



Council Advisory Committee Meeting

September 24, 2014

1:00 p.m. – 3:00 p.m. ET

2:00 p.m. – 4:00 p.m. AT

Briefing Book

Conference Call Access Information

Call In: 1 888-206-2266

Passcode: 5764669

Table of Contents

Meeting Agenda	3
Consent Agenda	
- Key Decisions / Action Items from August 2014 CAC Meeting.....	4
- Final Scope GOMC Organizational Assessment	5
- Final Timeline GOMC Organizational Assessment	7
Action Agenda	
- GOMC Organizational Assessment (Reference Documents).....	8
- ‘Types of Work’ Options	9
- GOMC Organizational Structure	16
- GOMC Leadership.....	17
For Reference	
- GOMC Terms of Reference	19
- Working Group Terms of Reference.....	21
- Secretariat Team Terms of Reference	22
- Management and Finance Committee Terms of Reference	23

Gulf of Maine Council on the Marine Environment
 September 24, 2014 • Council Advisory Committee Meeting • Briefing Book

GOMC Council Advisory Committee Meeting Agenda • Wednesday, September 24, 2014 1:00 p.m. – 3:00 p.m. ET / 2:00 p.m. – 4:00 p.m. AT		
1:00 PM ET	Welcome, Introductions, and Overview of Objectives for the Meeting <i>Steve Couture, Working Group Chair</i> <i>NH Department of Environmental Services</i>	
1:05 PM	Consent Agenda <ul style="list-style-type: none"> Summary of Key Decisions and Action Items from August CAC Meeting (p. 4) Final Scope - Organizational Assessment (pp. 5 - 6) Final Timeline – Organizational Assessment (p. 7) 	✓ For Decision <i>pp. 4-7</i>
1:10 PM	GOMC Strategic Planning – Reference Materials <ul style="list-style-type: none"> GOMC historical documents and CAC meeting materials will available online for reference by CAC members throughout the organizational assessment year 	✓ For Information ✓ Internal <i>p. 8</i>
1:15 PM	‘Types of Work’ Exercise <ul style="list-style-type: none"> Review ‘Types of Work’ Summary from June 2014 Working Group Session and discuss next steps 	✓ For Information ✓ Internal <i>p. 9-15</i>
1:20 PM	GOMC Organizational Structure <ul style="list-style-type: none"> Review existing structure and roles of Council, Working Group, Management and Finance Committee, and Secretariat Team Discuss potential options 	✓ For Direction <i>pp. 16-17</i>
2:00 PM	GOMC Leadership <ul style="list-style-type: none"> Review existing Council leadership / role and relationship between jurisdictions, federal partners, and non-profit organizations Discuss potential options 	✓ For Direction <i>p. 18</i>
2:45 PM	Direction for October 2014 Working Group Session <ul style="list-style-type: none"> CAC will discuss and provide direction for Working Group to determine best use for session regarding organizations session to be held at October 2014 Working Group meeting 	✓ For Direction
2:50 PM	Other Business	
2:55 PM	Agenda Items and Schedule for Next CAC Meeting	✓ For Direction
3:00 PM	Adjourn	

Summary of Key Decisions / Action Items – Council Advisory Committee Meeting August 7, 2014

Call Participants

Mel Cote, Steve Couture, Perry Haines, Tim Hall (for David Millar), Terry Holman (with Susan Russell-Robinson), Joan LeBlanc, Rebecca Newhall (for Jen Anderson), Lorrie Roberts, Christophe Rivet (for Geoff Mercer), Lee Sochasky, Jack Wiggin

Key Decisions / Action Items

- Steve provided an update regarding the purpose of the Council Advisory Committee (CAC) -- to ensure appropriate Council direction during the GOMC organizational assessment being conducted throughout the 2014-2015 NH Secretariat year
- Steve and Joan presented a draft scope and timeline for the organizational assessment
- Joan will edit the scope to reflect the following CAC recommendations:
 - Ensure that GOMC Action Plan is reflected in organizational assessment
 - Add language about the need to broaden GOMC leadership / membership
 - Expand list of partner organizations as part of scope
- Terry and Tim will forward list of additional partner organizations for Joan to add to the scope
- Joan will provide updated scope and timeline to Working Group
- Lee / Susan will provide notes from GOMC panel and public input from CZC 2014 to Joan as background for organizational assessment
- CAC will convene every other month prior to Working Group meetings
- Joan will add CAC meeting schedule to the timeline
- Steve and Joan presented a summary of the Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise undertaken by Working Group in June 2014
- CAC members noted that SWOT analysis conducted by Working Group reflected most Council issues
- CAC will forward any additional issues to add to the SWOT analysis to Joan
- Joan will finish write-up of 'Types of Work' exercise from June Working Group meeting and forward to WG and CAC
- Joan will prepare and circulate key decisions and action items following each CAC meeting

