

**STATE OF RHODE ISLAND  
DEPARTMENT OF ENVIRONMENTAL MANAGEMENT**

**OFFICE OF STRATEGIC PLANNING & POLICY  
FY2002-FY2003 WORK PLAN**

**I. Overview/Office Description:**

This document is a workplan for the Office of Planning and Policy for fiscal years 2002 and 2003 from July 1, 2001 to June 30, 2003 as part of the Department's workplan and Performance Partnership Grant (PPG) and Performance Partnership Agreement (PPA) with the United States Environmental Protection Agency (EPA).

The Office of Policy and Planning develops policies, plans, environmental indicators and performance measures; coordinates development of strategies, multi-agency and multi-media plans and related reports. Theses include the Department's Work Plan and the Performance Partnership Agreement and Grant with EPA; conducts public outreach and environmental education to help implement the Department's goals and strategic priorities, and develops sustainable environment initiatives.

The office has transferred recycling, household hazardous waste assistance, and regulatory and outreach programs. The Office has scaled back involvement in Earth Day. Litter Prevention programs have been discontinued due to lack of funding.

**A. Program Highlights: Policy Development**

1. Environmental Equity/Justice
2. Urban Strategy
3. Regional Greenhouse Gas Strategy/energy policy

**B. Strategic Planning**

1. DEM work plan
2. Performance Partnership Agreement/Grant
3. Semi-annual Reports
4. Annual Report
5. Asset Protection Plans
  - Forestry
6. SCORP
7. Statewide Solid Waste Plan
8. DEM communications

**C. Transfer/Closure of Non-Policy functions**

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The division continues to re-engineer to carry out existing responsibilities and planned initiatives. Junior staff have gained knowledge and skills although we are still providing them with training and guidance while they familiarize themselves with RI environmental issues and Department history. We are redirecting and retraining some senior staff members from direct program operation into coordination of development and evaluation of work plans and policies. We are also coping with the increased workload generated by the proliferation of stakeholder groups and policy and planning work groups. Since we lack sufficient clerical staff to support these efforts, program staff must provide much of their own clerical support services, taking them away from policy and plan development. See below for proposed adjustments to the work plan to accommodate this constraint.

## **II. Mission of Program: The mission of the Office is:**

To develop new, and enhance existing policies and programs to preserve, protect, and restore Rhode Island's environment through planning and policy development, and public participation.

## **III. Program Highlights and Key Strategies:**

The Policy and Planning Office works closely with many partners inside and outside the Department. Our major partners are the DEM management and programs, the Department of Health, EPA, national and regional environmental associations, RI environmental groups, non-profit agencies such as neighborhood associations, EPA and other federal agencies, and non-profits such as ECOS.

- **In addition to core programs such as** providing planning assistance, policy research, analysis, and recommendations to management and coordinating development and implementation of the Department's Strategic Work Plan, evaluation processes and Annual Report, major Office initiatives in FY'02 & FY'03 include:
- **Policy and Plan Development:**
  - Follow-up on Asset Management Studies by helping to develop adequate stable sources of funding
  - Publish Asset Management Study for Forestry
  - Conduct stakeholder process to develop framework for a state greenhouse gas plan that is consistent with regional plans and policies
  - Coordinate development of a State Comprehensive Outdoor Recreation Plan (SCORP)
  - Coordinate implementation and reporting for the two year DEM Strategic Work Plan and Performance Partnership Agreement (PPA)
  - Coordinate and assist with implementation of RIDEM Environmental Equity Policy
  - Update Solid Waste Comprehensive Plan in conjunction with DEM/Waste Management, RIRRC, and other stakeholders
  - Co-chair Department Public Participation and Outreach Workgroup

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- **Transfer of operations programs:** Technical assistance to RIRRC for the household hazardous waste/Eco-Depot program will be required in the first half of FY2002. Technical assistance to RIRRC and other DEM Offices may be required for recycling programs during the first half of FY2002. We have submitted a proposal to the Office of Waste Management for the transfer of recycling functions and await their response. YLC funding has been eliminated from the FY2002 budget. We have provided a partial grant and training program for the summer of 2001, but the program will cease in FY2002 unless new funding or a new sponsoring entity is found. It is imperative that the funding arrangements provide for a transition with no disruption of service. Due to a reduction in staff, Policy and Planning has reduced its role from full coordination of all Earth Day events to coordinating only community Earth Day clean ups. The Earth Day Festival is administered by the RIDEM Parks & Recreation Division and selected members of the Earth Day committee.

