

Chapter 4. Action Plan Introduction and Organization

The action plans contained in this chapter form the centerpiece of the new Buzzards Bay Comprehensive Conservation and Management Plan. Meeting the goals and objectives of these action plans should lead to achieving the overarching Buzzards Bay CCMP goals: to protect and restore the water quality and natural resources of Buzzards Bay and its surrounding watershed.

Each action plan begins with a one or two page overview that includes a brief statement of the **Problem** addressed by that action plan, the **Goals** adopted to address the problem, and more specific **Objectives** to meet these goals. Goals are broad and long-term and articulate the desired condition for Buzzards Bay, whereas objectives are the more specific, shorter-term targets for attaining goals. Other distinctions between goals and objectives as used in this document are listed in Table 15.

Each action plan summary page also has an **Approaches** section, outlining possible or likely implementation approaches to meet the objectives. This is followed by a **Costs and Financing** section, which provides a thumbnail summary of costs and funding options to meet the action plan. This section is followed by **Measuring Success**, which provides a thumbnail overview of monitoring progress.

These overview pages are meant to be stand-alone pages to be included in the Buzzards Bay CCMP Executive Summary and for outreach.

These action plan overviews are then followed by information that is more detailed in sections titled **Background, Major Issues, Management Approaches, Financing Approaches, and Monitoring Progress**. These sections provide the more specific information needed to understand and implement the action plan.

The format of this new management plan differs from the original Buzzards Bay CCMP in that this management plan does not include a full list of all specific recommendations to meet each objective. This change was made in recognition of the fact that actions needed to achieve a specific goal or objective may differ depending upon existing laws, regulations, and the economic and political conditions in each community or other level of government. Moreover, in many instances there is more than one path to achieve a goal or objective. The Management Approaches sections identifies some, but not all possible mechanisms to achieve the Goals and Objectives, and often includes links and references to additional resources to help implement the plan.

After the new Buzzards Bay CCMP is adopted, the Buzzards Bay National Estuary Program, under the direction of its Steering Committee, will develop annual workplans for the state-federal cooperative agreements, to guide Buzzards Bay NEP activities. Periodically, the NEP will develop strategic multi-year watershed action

Table 15. The difference between goals and objectives

- Goals are broad; objectives are narrow.
- Goals are general intentions; objectives are precise.
- Goals are intangible; objectives are tangible.
- Goals are abstract; objectives are concrete.
- Goals usually cannot be validated as is; objectives can be validated.
- Goals are long term, objectives are shorter term

plans, and undergo performance reviews, to identify the new actions, retune ongoing activities, and to ensure continued progress under this Buzzards Bay CCMP.

One element of the Buzzards Bay CCMP that has not changed is the fact that local government still has the greatest authority to manage the cumulative impacts of existing and new development on the environment, and therefore local government will need to take the most action to achieve the goals and objectives of this management plan. It is also true that the greatest financial burden of implementing the management plan will be borne by municipalities. Because municipal government is already financially overburdened, unless the state and federal government collaborate on financial solutions, solving certain problems like nitrogen loading and stormwater pollution will take decades.

In recognition of this problem, more general principles and opportunities for financing the Buzzards Bay CCMP are contained in Chapter 6. Additional strategies to track or monitor implementation of the Buzzards Bay CCMP are specified in Chapter 5.

Action Plan Outline

[Overview Page]

Problem
Goals
Objectives
Approaches
Costs and Financing
Measuring Success

[Supporting Information]

Background
Major Issues
Management Approaches
Financial Approaches
Monitoring Progress