Next CAC Meeting

- The next CAC call will take place during September
- Joan will circulate a doodle poll to schedule the call
- Agenda for next CAC meeting:
 1. Review summary of 'Types of Work' exercise conducted at June 2014 Working Group meeting
 2. Discuss GOMC leadership and structure

Summary prepared by Joan LeBlanc, Council Coordinator

Gulf of Maine Council – Organizational Assessment
2014-2015 Secretariat Year – Final Scope of Work

Process

Working Group Chair and Council Coordinator will work with the ad-hoc Council Advisory Committee, Council members, and Working Group to conduct an organizational assessment of the Gulf of Maine Council during the 2014-2015 NH Secretariat Year.

- Council - An ad-hoc Council Advisory Committee will be convened to ensure Council involvement throughout the year. The committee will meet as needed to provide direction and feedback regarding the organizational assessment. The Council Advisory Committee will determine if and when supplemental virtual Council meetings are needed during the year. The full Council will be asked for feedback via email and / or telephone contact throughout the year. A set of preliminary recommendations and / or status report will be provided to Council for feedback in December 2014. Council will discuss and make decisions regarding final recommendations at the June 2015 Council full day meeting in New Hampshire.
- Working Group – Working Group will meet every other month during the 2014-2015 year to ensure consistent involvement and feedback in the organizational assessment.

Initial Background Planning / Research

- Assemble historic GOMC records for review. Examples include – initial founding documents, federal partner policies, inter-organizational agreements etc.
- Summarize and review decisions and feedback from June Council and Working Group meetings, and from public input received during GOMC panel at CZC 2014.
- Council Advisory Committee will review and provide additional input to the Strengths / Weaknesses / Opportunities and Threats (SWOT) analysis conducted by WG in June.
- Prepare scope for organizational assessment.

Organizational Assessment

- GOMC leadership.
 - Review role and relationship between jurisdictions, federal partners, non-profit partners.
 - Consider opportunities to broaden Council membership / leadership.
 - Identify potential options for Council consideration.
- GOMC organizational structure.
 - Evaluate existing and potential organizational structure.
 - Identify recommended options for Council consideration (ensure that recommendations reflect Council priorities identified at June 2014 meeting).

- GOMC internal management structure.
 - Evaluate the roles of management committees – Council, Working Group, Management and Finance, Secretariat Team.
 - Identify opportunities for streamlining structure.
- GOMC project / program committees.
 - Evaluate role of committees in light of GOMC Action Plan and Council member priority ‘types of work’.
 - Identify committees that best support Council priorities.
 - Identify options for committees that do not support Council identified priorities.
- GOMC and partner organizations.
 - Evaluate GOMC role in relationship to partner organizations such as Northeast Regional Ocean Council (NROC), Northeastern Regional Association of Coastal and Ocean Observing Systems (NERACOO), Regional Association for Research on the Gulf of Maine (RARGOM), Regional Committee on Coastal and Ocean Management (RCCOM), Bay of Fundy Ecosystem Partnership (BoFEP), Northeast States Emergency Consortium (NESEC), New England Interstate Water Pollution Control Commission, (NEIWPCC), International Joint Commission (IJC), and others.
 - Identify GOMC membership / affiliations with key partner organizations.
 - Identify potential opportunities for enhancing cooperation, collaboration, communication and efficiency among GOMC and partner groups.
 - Provide recommendations to Council for promoting cooperating, collaboration and communication between GOMC and partner groups.
- GOMA / GOMC Organizational Capacity
 - Where appropriate, results and decisions from the organizational assessment will help inform the GOMA / GOMC budget development process for the 2015-2016 fiscal year.

Recommendations to Council

- Communicate regularly with Council Advisory Committee throughout the year.
- Consider potential impact of results / recommendations on current stated Action Plan.
- Prepare preliminary options for Council consideration and feedback in December 2014. A virtual meeting or conference call will be scheduled for December.
- Finalize draft recommendations by March 2015 to allow for feedback prior to June 2015 Council meeting.
- Prepare set of options for Council consideration at June 2015 meeting.

This scope of work reflects feedback from the Council Advisory Committee and the Working Group.

