Program hired a consultant to prepare and help implement a public outreach strategy for the PAC. Subcommittees have helped the PAC keep people interested and focused.	Get PAC involved early on in the program. Don't wait for the other committees to provide direction. Leadership is also extremely important.

# SARASOTA BAY ESTUARY PROGRAM

The "Formal" Committee Structure



The Current "Informal" Structure



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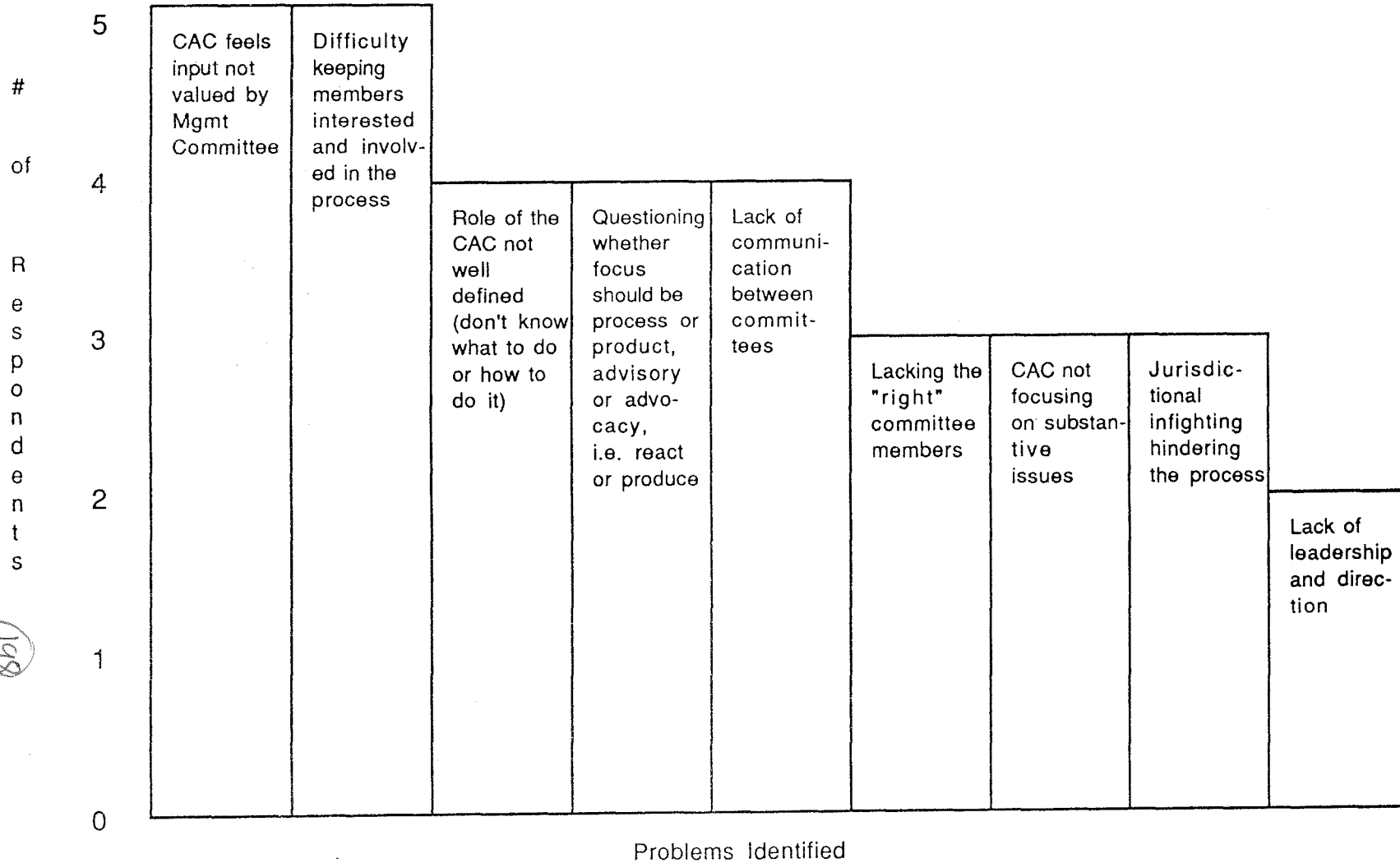
## CAC COMMITTEE