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<b>OBJECTIVE 1:</b> Develop policies and plans with Department managers, staff and stakeholders		<b>ENVIRONMENTAL INDICATOR(S):</b> Timely and effective strategies to deal with challenges that have input and support from programs and stakeholders
<b>STRATEGY</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE MEASURES</b>
<b>1) Work with DEM offices, other government agencies and stakeholders to develop strategies and action plans measures on emerging and priority environmental and administrative issues</b>	<ul style="list-style-type: none"> <li>• Coordinate development of environmental equity policy and work plan activities, and implementation of environmental equity policy.</li> <li>• Coordinate with DEM offices, DOH and municipalities to develop a lead safety policy.</li> <li>• Urban Environment: Explore potential for a strategic departmental urban environmental policy-workplan.</li> </ul>	<ul style="list-style-type: none"> <li>• Report on multi-lingual services for constituents</li> <li>• Report on research on disproportionate impacts of environmental impacts or burdens using GIS</li> <li>• Report on review of DEM policies, regulations, and procedures for potential environmental equity impacts</li> <li>• Schedule series of workshops to educate staff on environmental equity issues and policy implementation</li> <li>• Work with internal committee on public outreach and education activities to engage more of the public in environmental issues</li> <li>• Convene an Environmental Equity Advisory Committee to advise DEM on environmental equity issues and more effective outreach and education to community groups</li> <li>• Reprogram EPA lead enforcement education grant for OC&amp;I overtime inspection program Summer 2001</li> <li>• Assist in the fish consumption risk communication study and in the development of outreach materials</li> <li>• Research the air toxics monitoring results and assist in the development of outreach efforts related to results</li> <li>• Coordinate with watersheds group on Urban environmental design manual</li> <li>• Research and evaluate lead enforcement strategies</li> <li>• Work with CHisPA and Groundwork Providence if they receive Environmental Justice small grants from EPA for environmental outreach project</li> </ul>
	Coordinate development of Greenhouse Gas Mitigation Action Plan framework.	<ul style="list-style-type: none"> <li>• Complete Greenhouse Gas Plan Framework</li> <li>• Complete Greenhouse Gas Strategy Action Plan by April 2003 contingent on funding. Applications for grants totalling \$125,000 are pending.</li> </ul>

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<b>STRATEGY</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE MEASURES</b>
	Coordinate development of long term asset management priorities for forestry facilities.	<ul style="list-style-type: none"> <li>Asset management plan for Forestry Division and Management Areas published by August 31, 2001</li> </ul>
	Comprehensive Solid Waste Plan	<ul style="list-style-type: none"> <li>Write assigned sections and review drafts</li> <li>Schedule to be announced when lead agency releases schedule</li> </ul>
	<ul style="list-style-type: none"> <li>Coordinate development of SCORP (18 month project)</li> </ul>	<ul style="list-style-type: none"> <li>Insert updated SCORP schedule</li> </ul>
	<ul style="list-style-type: none"> <li>Coordinate a State agency recycling initiative with a new approach, through a work group composed of representatives from SPP, DEM/OWM, and DOA</li> </ul>	<ul style="list-style-type: none"> <li>Bid to create a new Master Price Agreement for State Agency Recycling Services out late in FY'01, awarded and services to begin early in FY'02</li> <li>Work group to meet monthly, or as necessary to effectuate a successful state-wide State agency recycling program</li> <li>Measure performance of program through quarterly reports submitted by vendors, to include volumes of recycled materials, expenditures, and recycling facilities receiving materials</li> </ul>