Gulf of Maine Council on the Marine Environment
Timeline for 2014 – 2015 Strategic Planning / Organizational Assessment

Activity	2014							2015				
	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Initial Background Planning / Research												
• Develop scope for assessment	x	x										
• Assemble historic records (additional documents will be added later in the year as needed)	x	x	x									
• Summarize decisions from June Council and WG meetings	x											
• Council Advisory Committee (CAC) provides input to SWOT		x										
Organizational Assessment												
• Evaluate GOMC leadership, organizational structure, internal management structure, committees and role of partner organizations		x	x	x	x	x	x	x	x			
• Finish preliminary recommendations in March									x			
• Review and feedback for recommendations										x	x	
• Develop preliminary budget / staffing needs									x	x	x	
• Report and / or recommendations to Council						x			x			x
Council Advisory Committee Meetings												
• Convene Council Advisory Committee		x										
• Council Advisory Committee Meetings		x	x		x		x		x		x	
Council Meetings												
• Brief virtual meeting or conference call December (date TBD)						x						
• Full day in person meeting, Portsmouth, NH Wednesday, June 17, 2015												x
Working Group Meetings												
• Two day in person meetings, Portsmouth, NH October 15-16, 2014 / June 18-19, 2015				x								x
• Two hour virtual meetings		x				x		x		x		

Timeline last updated August 22, 2014

Gulf of Maine Council on the Marine Environment Meeting Briefing Note				
Title of Agenda Item: GOMC Organizational Assessment –Reference Documents				
Submitted by: Steve Couture and Joan LeBlanc				
Type of Item (place X in appropriate box)	For Decision	For Direction	For Information (internal GOMC)	For Information (External)
x				
Background (required): As directed by the Council Advisory Committee, Steve and Joan have been compiling historical GOMC documents for reference during the 2014 – 2015 organizational assessment. These documents will be stored online and are available at the following link: http://www.gulfofmaine.org/2/gomc-home/council-advisory-committee-2014-2015/ <u>Partial List of Documents</u> <u>Historical Documents</u> <ul style="list-style-type: none">• GOMC Terms of Reference• Working Group Terms of Reference• Management and Finance Terms of Reference• Secretariat Team Terms of Reference• EPA Power Point – Sample Types of Organizational Structure• Richert Report• GOMC Action Plans <u>CAC / Organizational Assessment Documents</u> <ul style="list-style-type: none">• GOMC Organizational Assessment – Final Scope of Work• GOMC Organizational Assessment – Final Timeline• Summary of SWOT Analysis• Summary of ‘Types of Work’ Exercise• Materials from CAC meetings				
Actions, Outcomes or Decisions Requested: <ul style="list-style-type: none">• CAC members will utilize reference materials as needed.• CAC members will make additional recommendations regarding materials to include in the resource area.• Joan will continue to add reference materials to the resource area throughout the year as needed.				
Supporting Documentation (If applicable, list additional documents included in the Briefing Book following this Briefing Note): For reference regarding GOMC existing leadership and structure, GOMC Terms of Reference documents are included at the end of this Briefing Book on pages 19 - 23.				

Gulf of Maine Council on the Marine Environment Meeting Briefing Note				
Title of Agenda Item: GOMC 'Types of Work'				
Submitted by: Steve Couture and Joan LeBlanc				
Type of Item (place X in appropriate box)	For Decision	For Direction	For Information (internal GOMC)	For Information (External)
			x	
Background (required): At the June 2014 Council meeting, Council members identified the following two highest priority 'types of work' that the GOMC should continue to focus on within the framework of a streamlined organization. <div style="margin-left: 40px;"><ol style="list-style-type: none">1. Networking / Multi-Jurisdictional Collaboration and Facilitation2. Sharing Resources/ Best Practices/ Capacity Building (regional or jurisdictional)</div> In support of Council direction, Working Group members participated in a facilitated session to identify a wide range of potential opportunities for implementing the Council's identified priority types of work. A summary of the session is included following this Briefing Note. Steve and Joan have been utilizing information from the 'Types of Work' exercise and the SWOT analysis to inform development of the scope for this organizational assessment and options for consideration by the CAC.				
Actions / Next Steps: <ul style="list-style-type: none">CAC members are asked to review the 'Types of Work' summary for reference.Results from this 'Types of Work' exercise will be used to inform strategic planning throughout the year, particularly during future discussions regarding GOMC project / program committees.				
Supporting Documentation (If applicable, list additional documents included in the Briefing Book following this Briefing Note): A summary of all 'Types of Work' opportunities identified by the Working Group is included on pages 10 to 15 of this Briefing Book.				

'Types of Work' Facilitated Session - Background

At the June 2014 Council meeting, Council members took part in a strategic planning session and approved plans for an organizational assessment of the Gulf of Maine Council to be implemented during the 2014-2015 NH Secretariat Year. During their initial strategic planning session, Council members identified the following two highest priority 'types of work' that the GOMC should continue to focus on within the framework of a streamlined organization.