<u>NUTS AND BOLTS</u>	<u>RELATIONSHIP TO OTHER COMMITTEES</u>	<u>PROBLEMS</u>	<u>SOLUTIONS</u>	<u>RECOMMENDATIONS</u>
<ul style="list-style-type: none"> <li>- 30 members</li> <li>- Appointed by the Policy committee</li> <li>- Participation varies, 15-20 active members</li> <li>- Meet once every 4-6 weeks; Steering comm. may meet on an ad hoc basis</li> <li>- Turnover very low</li> <li>- 1 full-time staffer devoted to public outreach; 4 part-time</li> <li>- 1990 outreach budget \$ 55,000 excluding salaries; 6.6% of the total budget</li> </ul>	<p>CAC is advisory to the Mgmt. comm., but does not feel powerless to the Mgmt. comm.</p> <p>The CAC chair sits on the Mgmt. committee and attends TAC and Policy committee meetings.</p> <p>The CAC steering committee meets inbetween regular CAC meetings when needed, and at times acts as a subcommittee.</p>	<ul style="list-style-type: none"> <li>- Grappling on whether to take a stand on site-specific issues (project vs. process oriented).</li> <li>- This program headed off the problem of role definition by discussing the CAC's (and subcommittee's) role in the beginning of the CCMP process.</li> <li>- They also set goals and objectives for the CAC, and are going to assess annually their performance in meeting those goals and objectives.</li> </ul>	<p>Still dealing with this issue.</p>	<p>Role definition of the different committees at the beginning of the program is important. Also important to have chairpersons who are skilled in group management and consensus building and have good interpersonal skills. Public participation staffer should possess both media savvy and community organizational skills.</p>



# GENERAL CAC PROBLEMS

(Obtained from conversations with the Tier I and Tier II estuaries)



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## ELEMENTS OF A SUCCESSFUL CAC

- o The CAC knows its role in the CCMP process and plays a substantive part
- o The CAC is important to the Management Committee, as well as active and interested in its own right
- o The CAC members represent key constituencies, are influential and respected in their CAC roles, and check back with their organizations
- o The CAC balances action and planning (i.e., tackles some clear problems now to keep members and the public interested while continuing to focus on solutions to larger problems for development of the CCMP
- o The CAC has strong leadership both from within (CAC Chair) and from above (clear communication of goals and direction from the Policy, Executive, and Management Committees
- o The CAC is not afraid of strong advocacy groups and interacts with them
- o The CAC communicates well among its members and other committees
- o The CAC makes good use of program staff to help plan and organize CAC meetings and assist with communication among and between committees

# RESULTS FROM CONVERSATIONS WITH THE TIER I & II ESTUARIES

## GENERAL CAC PROBLEMS

<u>PROBLEM</u>	<u>ESTUARY(S)</u>
CAC feels input is not valued by the Management Committee	DB, LISS, NB, NY/NJ, SM
Difficulty keeping members interested and involved in the process	APES, GB, NB, NY/NJ, SM
Role of the CAC not well defined (don't know what to do or how to do it)	BB, DIB, LISS, NB
Questioning whether focus should be process or product, advisory or advocacy, i.e., react or produce	DB, DIB, GB, SB
Lack of communication between committees	DB, GB, LISS, SM
Lacking the "right" committee members (don't have true representatives, missing key constituencies(e.g. politicians, local government), or have "turf protectors")	NB, PS, SF
CAC not focusing on substantive issues	APES, NY/NJ, SF
Jurisdictional infighting hindering the process	APES, NB, SF
Lack leadership and direction	NB, NY/NJ

## SOME SOLUTIONS TO PROBLEMS

<u>SOLUTION</u>	<u>ESTUARY(S)</u>
Outside public participation coordinator hired to plan an outreach strategy	BB, DIB, NB, SM
CAC operating procedures clearly laid out in the beginning to help define role of the CAC	SF, SB
Joint committee meetings, annual retreats, workshops, intercommittee briefings, etc..held to enhance communication	APES, DB, GB, LISS, SF
Subcommittees, workgroups, task forces used to make people feel involved and increase efficiency of the program	Almost all

RESULTS FROM CONVERSATIONS WITH  
THE TIER I & II ESTUARIES  
(continued)

GENERAL ESTUARY NEEDS

<u>NEEDS</u>	<u>ESTUARY(S)</u>
Training for chairpersons in leadership and consensus building	DB, LISS, NB, SF, SM, SB
Information on how to set up a foundation or advocacy group	PS, SF, SB
Generic CAC bylaws to help get started in the beginning	DIB, SF
Larger program staffs	LISS, SM
Basic education on what a CCMP is and the role of the CAC	DIB

COMMITTEE STRUCTURE ISSUES

<u>COMMITTEE</u>	<u>WORKING</u>	<u>NOT WORKING</u>
Executive/Policy Committee	APES, DIB, GB, SB	BB, LISS, NB NY/NJ, SF
Management Committee with typical CAC members represented on the committee	SF, SM	NB
Local Government Committees	BB, DIB	GB, NY/NJ, SB