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<b>OBJECTIVE 2:</b> Develop and coordinate strategic planning process to achieve Department goals, priorities and results		<b>ENVIRONMENTAL INDICATOR(S):</b> Major Department goals and objectives are achieved
<b>STRATEGY</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE MEASURES</b>
<b>Coordinate the development and implementation of a strategic planning structure and processes for the Department that describes environmental conditions, the goals and objectives of the Department, and the results that we hope to achieve.</b>	Coordinate the implementation and reporting for the Departmental Strategic two year work plans and PPA	<ul style="list-style-type: none"> <li>• PPA/PPG signed by September 12, 2001</li> </ul>
	Work with Divisions to develop and refine indicators and performance measures, including evaluating the feasibility of aligning the Strategic Work Plan with performance measures to be used in FY'03 budget	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Re-evaluate/make recommendations for indicators and measures, development of new performance measures in the first quarter of FY'02, to be used in the FY'03 budget</li> <li>• Train department staff on developing measures and using forms as needed</li> </ul>
	Coordinate Department work plan evaluation process for 2 year Strategic Work Plan	<ul style="list-style-type: none"> <li>• Compile and publish progress reports from divisions</li> <li>• Make recommendations for improvements</li> </ul>
	Publish Annual Report on Department progress and environmental results	<ul style="list-style-type: none"> <li>• Publish February 2002 (provided Bureaus provide updates by September 30, 2001)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Strengthen policy and planning function</b></li> </ul>	Consult with federal, regional and state planning experts; participate in policy and planning conferences and workshops	<ul style="list-style-type: none"> <li>• Policy and planning skills and expertise refined in key issue and skill areas</li> </ul>
	Complete transfer of waste and recycling programs to appropriate divisions, agencies	<ul style="list-style-type: none"> <li>• Technical assistance to RIRRC for HHW/Eco-Depot to be provided through December 2001, technical assistance to RIRRC and DEM Offices for recycling to be provided in the first half of FY'02 contingent on OWM schedule for implementing recycling</li> </ul>

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<b>OBJECTIVE 3:</b> Coordinate public participation and outreach to support priority Department issues and programs and to involve youth, seniors and the public in solving environmental and public health problems		<b>ENVIRONMENTAL INDICATOR(S):</b> Active involvement and support of public in Department initiatives
<b>STRATEGY</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE MEASURES</b>
<b>Continue to improve/refine/optimize public participation and outreach initiatives</b>	Administer Youth Litter and Conservation Corps Grants <ul style="list-style-type: none"> <li>• Explore new options for oversight and/or transfer</li> </ul>	<ul style="list-style-type: none"> <li>• Administer limited program of training and technical assistance Summer 2001</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to serve as advisory members with Department of Elderly Affairs for Senior Environmental Corps</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly meetings</li> </ul>
	Assist with coordination of Earth Day activities, mainly clean ups	<ul style="list-style-type: none"> <li>• Participate in Earth Day Committee meetings (monthly/ongoing)</li> <li>• Coordinate statewide clean ups April 2002, 2003</li> <li>• Administer mini grants to clean up coordinators to conduct local Earth Day activities, education and celebrations in conjunction with cleanups by April of each year contingent on funding</li> <li>• Amount of litter collected</li> </ul>
	Partner with Audubon Society, Sovereign Bank, and Department of Health on International Shoreline Cleanup	<ul style="list-style-type: none"> <li>• # volunteers participating</li> <li>• Amount of litter collected</li> </ul>
	Continue to serve on Department Training Committee and conduct training workshops as policy and planning work plan permits	<ul style="list-style-type: none"> <li>• Monthly meetings</li> <li>• Number of trainings coordinated, number of participants</li> </ul>
	Develop a RIDEM Outreach & Public Participation Strategic Plan with RIDEM staff	<ul style="list-style-type: none"> <li>• Convene workgroup by July 2001</li> <li>• Develop recommendations/action plan by March 2002</li> <li>• Implement recommendations 2002</li> </ul>