3. Networking / Multi-Jurisdictional Collaboration and Facilitation
4. Sharing Resources/ Best Practices/ Capacity Building (regional or jurisdictional)

In support of Council direction, Working Group members participated in a facilitated session to identify a wide range of potential opportunities for implementing the Council's identified priority types of work. Thanks to support from Nova Scotia Environment, the session was facilitated by HR professional facilitator Jennifer DeCoste. Results of the Types of Work facilitated session are summarized in this document.

Council Engagement

Engage Councilors in Creating a Strategic Plan

- Develop vision / mission / goals / objectives (Note: Council members reaffirmed support for existing mission, goals and Action Plan at the June 2014 meeting)
- Have Council members participate in their own SWOT Analysis
- Host a professionally facilitated session with Council to define desired outcomes and clear long-term goals

Articulating GOMC Priorities / Needs

- Council should reach consensus on a few priorities that are supported by at least two or three jurisdictions annually, and then focus in more detail on a specific topic throughout the year
 - Need to focus on specific topics / priorities that reflect common challenges across our jurisdictions – especially those where cross-border dialogue would make a difference, e.g. stream barrier work that NH lead 10 years ago provided benefit to all jurisdictions
 - In order to maintain relevance on the regional scale, the Council must request (and WG and its Committees must deliver) specific tools – information that benefit the jurisdictions
 - Create and implement process to 'survey' Councilors about their top 3 priorities
 - Hold 60 minute call for each priority to flesh out –
 - What aspects of issue are most important
 - How to engage specific staff members in learning from each other about methods and approaches
 - Develop timeline for actions
 - Evaluate what efforts can be region-wide vs. entity to entity
 - Define elements of success for addressing goals and priorities

Make Council Meetings More Decision-Based

- Council members have conference call to set their own meeting agenda and identify opportunities to discuss binational decisions / policy direction at meetings
- Keep Council meetings focused on dialogue among Councilors vs. updates from Working Group

Engage Council Members in Field Activities

- Identify an annual activity that allows Council members to participate directly in a GOMC facilitated activity / initiative / project in the host jurisdiction, e.g.
 - Planting Marram grass for a dune restoration project
 - Viewing a naturalized wetland stormwater management site
 - Restoring dyked lands to coastal wetlands
 - Viewing climate adaptation initiatives and / or tools such as LIDAR enhanced wet areas mapping

Make Council More Relevant / Effective

- Create a process / structure for Council-level response to environmental emergencies as close to 'real time' as possible
- Identify and ensure completion of at least one strategic action that Council wants accomplished each year
- Act on new collaborations that are not 'resource heavy' but will generate success and demonstrate ability for GOMC to bring value with little money

Additional Options for Enhancing Council Engagement

- Council members should be actively engaged with the committees and subcommittees to help fund work and communicate about the results of projects and other components of the current Action Plan
- To build capacity, Council should recognize topical leaders at the table and make specific requests for information

Communications

External Communications

- Develop and execute communications plan featuring large-scale outreach campaign with unifying messages
- Continue outreach around 25th Anniversary products
 - Hire two month contractor for distribution and social media strategy
- Develop 'GOMC 101' presentation that members could use as a tool for outreach to external groups, NGOs, academia

Internal Communications

- Develop structured internal communications plan, including:
 - Priorities
 - Cross jurisdictional interactions / meetings
 - 'News' from organizations
- Promote regular information sharing within GOMC via:
 - Webinars

- Face to face meetings
- Calls targeted to addressing specific issues
- Ignite presentation format for brief updates during meetings
- Online repository for information sharing 'in the cloud'
- Shared publications via GOMC website (categorized by topic)
- Shared calendar on GOMC website with cross-jurisdictional events
- Create a brief presentation that WG members could use to increase GOMC awareness among their departmental and jurisdictional peers (slightly different version of the 'GOMC 101' presentation)
- Working Group needs to unify around key messages communicating full benefits to high level jurisdictional representation on the Council
- Improve understanding of our agencies' missions, jurisdictional strengths, and mandates so we can increase our network's ability to draw upon each others' talents and knowledge for GOMC or other outside work

Expand / Improve Communications Tools

- Increase communications within the GOMC network via Constant Contact and other means
- Update committee listserves
- Develop current and effective media contact list
 - Load media list developed for Climate Network into Constant Contact
- Expand Social Media Presence
 - Build on existing Facebook, Twitter capacities
 - Add additional social media tools such as Linked In
 - Identify and recruit individuals with expertise
- Develop 'handles' for email messages such as 'urgent' means..., 'Important' means..., 'Need advice' means..., etc.

Training and Local Guidance

Host Educational Webinars

- Run monthly / bimonthly webinars (or lunch & learn sessions) on Council member programs
- Host educational webinars and or training sessions on key topics of shared interest such as:
 - Engaging regional policy makers in collaborative, consistent efforts regarding climate change adaptation, policies and regulation
 - Sharing information about how other jurisdictions are addressing green crabs or other aquatic invasive species

Develop and Share Regional Guidelines and Best Management Practices

- Develop regional guidelines and best management practices for addressing issues of concern such as tidal stream crossings taking sea level rise and storm surge scenarios into account
- Host multi-jurisdictional training sessions or workshops to share best practices for addressing key challenges such as stormwater and wastewater management
- Develop and share sea level rise / marsh migration summary document
- Take a look at how jurisdictions are applying 'economic lens' on shared interests such as climate change, vulnerability, and coastal erosion

Internal GOMC

- Conduct internal survey to identify priority topics for webinars (WG, Council, others in GOMC network)
- Focus on one category of best practices to be shared via workshop or training session at each in-person Council or Working Group meeting

Sharing Resources

Sharing Information with External Audiences

- GOMC should serve as a forum for sharing information
 - Discussing common issues across borders
 - Facilitating dialogue
 - Sharing resources and expertise
 - Sharing of data, project results, policies, information, and methodologies for priority issues and topics
 - Without challenges and constraints of bureaucracy
 - Bring together data / information from multiple sources, synthesize / interpret, add value and disseminate / identify and address knowledge gaps
- Develop a strong climate network that is a regional resource for sharing information
- Host collective, multi-stakeholder, cross-border events such as a high-level climate resilience summit
- Provide ecosystem services such as compilation of GOM studies / efforts
- Provide briefings to political leaders about key issues that need to be addressed
- Make a personal commitment to convey GOMC knowledge, expertise, products directly to NGOs, communities, and practitioners so they can implement / deliver these at the local level
- Report local initiatives, innovative projects, and programs, and trends in jurisdictions back to the Council (not just roundtable updates but full presentations to WG and Council)
- Share insights to inform a Coastal-Marine Atlas
 - (Bill Whitman will be seeking GOMC help and insights to develop a Nova Scotia Coastal Atlas Concept)

Sharing Non-Monetary Resources and Tools

- Create opportunities for sharing staff and physical resources such as technology, specialized equipment, ships, or other vehicles

Financial Resources

- Develop funding strategy that encompasses federal, provincial and state resource contributions
- Maintain neutral bi-lateral GOMA-like entity with ability to pool and transfer financial resources
- Each jurisdiction should contribute back in-kind or monetary resources to support their priorities
- Continue to research and pursue funding sources
- Ensure that monetary resources are tied to key priority needs of the ecosystem
- Enhance / expand US and Canadian federal funding for GOMC priorities

Expand Membership

Near Term Actions

- Broaden the GOMC network to add leaders from different sectors (beyond coastal) that might benefit from collaboration
 - Identify region-based (GOM) NGOs to recruit
 - Identify names of leaders from key (non-coastal) sectors to invite
 - Identify and invite key university / academic leaders for Council selected issue areas
- Evaluate appropriate GOMC representation for “total” jurisdiction
 - Share among WG and Council ‘who represents who’ and ‘to whom they report’
 - Share organizational charts
 - WG should share about how and if they get input from their jurisdictional partners, e.g. Nova Scotia Provincial Ocean Network

Long-Term Actions

- Council with expanded membership has regular dialogue to promote binational decisions and policy directives

Issues to Consider

- Council needs to consider roles of non-federal and non-jurisdictional members (NGOs) as conflicts of interest may exist, but could be hidden

GOMC Operations and Guiding Principles

Change “Load of Work” Paradigm

- Have Council co-chairs each year
 - US state + Canadian province
 - Canadian province + US federal
- Determine level of participation in response to needs
 - Don’t be afraid to work on sub-GOM efforts that may only involve a few jurisdictions
 - Create agile less formal focus teams to address pressing issues vs. more formal ongoing Committees that require longer term commitment and excessive process
- Focus on work that is at the core of our ‘day jobs’

Streamline Council and Working Group

- Redesign relationship between Council and Working Group
- Consider combining WG and Council into one coordinating body – pulling partners, stakeholders, leaders, and colleagues in as needed
- Host targeted Council meetings focused on specific topics (conduct annual survey to determine appropriate topics)
- Focus dues and coordinator efforts toward implementing the two priority types of work and achieving tangible results
- Rescope Council Coordination and IT contracts

Overarching Issues

- In order to share resources (people, money and time), the Council needs to recognize its special unique bi-lateral role and NOT faction into jurisdictional more narrow concerns. Think regionally and altruistically.

Summary prepared by GOMC Council Coordinator Joan LeBlanc.

Gulf of Maine Council on the Marine Environment Meeting Briefing Note				
Title of Agenda Item: GOMC Organizational Structure				
Submitted by: Steve Couture and Joan LeBlanc				
Type of Item (place X in appropriate box)	For Decision	For Direction	x	For Information (internal GOMC)
For Information (External)				
Background (required):				
<p>At the September 24th Council Advisory Committee meeting, Council members will begin discussing potential options for GOMC organizational structure. The underlying goal is to streamline and increase organizational effectiveness. This discussion will focus on management committees (Council, Working Group, Management and Finance etc.) but not on project/program committees (ESIP, Gulfwatch etc.).</p> <p>EXISTING STRUCTURE HIGHLIGHTS</p> <p><u>Council</u> <u>Purpose:</u> The Governments of Maine, Massachusetts, New Brunswick, New Hampshire, and Nova Scotia established the Gulf of Maine Council on the Marine Environment through “An Agreement on the Conservation of the Marine Environment of the Gulf of Maine” (1989 and amended in June, 1992).</p> <p><u>Membership:</u></p> <ul style="list-style-type: none"> • Each Governor and Premier may appoint <u>two</u> cabinet level or senior level representatives and <u>two</u> non-government representatives from the non-profit and / or business sectors. • Canadian and US federal agencies with a relevant statutory mandate may designate a senior representative to serve as a member of the Council. • Governors, Premiers and Council work collaboratively to make two-year, renewable appointments for representatives of the following interests: <ul style="list-style-type: none"> ○ Senior representative of the scientific community from each country that resides in the watershed ○ A member of the tribal community that is nominated by the region’s First Nations <p><u>Working Group</u> <u>Purpose:</u> Develop, implement and evaluate the Council’s Action Plan, and conduct strategic planning and preparation of policy options. Meets at least three times per year.</p> <p><u>Membership:</u> Membership consists of <u>one</u> person appointed by each Council member and <u>one</u> co-chair from each committee. Additional members may be appointed by consensus of members.</p> <p><u>Secretariat Team (Initially called the Management Committee)</u> <u>Purpose:</u> To advise the Secretariat on matters related to routine policy, budgetary, logistical and contract issues. The Secretariat Team develops options to facilitate smooth operation of the organization for implementation by other GOMC groups, and ensures continuity in change of Secretariats.</p> <p><u>Membership:</u> <u>One</u> representative from the immediate past, current and future jurisdictions to serve as the Secretariat. The Council may appoint additional members by consensus.</p>				

Management and Finance Committee

Purpose: Manages and reports on the Council's operations, contracting, and finances.

Membership: One representative designated by each state and province, one provincial member at-large, and one federal representative from each country. Working Group Chair serves as M&F chair.

Gulf of Maine Association (US and Canadian) - Non-profit entity established to further the goals of the Council and develop support in their jurisdiction.

POTENTIAL OPTIONS FOR DISCUSSION

- Combine Working Group and Council into one entity
 - Participants may vary depending upon issues / projects being discussed
- Establish Executive Committee to handle organizational business
 - Include all potential Council leaders (expanded Secretariat Team)
 - Would eliminate the need for M&F and Secretariat Team
- Shift GOMC administrative function to external non-profit
 - Evaluate costs / benefits of folding GOMA into another regional non-profit

Actions, Outcomes or Decisions Requested:

CAC members will discuss options for GOMC structure and provide direction to Steve, Joan and the Working Group regarding options for further consideration.

Supporting Documentation (If applicable, list additional documents included in the Briefing Book following this Briefing Note):

The following additional reference documents are included following this Briefing Note:

- Gulf of Maine Council Terms of Reference (06.07.06). Briefing Book, Page 19-20.
- Working Group Terms of Reference (06.07.06). Briefing Book, Page 21.
- Management and Finance Terms of Reference (12.04.08). Briefing Book, Page 22.
- Secretariat Team Terms of Reference (June 2014). Briefing Book, Page 23.

Gulf of Maine Council on the Marine Environment Meeting Briefing Note				
Title of Agenda Item: GOMC Leadership				
Submitted by: Steve Couture and Joan LeBlanc				
Type of Item (place X in appropriate box)	For Decision	For Direction	x	For Information (internal GOMC)
For Information (External)				
Background (required): In preparation for the discussion about options for restructuring GOMC leadership, Steve Couture and Joan LeBlanc held preliminary discussions with the Secretariat Team members to develop the following list of options to provide a starting point for the CAC discussion.				
<u>Option A – No Action, Retain Existing Leadership</u> <ul style="list-style-type: none"> • Jurisdictional government members provide leadership of Council <ul style="list-style-type: none"> ○ Leadership rotates – one jurisdiction per year • Federal partners, scientific community members, NGOs, and tribal representative are active participants at the Council table • Council membership <ul style="list-style-type: none"> ○ Jurisdictions (2 government representatives each, + 2 non-government) ○ Federal Agencies (1 representative each) ○ Scientific community (2 representatives – 1 US / 1 Canadian) ○ Tribal representative (1) 				
<u>Option B – State / Provincial and Federal Partner Joint Leadership</u> <ul style="list-style-type: none"> • Jurisdictional and federal agencies would co-lead Council • US / Canadian shared leadership • Rotating leadership <ul style="list-style-type: none"> ○ US State and Canadian Federal ○ Canadian Provincial and US Federal • Council membership remains the same 				
<u>Option C – State/Provincial, Federal Partners, and NGOs Share Leadership</u> <ul style="list-style-type: none"> • Leadership shared amongst three entities <ul style="list-style-type: none"> ○ US / Canadian balance (rotational basis) ○ NGOs elect their own leadership • Balance amongst NGOs (Canadian and US) • Council membership remains the same 				
<u>Related Issues for Future Discussion</u> <ul style="list-style-type: none"> • Broadening Council membership beyond existing state, provincial and non-profit membership • Changes in leadership structure may require revisiting the initial Gulf of Maine Agreement among jurisdictions establishing the Gulf of Maine Council 				
Actions, Outcomes or Decisions Requested: CAC members will discuss options for GOMC leadership and provide direction to Steve, Joan and the Working Group regarding options for further consideration.				
Supporting Documentation (If applicable, list additional documents included in the Briefing Book following this Briefing Note): Gulf of Maine Council, Working Group, M&F and Secretariat Team - Terms of Reference, pp. 19-23.				

Gulf of Maine Council on the Marine Environment
Terms of Reference • June 7, 2006

Scope

The Governments of Maine, Massachusetts, New Brunswick, New Hampshire, and Nova Scotia established the Gulf of Maine Council on the Marine Environment through "*An Agreement on Conservation of the Marine Environment of the Gulf of Maine*" (1989 and amended in June, 1992). The Council discusses and acts on issues that require or significantly benefit from a coordinated regional response. The *Agreement* directs the Council to:

- Coordinate conservation of the Gulf's ecosystem - establish long-term, cooperative environmental management strategies for the states, provinces and federal agencies;
- Promote sustainable development - promote the sustainable development and management of the Gulf's marine and coastal resources,
- Promote public awareness - improve stewardship of the Gulf by engaging decision-makers and the public in the development of progressive responses to leading management issues
- Expand our knowledge base - improve management of the Gulf by promoting mapping, monitoring, data/information management, and research on the structure of the Gulf ecosystem as well as the effects of pollution, habitat loss, and other stresses.

Role

The Council has three primary roles:

- a. Facilitators of integrated watershed, coastal and ocean management – The Council fosters an ecosystem-based management approach. It works to ensure decision-makers possess the necessary information to manage human effects on the ecosystem, to preserve ecological integrity and to sustain economically and socially healthy human communities.
- b. Enable the region's governments be more effective stewards – By working together in a regional forum the states, provinces and federal agencies learn from each other, try new approaches and as a result are better stewards of the resources they are legally responsible for.
- c. Sustain strong partnerships – The Council works to be an effective partner and build the capacity of local and regional organizations that are addressing issues of regional concern.

Membership

Each Governor and Premier appoints two cabinet level or senior level representatives and two non-government representatives from the non-profit and/or business sectors. Canadian and US federal agencies with a statutory mandate pertinent to the *Agreement* may designate a senior representative to serve as a member of the Council.

In addition, the Governors, Premiers, and the Council work collaboratively to make two-year, renewable appointments for representatives of the following interests:

- a. A senior representative of the scientific community from each country that resides in the watershed;
and
- b. A member of the tribal community that is nominated by the region's First Nations

Responsibilities

Each Councilor is expected to actively participate in the development and execution of Council meeting agendas including follow-up actions. In addition, Councilors are proponents of regional responses and actively pursue methods to advance the Council's 5-year Action Plan and annual work plan tasks while in their home jurisdiction.

Leadership

Responsibility to chair the Council rotates on an annual basis among the states and provinces. During that year the host jurisdiction serves as the Secretariat.

Meetings

The Council meets at least semi-annually to conduct business at a location and at a time to be determined by the Council. The Chair of the Council, or his/her designee, will moderate the meeting.

Committees

The Council may establish committees as it deems necessary to fulfill its mandate.

Communication

The Council routinely apprises the Premiers, Governors, and others about Council activities and prepares an annual report that documents its accomplishments and remaining challenges.

Support

The Council Coordinator, Policy and Development Coordinator, and the Executive Director of the US Gulf of Maine Association provide the necessary staff support. In addition, other Council contractors, agency representatives, and committee co-chairs assist as needed.

Decisions

The Council will develop, as necessary, a unified consensus on policies and programs affecting its mandate. The Council may decide to vote on specific issues but the results are non-binding on those that oppose or abstain from the decision.

Working Group

Terms of Reference • June 7, 2006

Purpose

The Working Group serves the Gulf of Maine Council on the Marine Environment (GOMC) and is responsible for the:

- a. Development, implementation and evaluation of the Council's five-year Action Plan; and
- b. Strategic planning and preparation of policy options .

Organization

- a. **Membership:** Department / agency Council members shall appoint one representative to the Working Group. The Council may appoint additional members by consensus of its members. In addition, each Council committee shall designate a committee Co-chair that will serve as a member of the Working Group.
- b. **Qualifications:** Representatives of the Working Group shall:
 - Have the authority to represent the position of their agency and make decisions (e.g. recommendations for the Council on policies, work plans, and other elements of the Council's work, etc.); and
 - Work directly with his/her Councilor to brief him/her.
- c. **Chair:** The Working Group Chair will be a member of the Working Group and from the jurisdiction in which the Council Chair is located. The Chair, in consultation with the Secretariat and Management and Finance, will set meeting agendas, and conduct other business as appropriate.
- d. **Meetings:** The Working Group will meet at least three times annually. These meetings may be coincidental with the Council's semi-annual meetings. Locations of the meetings will be rotated among the member jurisdictions.

Decisions

Decisions will be made by consensus.

**Gulf of Maine Council
Secretariat Team
Terms of Reference • June 2014**

Purpose

The Secretariat Team serves the Gulf of Maine Council on the Marine Environment (GOMC), Working Group, and Management and Finance. Its purpose is to advise the Secretariat on matters related to routine policy, budgetary, logistical, and contract issues. The Secretariat Team develops options to facilitate the smooth operation of the organization for implementation by other GOMC groups, and ensures continuity in change of Secretariats.

Organization

- a. **Membership:** The Secretariat Team consists of a representative from the immediate past, current, and future jurisdictions to serve as the Secretariat. The Council may appoint additional members by consensus of its members.
- b. **Chair:** The Working Group Chair facilitates the Secretariat Team's calls, meetings, and processes.
- c. **Meetings:** The Secretariat Team is expected to conduct the majority of its business through telecommunications and email. It may meet as needed and agreed upon by its membership.
- d. **Decisions:** The Team has limited decision-making abilities. It may take action on matters directed to its attention. Decisions will be made by consensus. The Secretariat Team will forward its decisions as recommendations to the body that requested its involvement.
- e. **Support:** The Council Coordinator, Gulf of Maine Association Executive Director, and the Development Coordinator provide support to the Secretariat Team and participate in its discussions as needed.

Management and Finance Committee
Terms of Reference • December 2012

Purpose

Management and Finance (MF) serves the Gulf of Maine Council on the Marine Environment by managing and reporting on the Council's programmatic, personnel, finance, and budget directives.

- Programmatic – MF takes the lead and works closely with the Council, Working Group and Committees to develop and implement annual work plans that implement the five-year *Action Plan*. It oversees all related contract procurement procedures (e.g., requests for proposals, contract negotiations, contract reviews) including external and internal budget decisions.

It facilitates inter-committee coordination, establishes and monitors implementation of Council procedures (e.g., *Reference Handbook*), and coordinates internal policy. It organizes Council and Working Group meetings as needed including the development of agendas and reporting out of the results. It seeks to secure funding in support of approved Council initiatives and projects.

- Personnel – MF is responsible to the Council for all contractor/personnel decisions. In doing so it will delegate appropriate authority to the committees, ensure they have adequate support to perform this work and will make recommendations to the Council as needed.
- Finance and Budget – MF prepares the annual budget for Council and Working Group review and then oversees its implementation. (It can amend the budget if the changes do not cumulatively exceed 10% of the approved budget.)

Membership

Management and Finance is composed of a representative designated by each state and province, one provincial member at-large, one federal representative from each country, and one Gulf of Maine Association member from each country. The current Working Group chair serves as MF Chair.

Support

The Council Coordinator, Development Coordinator, Administrative Assistant, and the Executive Director of the Gulf of Maine Association provide the necessary contractor support. In addition, other Council contractors, agency representatives, and committee co-chairs may assist as needed and contracted.

Decisions

Decisions will be made by consensus.